



**ONGC Group**

Sustainability Report FY15

GRI G3.1 A<sup>+</sup> Report

*Touching lives,  
far and wide.*



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## Leadership speaks

Chairman, ONGC Group of Companies



Dear Stakeholders,

As a group, it has always been our endeavour to talk openly about what sustainability means to us and how we as India's energy anchor can play a role in achieving the overall national vision of sustainable development. I am delighted to share ONGC's sixth sustainability report with you. This is our second group level report comprising of ONGC, ONGC Videsh and Mangalore Refinery and Petrochemicals Ltd. The report follows the Global Reporting Initiative GRI G3.1 guidelines on Sustainability Reporting and Oil and Gas Sector Supplement (OGSS).

In a period mired by declining crude oil prices and heightened volatility, the silver lining came in the form of reversal of the trend of declining indigenous crude oil output. ONGC's production track record from its predominantly mature portfolio and commercially prudent and holistic management of producing assets is really remarkable. In this regard, our technology intensive IOR/EOR projects to maximize

production have yielded positive outcomes – in FY15 over 34% of ONGC's crude production was a result of our efforts invested in these projects. In fact, effective and judicious deployment of technological interventions has enabled the Company to reverse the trend in the last financial year.

The standalone domestic crude output was 22.26 MMT compared to 22.25 MMT in the previous fiscal year. The increase, however marginal, displays ONGC's conviction of following a focused operational approach and effective deployment of technology to increase output from our predominantly mature portfolio. At a global level, the energy industry, particularly the oil and gas sector, is facing challenging times due to the collapse of crude prices in the recent past. The crude prices collapsed from a level of USD110 to sub 50 dollars per barrel due to lower growth in demand than expected in China, sub optimal recovery in some of the developed economies, steady build-up of new supplies backed by strong North American output, OPEC's resolve to continue with their existing levels of production,





developments in Iran promising further additions to global oil supply, etc. While many of the global Exploration and Production (E&P) companies have responded to this situation by cutting down their investments, ONGC takes this as an opportunity to build its assets in this environment of lower costs as well. In FY15 we not only excelled in our core activities of E&P but in other strategic areas as well. ONGC made 22 oil and gas discoveries and made cumulative reserve accretion of 61.05 Million Metric Tonnes of Oil Equivalent (MMTOE) on 2P basis.

We also have a robust pipeline of future hydrocarbon supplies reflected in our Reserve Replacement Ratio (RRR) of 1.38 with 2P reserves. Overall, we continue to hold our standing as India's largest producer of oil and natural gas contributing over 70 percent of country's hydrocarbon production. The total output of ONGC group (including ONGC Videsh and ONGC's share in PSC-JVs) for FY15 stood at 58.34 MMTOE as compared to 59.2 MMTOE in FY14. In addition to our commitment of maximizing output from our producing assets, we also actively pursue addition of fresh reserves to our current portfolio through development of new projects. In FY15, our Board approved six major field development projects worth over ₹240 billion.

In FY15, the depressed oil prices continued to cast a shadow of pessimism on our earnings outlook. Given this scenario, we still generated revenue of ₹83.94 billion. Our combined group revenue for the fiscal was ₹1,660.67 billion with a standalone profit-after-tax of ₹177.33 billion (down 19.7 percent from FY14). Even though our financial performance and cash flows saw a decline, our overall dividend pay-out ratio (with dividend tax) was higher (55 percent) than that in the preceding year (43 percent) with a total dividend pay-out of ₹81.28 billion to shareholders.

On the international front, ONGC Videsh secured blocks in Myanmar and New Zealand marking our first entry into the Asia-Pacific region. Our global production in spite of disruptions in South Sudan and Syria rose to 8.87 MMTOE in FY15 from 8.36 MMTOE in FY14 marking the second consecutive year of growth for our overseas business in terms of production performance. It was also an important year for our downstream subsidiary MRPL which saw all units under the 15 MMTPA refinery's Phase-III expansion plan getting commissioned and achieving its highest ever throughput of 14.65 MMT in FY15.

The unit II of our OTPC 726.6 MW gas-based power project that is expected to mitigate over 1.6 million tonnes of CO<sub>2</sub>e annually was dedicated to the nation by our Hon'ble Prime Minister Shri Narendra Modi. We are carrying out techno-commercial and environmental feasibility study for setting up sea water desalination plant. In line with our commitment to Prime Minister's vision of a Swachh Bharat, we are setting up a pilot waste to fuel plant at Puri, Odisha.

ONGC has always been a promoter of import substitution by encouraging local production and manufacturing. In light of the Make in India campaign, ONGC has been holding regular interactions with various vendors and stakeholders to formulate achievable plans for successful implementation of Make in India. ONGC's sustained performance and contribution in the energy space continues to attract acknowledgment from our industry peers around the world. We have been continuously rated highly in globally respected listings such as Platts 250 Global Energy Rankings, Forbes Global 2000 and Fortune's World's Most Admired Companies.

We have always laid emphasis to incorporate principles of sustainability within our operations. We strongly believe that a vibrant indigenous oil and gas sector will also provide a strong fillip to national initiatives like 'Make in India', 'Give It Up', 'Digital India' and 'Swachh Bharat Abhiyan' by way of proliferation of business opportunities for all allied industries such as manufacturing and greater engagement of energy companies with local communities. Through our corporate social responsibility initiatives, we have invested ₹4.95 billion in FY15 to generate positive social outcomes for the communities around our operations.

We are all set to continue our PP 2030 journey towards doubling our production to 130 MMTOE by 2030. PP 2030 goal will go hand-in-hand with our commitment to amplify our sustainable development footprint and create enduring value for our stakeholders. I hope this report successfully conveys our approach and upholds the values we stand for. We welcome thoughts, opinions and suggestions.

**Dinesh K. Sarraf**  
Chairman, ONGC Group of Companies

## Leadership speaks

Message from the Managing Director, ONGC Videsh



Dear Stakeholders,

I am proud to present ONGC Videsh's sustainability performance as part of ONGC Group's second combined sustainability report. As we progress on our sustainability reporting journey, we continue to solidify the trust our stakeholders place in us. We alongwith our parent company are committed to improve our sustainability performance as well as the quality of our disclosures. We want to drive responsible economic growth focussing on energy security for the country, while ensuring that we generate value for the society at large and operate in an environmentally responsible manner.

This was a landmark year for us as we completed 50 successful years of being India's flagship overseas oil firm. The occasion of our golden jubilee was marked with a mega energy conclave - Urja Sangam, inaugurated by Hon'ble Prime Minister

Shri Narendra Modi. The conclave was attended by union Ministers, policy makers, CEOs of global energy firms and representatives from academia to discuss the present day challenges and strategic opportunities in an ever changing energy landscape.

We currently produce about 170 thousand barrels of oil and oil equivalent gas per day and have total oil and gas (2P) reserves of about 612 MMTOE as on 31st March 2015. We registered 8.87 MMTOE of O+OEG production during FY15 against 8.36 MMTOE in FY14 with rise in production coming primarily from BC-10 field in Brazil, blocks in Myanmar and the Sakhalin project in Russia. Despite the increase in production by 6%, our revenues dipped by 14% due to the slump in oil prices globally and profit-after-tax went down by 57% due to lower oil prices, exchange losses, higher financing cost and higher depletion charges.





We continued on our aggressive global acquisition strategy to further strengthen our presence in key oil producing regions around the world. In FY15, ONGC Videsh was awarded an exploration permit in the Taranaki offshore basin by Government of New Zealand marking our foray in the Pacific Region. We were also awarded two blocks - Block B2 and EP3 in Myanmar. In FY15, we signed MoUs of strategic importance with international energy players.

Our operations are greatly impacted by on-going geopolitical situations in regions where we work. The current geo-political situation in places like Syria and South Sudan continue to adversely impact our operations.

As India's flagship overseas oil and gas player, we strive to take our values and inculcate the same in our operations across the globe. Our global operations and the regions where we operate necessitate the need to have robust management systems. We have an integrated Quality, Health, Safety and Environment

(QHSE) Management System based on ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:2007 and an Enterprise-wide Risk Management (ERM) framework developed in line with ISO 31000:2009 Enterprise Risk Management requirements.

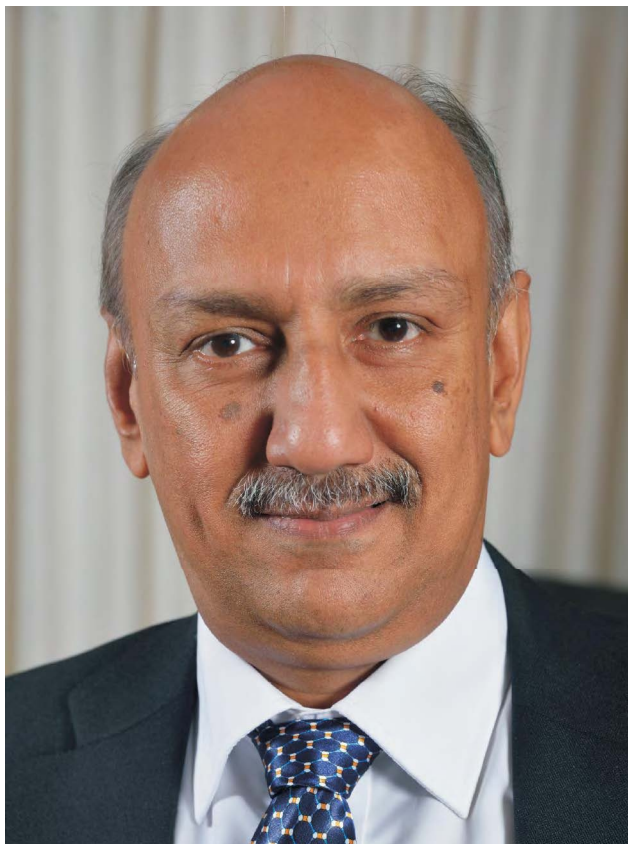
Along with our group companies, we strive to transparently communicate our sustainability approach and performance to our stakeholders every year. Sustainability is a journey and we intend to continue on this path and progressively integrate sustainability into our operations.

Narendra K. Verma  
Managing Director, ONGC Videsh

*Touching lives, far and wide.*

## Leadership speaks

Message from the Managing Director, MRPL



Dear Stakeholders,

I am delighted to present MRPL's sustainability performance for the year FY15 as part of ONGC group's second sustainability report. We are committed to improving our sustainability disclosures and carry forward ONGC's stellar record when it comes to reporting on sustainability.

FY15 was a very challenging year on account of unpredictable crude price variation. Our performance is directly impacted by operational efficiency and access to crude oil of the required quantity, quality and price. MRPL continues to implement a business strategy that focuses on mitigating all these key risks.

In terms of production, we saw our best year by recording highest ever output in FY15 for crude processed, LPG and HSD at 14.65 MMT, 502.4 MMT and 5.68 MMT respectively. We also expect to benefit from the import of crude oil from Iran by virtue of the progress made on the Iran

nuclear deal framework. We have also significantly enhanced our capabilities with the commencement of operations of all units of our ambitious Phase-III Expansion and Upgradation Project and the downstream integration carried out through the Polypropylene Unit. Extending our unwavering commitment to product quality and fuel standards, we are geared up to produce and deliver Euro IV quality auto fuels to cater to the Indian market in line with the Auto Fuel Policy of the Government of India.

Polypropylene is one of the fastest growing sectors in India and one of the most widely traded polymers in the world after Polyethylene and MRPL is all set to make a big leap in this segment through our new Polypropylene unit built with an investment of around ₹18 billion.

The deregulation of HSD pricing has opened up opportunities for recommencing the retail business. The first Dealer operated Retail Outlet at Mangalore was setup in November, 2014 and is in the process of setting up many more retail outlets. We have also initiated downward integration by amalgamation of ONGC Mangalore Petrochemicals Limited (OMPL) with MRPL and the potential synergies between OMPL and MRPL will ensure higher returns and add further value to our product streams.

In line with the philosophy of our parent company, we continue to embed sustainability in our operations. Our refinery performance Improvement Programme aimed at identifying opportunities for improvement by adopting best operating practices in the areas like optimizing operations, energy and utilities, minimizing hydrocarbon loss and improving maintenance and inspection practices. We also run an active corporate social responsibility programme with community development initiatives around key areas of education, health care and overall development of basic infrastructure in and around our operations.

Our people are an important aspect of our identity and are responsible for taking us to greater heights. As an organisation, we have a strong focus on nurturing our human capital. To nurture future leaders, we started an innovative Advanced Strategic Leadership Program, named "Project Uttisht" in collaboration with IIM Udaipur.

MRPL has signed an MoU with Government of Karnataka for setting up a Linear Alkyl Benzene (LAB) Plant (for producing





MD,MRPL receiving SILVER NIRYAT SHREE award from Hon'ble President of India.



raw materials to manufacture detergent) and to expand its Refining capacity to 18/21 MMTPA subject to techno economic viability and availability of required infrastructure at Mangalore with an approximate investment of ₹85 billion.

As we continue to steer through challenging times, it will be our endeavour to continue on our path of sustained growth in a responsible manner. We will continue to support our group's effort to tread higher on the path of sustainability.

H. Kumar  
Managing Director, MRPL



## ONGC group - journey till now

*ONGC is the undisputed leader in oil and gas exploration and production activities in India, accounting for over 70% of India's domestic hydrocarbon production. ONGC has established more than 7 billion tonnes of in-place hydrocarbon reserves in the country and produces more than 1.27 million barrels of oil and oil equivalent gas per day. It also contributes over three million tonnes per annum of value added products like SKO, HSD, C2-C3, LPG, Naptha, MS, ATF etc. Towards achieving energy security for the Nation, ONGC has established a global presence across the hydrocarbon value chain through subsidiaries like ONGC Videsh, MRPL and JV's.*



A Panoramic view of MRPL-Refinery, Mangalore

ONGC as an integrated Oil and gas company has developed in-house capability in all aspects of exploration and production business i.e., Acquisition, Processing and Interpretation (API) of Seismic data, drilling, work-over and well stimulation operations, engineering and construction, production, processing, refining, transportation, marketing, applied R&D and training etc. This chapter outlines the development of the organization to its present position along with operational highlights and key milestones.

### The early days:

Post-independence, Government of India decided to develop the oil and natural gas resources in the various regions of the country as a part of Public Sector development. With this objective, Oil and Natural Gas Directorate was set up in 1955 under the aegis of Ministry of Natural Resources and Scientific Research under the visionary leadership of Pandit Jawahar Lal Nehru and Shri Keshav Dev Malviya, the then Minister of Natural Resources. It was a period when oil and

gas exploration was dominated by foreign firms and majority of activity was limited in the Upper Assam regions. India was touted as a country with limited oil and gas reserves. ONGC strategically, took domestic exploration from Assam to other parts of the country and to offshore, changing the global perception towards India.







### From Gulf of Cambay to Eastern Offshore:

Since inception, ONGC has been instrumental in transforming the country's limited upstream sector into a large viable playing field, with its activities spread throughout India and significantly in overseas territories. In the inland areas, ONGC not only found new resources in Assam but also established new oil province in Cambay basin (Gujarat), while adding new petroliferous areas in the Assam-Arakan Fold Belt and East coast basins (both inland and offshore). ONGC went offshore in early 1970's and discovered a giant oil field in the form of Bombay High, now known as Mumbai High. This discovery, along with subsequent discoveries of oil and gas fields in Western offshore changed the oil scenario of the Country. Buoyed by the success of Bombay High discovery, ONGC explorations ventured to other parts of western offshore covering Kerala-Konkan basins and to Eastern offshore. Unrelenting efforts of ONGCians led to the exploration activities of oil and gas at deep-sea.

### Stepping out:

Hydrocarbons India Pvt. Ltd. was incorporated on 5th March 1965 with primary objective of prospecting oil and gas acreages overseas. On 15th June 1989, Hydrocarbons India Pvt. Ltd. was rechristened to ONGC Videsh Ltd. and at present it has participating interest in 36 oil and gas assets in 17 countries that includes Azerbaijan, Kazakhstan, Russia, Brazil, Colombia, Venezuela, Iran, Iraq, Syria, Libya, Sudan, South Sudan, Mozambique, Bangladesh, Myanmar, Vietnam and New Zealand. Out of these 36 projects, 13 are producing, 4 are discovered/under development, 17 are exploratory and remaining 2 are pipeline projects. It contributes 14.6% and 10% of India's oil and natural gas production respectively. In terms of reserves and production, ONGC Videsh is India's second largest petroleum company, next only to its parent ONGC. Its oil and gas operations produced 8.87 MMT of oil and oil equivalent gas. ONGC Videsh is currently producing about 170 thousand barrels of oil and oil equivalent gas per day and has total oil and gas (2P) reserves of about 612 MMTOE as on 31st March 2015. ONGC Videsh's global partnerships and interest as on 31st March 2015 (through subsidiaries) can be referred in the ONGC Videsh Annual Report FY15 (page nos. 164-166) and at the following web-link: <http://www.ongcvidesh.com/assets/>

### Foray into downstream business:

MRPL, originally a joint sector Company became a PSU after acquisition of its majority shares by ONGC in 2002. MRPL operates a state of art grassroot refinery located in a beautiful hilly terrain, North of Mangalore city, in Dakshin Kannada region. The Refinery has got a versatile design with high flexibility to process crudes of various API and with high



Crude Distillation unit phase -I of MRPL

degree of automation. As on date, MRPL has a design capacity to process 15 MMTPA and have 2 Hydrocrackers producing Premium Diesel (High Cetane). It is the only refinery in India to have two hydrocrackers producing premium diesel and to have two Continuous Catalyst Regeneration (CCR) units producing unleaded petrol of high octane.

### The ONGC group - Now and the way forward:

In present times, ONGC is the only fully-integrated petroleum company in India, operating along the entire hydrocarbon value chain. It has single-handedly scripted India's hydrocarbon saga. ONGC has a well-integrated hydrocarbon value chain structure with interests in LNG and product transportation business as well.

Considering the group's long term aspirations and goals, a comprehensive strategy has been etched - Perspective Plan 2030 (PP 2030), that maps ONGC's strategy towards sustaining its position as a globally integrated energy major and addressing India's energy security needs. The plan is a blueprint of its commitment towards building unique 'differentiating' core capabilities through investment in niche technologies, physical and intellectual capacity building, applied R&D and capital management capabilities to serve our vision and realising our future growth prospects. The elements of this plan focus on key operational requirements that are imperative for bringing "the desired perspective" to fruition. These include areas like reserve accretion, brown field management, overseas E&P operations, value chain integration and sound financial management to ensure sustained growth. The plan outlines priorities and challenges relevant to achieving this long term vision and provides a clear direction for group actions.

### Organizational and operational structure:

ONGC is headquartered at Tel Bhawan, Dehradun and its single largest shareholder is the Government of India with a shareholding of 68.94%. Life Insurance Corporation of India, Indian Oil Corporation and Gas Authority of India hold

### Perspective Plan 2030

To double the ONGC Group's production over the plan period by 2030 aiming for:

- ONGC production of 130 MMTOE of oil and oil equivalent gas (O + OEG) per year and accretion of over 1,300 MMTOE of proven reserves.
- Grow ONGC Videsh six fold to 60 MMTOE of international O+OEG production per year by 2030.
- More than 20 MMTOE of O+OEG production per year in India coming from new unconventional sources such as shale gas, CBM, deepwater and HPHT (High Pressure and High Temperature) reservoirs.
- Over 6.5 GW power generation from nuclear, solar and wind and 9 MMTPA of LNG.
- Scaling up refining capacity to over 20 MMTPA and targeted investments to capture downstream integration in petrochemicals

8.29%, 7.70% and 2.40% respectively<sup>1</sup>. The rest is owned by private corporate bodies, Indian public etc.

ONGC's subsidiary, ONGC Videsh meets the strategic objective of energy security through global presence and MRPL for vertical integration. ONGC also operates joint-ventures each serving a strategic purpose of ensuring ONGC's presence in the entire hydrocarbon value chain. Details of these can be referred to ONGC Annual Report FY15 (page nos. 91-92).

For ONGC Videsh, the details of company share in overseas projects is presented in the ONGC Annual report (page nos. 344-346).

#### Commitments to external initiatives-

The ONGC Group endorses to a number of national and international level forums/ associations related sustainable development. Some of these are outlined as follows:

- **United Nations Global Compact (UNGC)** - ONGC is a founder member of the UNGC India Network and is committed to aligning its business with the UNGC's ten principles.
- **Ministry of New and Renewable Energy's Green pledge**— ONGC is signatory to the green pledge by Ministry of New and Renewable Energy for adoption of green building design in all new constructions and also to take measures for retrofitting existing facilities wherever possible.

- **MoU with US Environmental Protection Agency under Natural gas Star International Programme** - ONGC is part of a voluntary agreement with US Environmental Protection Agency (USEPA) under Natural gas Star International Programme for building extensive knowledge base and capacity for reducing methane releases to the atmosphere by implementing cost effective emission reducing technologies and practices.
- **Global Reporting Initiative's (GRI) sustainability reporting guidelines:** Reporting sustainability performance for the past six years.
- **Integrity Pact in association with Transparency International:** The integrity pact of group companies provides guidance and implementation guidelines for reducing the risk of corrupt practices across procurement processes.
- **Guidelines issued by the Department of Public Enterprises:** ONGC Group of companies follows the guidelines on corporate governance and corporate social responsibility and sustainability issued by the Department of Public Enterprises, Ministry of Heavy Industries and Public Enterprises.
- **Business Responsibility Reporting framework and the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business :** ONGC and MRPL publish its Business Responsibility Report along with the Annual Report in line with the requirements laid down by SEBI. The report adheres to the National Voluntary Guidelines issued by the Ministry of Corporate Affairs.
- **Membership in industry bodies:** The group actively engages with its industry peers to share good practices, framing standards and engage in policy discourses etc. on issues relevant to the industry and stakeholders through its memberships in some of the key industry associations such as:
  - o Confederation of Indian Industries (CII)
  - o Federation of Indian Chambers of Commerce and Industry (FICCI)
  - o The Associated Chambers of Commerce and Industry of India (Assocham)
  - o Petrotech Society
  - o Society of Petroleum Engineers and Society of Petroleum Geologists (SPE and SPG)
  - o Standing Conference on Public Enterprises (SCOPE)
  - o Indo-Africa Business Council (IABC) for the Oil and Gas sector
  - o Petroleum Federation of India (PetroFed).

<sup>1</sup> as on 30th June 2015



## Key performance highlights for FY15

ONGC	ONGC VIDESH	MRPL
44.28 MMTOE O+OEG Production	8.874 MMTOE O+OEG Production	14.65 MMTPA Crude processed in FY15
711.24 MMTOE Reserves (1P)	202.64 MMTOE Reserves (1P)	112 Energy Index (MBTU/BBL/NRGF) of crude FY15
ZERO Man-days lost on account of Labour- management issues	₹1.03 Billion spent towards environmental protection	ZERO Reportable injuries
₹6.69 Billion spent towards environmental protection	₹19,042 Million Net Profit	₹3.21 Billion spent towards environmental protection
6.61%* Permanent women employees	₹189.55 Million spent towards CSR	₹48.10 Million CSR spent for FY15
₹4.95 Billion spent towards CSR	6.79% Permanent women employees	

\*Including ONGC Videsh employees



## Energy - our business

### Our economic performance

The fall in crude prices, over the last one year, has had far reaching ramifications within the oil and gas industry globally, especially in the upstream space. Crude oil price of the Indian basket averaged around \$84.16 per barrel (₹5,143 per barrel) during FY15 compared to \$105.70 per barrel (₹6,380 per barrel) in the previous fiscal (FY14); a decrease of 20.4 per cent in dollar terms (19.3 per cent in rupee term). Slide in oil prices started from August 2014 and recorded lowest average of \$46.59 per barrel during January 2015.

Despite tough economic situation, ONGC group has performed fairly well considering the global scenario. The evaluation of group companies is made by MoU signed with ONGC, the holding organization pursuant to DPE guidelines. The formal evaluation process is based on evaluation of MoU parameters for various operational and physical parameters.

The detailed break-up of financial performance of group companies is as given below.

Particulars	ONGC			ONGC VIDESH			MRPL		
	FY13	FY14	FY15	FY13	FY14	FY15	FY13	FY14	FY15
<b>Economic Value Generated</b>									
Total revenue	887.45	909.16	884.60	180.29	222.24	191.49	658.08	721.35	582.68
Net sales	833.09	842.02	830.93	-	-	-	656.92	718.10	574.57
Other income	54.36	67.13	53.67	-	-	-	1.16	3.25	8.11
<b>Economic Value Distributed</b>									
Operating Costs	153.83	165.83	163.65	69.16	82.27	68.01	651.62	704.78	592.72
Employee wages wages and benefits	103.30	104.05	86.29	3.19	3.68	4.45	1.85	2.15	2.41
Payment to providers of capital*	81.27	81.27	81.27	2.41	4.07	24.77	3.29	3.21	4.07
Payment to Government	408.80	405.75	421.07	25.10	23.86	18.18	3.64	3.87	4.42
Community investments	2.62	3.41	4.95	0.21	0.22	0.19	0.05	0.03	0.05
<b>Economic value retained</b>	<b>137.63</b>	<b>148.85</b>	<b>127.37</b>	<b>80.22</b>	<b>108.16</b>	<b>75.89</b>	<b>-2.36</b>	<b>7.29</b>	<b>-20.99</b>

\*(interest and dividend)

Table 1: Financial performance (in ₹ billion)

### Under recovery on sensitive fuel

Complete deregulation of the fuel, effectively linking diesel to market price movements, marks a desirable completion of a process that started off with its phased deregulation or periodic revisions in early 2013. Under-recovery on sensitive fuel (HSD, SKO and LPG) for the fiscal FY15 has been ₹723.14 billion; 48.3% lower than the fiscal FY14 (₹1,398.70 billion). Under-recovery declined for consecutive two years mainly on account of lower prices of Indian crude oil basket. Out of total under-recovery of ₹723.14 billion in FY15, the upstream companies shared ₹428.23 billion (59.2 %). ONGC shared ₹363 billion towards the reported under-recoveries of OMCs in FY15 as per Government of India (GoI) instructions that is approximately 50.2% of the total under-recoveries.

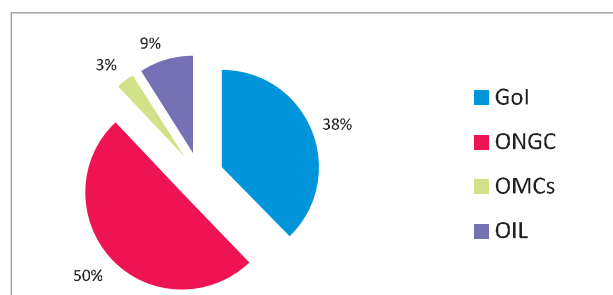


Figure 1: Share of under recovery for FY15

### Towards achieving energy security for the Nation:

The last one year was marked with uncertainty and volatility arising due to the declining crude prices in the international market. Being a National Oil Company with a mandate for





Signing of MoU with Mozambique

securing energy needs of the country, ONGC has fully seized of the significance of its sustained performance. In present scenarios effective brown-field management through Improved Oil Recovery (IOR) and Enhanced Oil Recovery (EOR) schemes is an effective way to sustain supplies at present levels. 14 of ONGC's major producing assets are of the vintage of 25-50 years and contribute around 68% of total domestic production. Despite being of such a long vintage, silver lining is that those matured assets are still left with significant recoverable volume with recovery factor hovering around the figure of 30-35%. In FY15, over 34% of the company's domestic crude oil production was accounted for the incremental oil extracted through its IOR/EOR schemes. For enhancing production, ONGC has taken up the following major investments:

- Redevelopment (phase III) of Mumbai High (south) at ₹60.69 billion.
- Integrated development of Mukta Bassein and Panna Formations at ₹46.2 billion.

ONGC Videsh, the overseas exploration arm of ONGC, is currently producing about 170 thousand barrels of oil and oil equivalent gas per day and has total oil and gas (2P) reserves of about 612 MMTOE as on 31st March 2015. Some key highlights of ONGC Videsh in the reporting period are mentioned as follows:

- Award of exploration permit in the Taranaki offshore basin

by Government of New Zealand

- To pursue cooperation in the fields of technology, human resources, exploration, R&D in upstream sector, ONGC Videsh entered into MoU with reputed international E&P companies during the year some noteworthy ones are as follows:
  - o TPAO, Turkey
  - o Rosneft, Russia
  - o PetroVietnam
  - o Pemex Exploracion Produccion, Mexico
  - o Mubadala Petroleum, Abu Dhabi

In FY15, there was a marked improvement in performance in bringing the planned and anticipated crude oil to the surface. The declining crude oil trend of last seven years was reversed in the reporting period. The standalone domestic crude output was 22.26 MMT compared to 22.25 MMT in the previous fiscal (FY14).

Oil and Gas production of ONGC group, including PSC-JVs and from overseas assets for the period has been 58.33 MMTOE (against 59.21 MMTOE during FY14). The major upside came from the western offshore fields which registered a growth of 7.5%. Overseas assets also registered a growth of 6% in production. Oil and gas production profile from domestic as well as overseas assets for the last three reporting periods is as presented below.

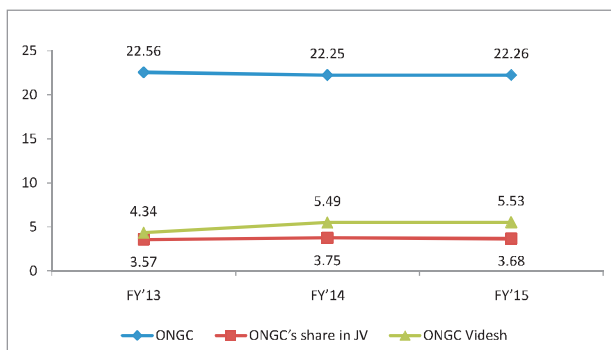


Figure 2 : Crude oil production (in MMT)

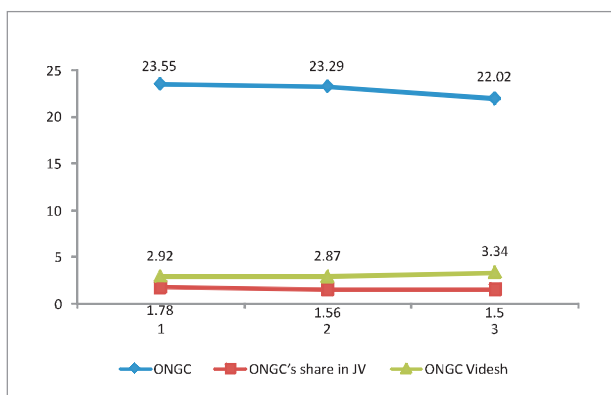


Figure 3 : Gas production (in BCM)

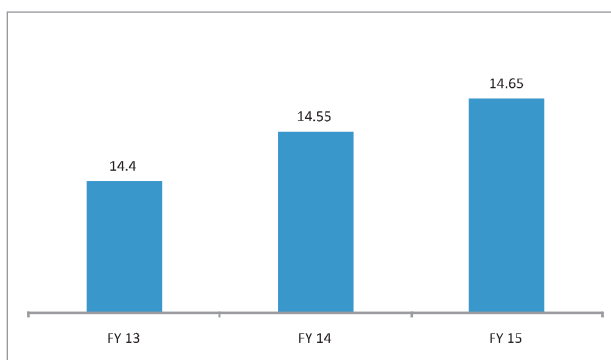


Figure 4: MRPL crude throughput (in MMT)

During the reporting period ONGC made twenty two oil and gas discoveries in domestic fields, out of which ten are in offshore and twelve in onshore area. Ten discoveries are in the new prospects whereas twelve are new pool discoveries. Seven discoveries are in NELP blocks and fifteen in the nomination blocks. Out of the discoveries made this year, seven discoveries are oil bearing, nine discoveries are gas bearing and six discoveries are both oil and gas bearing.



Exploratory data acquisition in progress

ONGC has accreted 215.65 MMTOE of in-place volume of hydrocarbon in the domestic basins. As on FY15, the in-place reserves of ONGC as a group stood at 9,283.84 MMTOE, up 4.16% from FY14 figure of 8,912.81 MMTOE. The ultimate reserves accretion by ONGC in domestic area during FY15 has been 70.98 MMTOE and 2P reserve accretion has been 61.06 MMTOE. Total reserve accretion in domestic basins including ONGC's share in PSC JVs stands at 60.03 MMTOE. Following is the reserve accretion details of proved reserves:



Crude oil storage tank in GGS, ONGC

Proved Reserves (MMTOE)	FY13	FY14	FY15
ONGC Group	968.81	961.91	936.44
ONGC	741.00	724.13	711.24
JV share	31.39	30.65	22.56
ONGC Videsh	196.42	207.13	202.64

#### R&D, upgradation and new initiatives:

**Research and Development:** ONGC has constituted a Board level R&D committee headed by independent director. Director (T&FS) is the convener and the Company Secretary





acts as the secretary to the committee. The Terms of Reference of the R&D committee shall broadly be to oversee the operations and functioning of the various R&D activities being carried out in the various institutes of ONGC. The expense towards the R&D activities for ONGC is presented in the chart below.

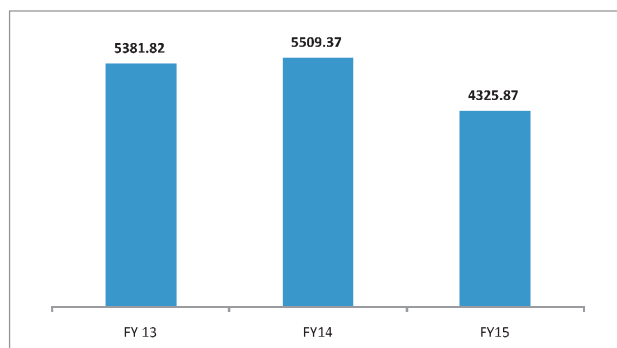


Figure 5: ONGC R&D expenditure (in ₹ million)

#### Some initiatives undertaken for R&D:

- ONGC as an initiative towards the Make In India campaign has signed a Memorandum of Collaboration (MoC) with Pan-IIT (a consortium of seven premier Indian Institutes of Technology namely, IIT-Kharagpur, IIT-Kanpur, IIT-Madras, IIT-Bombay, IIT-Delhi, IIT-Guwahati and IIT-Roorkee) to work towards a collective R&D Programme for developing indigenous technologies to enhance exploration of hydrocarbons and alternate sources of energy.



ONGC signing MoC with IITs

#### Energy security through alternative sources

ONGC Energy Centre (OEC) has been set-up under the aegis of the OEC Trust to work on various clean energy options. Some of the projects are in advanced stages of implementation, in collaboration with various national and

international academic, research and industrial organizations. OECT has conceptualized a Geothermal Pilot Project in association with technology partner M/s. Talboom, Belgium in Cambay Basin, which has a high geothermal gradient. Thirteen Parametric wells in Suket-Jhalawar area of Rajasthan and three wells in Kaikalur area of Tamil Nadu have been taken up during FY15 for Uranium exploration. OEC is also pursuing the Thermo-Chemical Reactor project for Hydrogen Generation, in collaboration with IIT-D and ICT, Mumbai. Three of these reactors are under installation. It is pertinent to mention that US Patent and Trademark Office has issued a Patent to ONGC Energy Centre (OEC) and Institute of Chemical Technology (ICT), Mumbai for the innovative research work on Hydrogen Production Method by Multi-step Copper-Chlorine Thermochemical Cycle.

Further details regarding the R&D projects undertaken by ONGC can be found in ONGC's annual report FY15 (refer page nos. 108-109).

Some R&D initiatives undertaken by MRPL during the reporting period include:

- Bitumen emulsions having high storage stability developed in pilot scale using high shear emulsion mill that helped to develop value added product from Bitumen.
- Crude Assay was carried out for crude oils (Zafiro, Escalente, DCO, Arab Heavy, Nowruz, Djenousing) using TBP apparatus. Assay of various crude helped operation to optimize unit-operating conditions to maximize product yield and product quality.

#### Upgradation:

##### Uran taps sunlight to illuminate indoors

ONGC Uran Plant has commissioned a Sun pipe, a natural day light system. It is an energy-free device. The light is collected by a diamond shaped dome fixed over the roof/ceiling. It contains a super reflective tube which extends through an adjustable bend and its internal mirror finish intensifies and reflects the natural light. The outdoor sunlight is delivered to a room or area below, where light is evenly diffused by a ceiling fixture. The system is a novel way to save electrical energy and bring natural daylight from roof top to room below. This has been implemented for the first time at Uran Plant as a pilot project.

### MRPL's Phase III expansion and upgradation project

MRPL phase-III project was completed during the reporting period. MRPL carried out capacity expansion from 12.0 MMTPA to 15.0 MMTPA and upgraded refinery to meet Euro III/IV specifications in the existing refinery at Mangalore. The company is planning to further raise its crude processing capacity from 15 MMTPA to 18 MMTPA by March 2018 through a low cost expansion with an estimated capital expenditure of ₹36 billion. Through the phase III expansion, the Mangalore refinery will accomplish the following:

- Expansion of capacity to 15 MMTPA
- Up-gradation of low value products to high value products
- To process cheaper crudes (Sour/ Heavy and High TAN crudes)
- Production of petrochemical feed stocks viz Propylene.
- Maximize distillate yield
- Upgrading entire HSD into BS III/IV grade

### New initiatives:

ONGC further plans to continue its endeavour for exploration and development of unconventional and other resources like Shale Gas, CBM, HP/HT, Fractured Basement plays details about the same is outlined in subsequent sections.

**Shale Gas:** During FY15, ONGC has drilled five exploratory wells for shale gas exploration in Cambay, Cauvery, Krishna-Godavari and Assam-Arakan basins, where samples have been collected for assessment of shale gas potential.

**Coal Bed Methane (CBM):** Currently, ONGC is operating four CBM blocks namely Jharia, Bokaro, North Karanpura and Raniganj. Nearly 400 wells and 2000 hydro-fracturing

**Underground Coal Gasification (UCG):** ONGC with GIPCL selected Vastan Mine block site in Gujarat as an R&D project to establish UCG technology in collaboration with M/s Skochinsky Institute of Mining (SIM), Russia. All the ground work and inputs for construction and implementation of UCG pilot project at Vastan has been completed and further development is awaiting award of mining lease from Ministry of Coal, GoI.

### Other Exploration Initiative:

- **HP-HT, Tight and Deeper plays:** ONGC has prioritized HP-HT, tight and deeper plays in Krishna Godavari (KG) onland and shallow water offshore, good potential has already been established in Bhuvnagiri, Malleswaram,

Periyakudi, Kottalanka, Bantimulli South, Yanam shallow offshore, GS-OSN-2004 and G-4-6. All these fields are expected to have large growth components to be established and vast potential area remains unexplored. During the year FY15, four wells were drilled to probe HP/HT play including 1 well each in KG and Cauvery onland basins and 2 wells in KG shallow water.

- **Basement Exploration:** During FY15, thirteen wells were drilled for basement exploration in Western Offshore basin, Cauvery and A&AA basins. Out of these, five wells proved to be hydrocarbon bearing including BH-69 and BH-72 in Western Offshore.

A collaborative research project with University of New South Wales (UNSW), Australia has also been carried out for Heera field. One location was released in Heera Field to test the technology showcased by UNSW.

- **Un-appraised Areas:** ONGC in collaboration with Directorate General of Hydrocarbon (DGH) has taken up identification and prioritization of the un-appraised areas. ONGC would be involved in 2D seismic data acquisition in onshore sectors of different sedimentary basins of India except in North-East region.

### ONGC Videsh's major breakthrough at Imperial energy, Russia



Around 80% of the reserves of Imperial Energy are locked up in low permeability (hard-to-recover) and is difficult to exploit profitably with conventional methods. After due diligence, Liberty Resources, a US based company having wide experience in exploitation of hard-to-recover reserves through multistage fracturing in horizontal wells, was engaged as technology partner. Two wells with horizontal drift of 1500m length were drilled in Naunak Formation of Snezhnoye field. During initial testing it produced 58,000 cu. m/d of gas, 2313 bbl/d of liquid and 1037 bopd as compared to the earlier production of 150 bopd from single stage fracturing in horizontal wells.



### Delivering quality to our customers:

ONGC group products are mainly supplied to PSU customers. Regular co-ordination meetings of relevant groups are held with customers and feedback remedial measures are discussed.

#### Ensuring product quality at MRPL

MRPL has established quality control laboratory under Technical Services department. The main objective of the quality control laboratory is to provide round the clock analytical support to all the processing units in addition to product certification. The laboratory is accredited by National Accreditation Board for Testing and Calibration Laboratory as per ISO/IEC 17025:2005. The laboratory is equipped with most modern fully automatic and sophisticated instruments to comply with standard test methods like ASTM, IP, ISO, UOP and BIS. In-process samples/ finished product are analyzed with respect to the stipulated specifications.

### Working with our partners:

Over the years, ONGC group has developed good relationship with most of the National Oil Companies (NOCs) and International Oil Companies (IOCs) globally and is considered to be a partner of choice by many of them.

#### ONGC partners' meet

ONGC was the first PSU in India to have conceived and organized the concept of a Business Partners' Meet, which was first held in the year 2002. Since then this has become an annual event and has seen a huge participation from the partners, as it provides a platform to them to interact with the entire Board of Directors of the company. The 12th edition of the meet also invoked great enthusiasm among the partners who welcomed the opportunity of an open communication.

The event with its highly interactive sessions presented an open forum to all ONGC's business partners to voice their opinions, address their grievances, to take in their suggestions, to brainstorm for the new challenges and in doing all, to partner together towards securing India's energy future. There were also interesting discussions to tackle falling international prices of crude oil and the impact of this on the energy business in India. Representatives of various organizations were also given an opportunity to share their observations of the meet, with the audience.



ONGC MoU with Super Wave Technology Pvt. Ltd. for research on alternate technology for hydraulic fracturing



MD ONGC Videsh in discussion with PM, Vietnam



Signing of MoU between ONGC and ONGC Videsh

#### Engaging with partners at ONGC Videsh

Most of the international investment is in the form of joint ventures under Production Sharing Contract or equivalent that helps in risk sharing as well as leveraging experience and expertise. All the partners enter into formal agreement, generally called 'Joint Operating Agreement', which includes the detailing of operating structure, roles and responsibilities, formation of various committees for functioning of the project, HSE, audit, funding, cash calls, resolution of conflicts etc.



## Occupational health and safety

*We strive to ensure safe and secure operations that protect people, environment, communities and material assets. Occupational health and safety is of utmost importance in Oil and Gas sector as some of the products are highly inflammable. ONGC group aims to achieve zero accident by inculcating a culture of safety across the group.*



Oil spill drill at Imperial Energy, Russia

Occupational health and safety in and around the working area is of prime concern to ONGC group. The group has implemented HSE management system conforming to requirements of ISO 14001 and OHSAS 18001 at its operational facilities. The HSE management system is anchored in the HSE policy of respective group company and the implementation is overseen by their HSE departments with Board level oversight through a designated committee of the Board. ONGC group has functional safety committees in accordance to the regulatory requirements. The committees have equal representation from the management and the workers. Tripartite safety meetings comprising of regulator, management and worker representatives are held to discuss occupational safety and health.

Across ONGC group, workplace safety is looked after by the unit level HSE group under functional control of corporate HSE. Safety performance related aspects such as training, audits and certifications pertaining to OHS are also covered under MoU with the Government of India. Workshops and health camps for awareness on work related health hazards are organized across units to address issues like health hazards including stress management, ergonomics, industrial hygiene etc.

### Process safety and emergency preparedness:

Upstream and downstream activities are considered risky because of inherent characteristics of the products. Built-in safety systems at the design stages greatly reduce the risk-fallout probabilities; the group is prepared adequately to plan for mitigating the consequences of any emergency situations like fire by mobilizing internal and external resources as required. Site specific emergency response plan (ERP) and Disaster Management Plan (DMP) including offsite DMP at district level is an integral part of emergency response.

Corporate DMP is activated when the decision of top management are required at National level.

### Safety management at ONGC group:

To inculcate safety culture among employees, various programmes have been undertaken across the organization. Various activities towards safety awareness are organized every year on the occasion of National Safety Day i.e. 4th March of every year.



The Offshore operations involve a high level of precision and expertise, something which is part of ONGCians' everyday life

#### **Institute of Petroleum Safety, Health and Environment Management (IPSHEM)**

IPSHEM was set by ONGC at Goa in the year 1989 for promoting safety, occupational health & environment practices and standards in Petroleum sector. The Institute has, so far, trained more than 50,000 oilmen in the Country.

In addition to human resource development in HSE, the institute also developed capabilities in undertaking consultancy services/project studies in the HSE fields. Over the years, the institute developed as a role model of international standard having state-of-the art HSE training facilities under one roof including Petroleum Fire Fighting Training and a modern Sea Survival Training Vessel 'Samudra Shiksha', exclusively for imparting mandatory safety training to offshore going personnel.

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**Installations of ONGC were audited for certifications during the reporting period**

#### **Employee health and well-being:**

The group companies conduct Periodic Medical Examinations (PME) for employees as per the PME policy. In FY15 reporting period, 7357 employees underwent PME in 21 health centres across the Country.

#### **Electronic Permit to Work (e-PTW) at ONGC**

e-PTW has been implemented at Uran and Hazira plants of ONGC with pilot project at ICP offshore platform having following advantages:

- Better communication between maintenance and production
- Improved efficiency through a user friendly process
- Improved compliance and control

#### **HSE audits at ONGC Videsh**

During the reporting period, HSE audit of following projects were undertaken:

- Loto-1 of CPO-5, Colombia
- Carabobo project Venezuela at Puerto La Cruz and field
- Imperial Energy, Russia at Tomsk and Snezhnoye field
- Satpayev Project, Kazakhstan at Atyrau



### National safety day celebrations at ONGC on theme – ‘Follow SOPs, Avoid Accident’

44th Safety Day across ONGC by administering Safety Day pledge to ONGCians on 4th March 2015 at New Delhi and strongly pitched for adopting a people-oriented safety culture in ONGC. The Campaign for the year on the theme: ‘Follow SOPs; Avoid Accident’, was also launched on the occasion with the following road map:

- Identification of SOP champion from each Installation
- Sensitization Programme for SOP champions on SOP Implementation Programme at Asset/Basin/ Plant level
- Implementation of SOP awareness Programme by the Champion
- Monthly Internal Review of adherence of SOPs
- External Review of adherence of SOPs by Third Party

### Group's safety performance

ONGC has also benchmarked its safety performance with international standards like International Oil and Gas Producers Association (IOGP) and International Association of Drilling Contractors (IADC), the results have been better or comparable then these benchmarks.

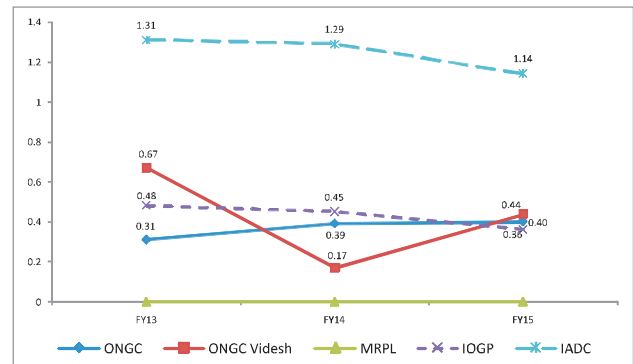


Fig. 6: Group's Safety Performance

ONGC group has been recognised for its efforts on employee safety and well-being. The group companies have been felicitated on various forums/ platforms for their efforts. Detailed information pertaining the awards received is presented in the ONGC Annual Report FY15 (refer – Annexure 'D').



Hon'ble Petroleum Minister, GoI alongwith MD, ONGC Videsh on field visit to MECL, Colombia





Control room at processing plant, ONGC



Fire drill at Imperial Energy, Russia

### HSE days at GNPOC, Sudan

GNPOC Management, based on accident analysis and lessons learnt, has declared year 2015 as year for 'Contract worker safety'. Accordingly E&P and HSE department has organized seven HSE days across contractor camps during FY15. GNPOC took these initiatives to promote HSE culture and to raise awareness of all and to emphasize the need to take positive HSE actions. The presentations and talks include leading indicators and learnings from past incidents.

### Crisis management at ONGC

ONGC has well trained Crisis Management Teams to attend well control and blow-out activities. During the reporting period, CMT successfully controlled blowout and major well activities at

- Well no. NXBX Rig Sagar Uday, Mumbai High
- Well no. Santhal-153 & 185, Mehsana Asset
- Well no. KHAS, Jorhat
- Well no. GKGL, Assam Asset

### National Safety Day celebrated at ONGC Videsh

Be SAFE i.e. Smart, Alert, Focused and Educated with this motto ONGC Videsh celebrated 44th National Safety Day on 4th March, 2015. As an operator and responsible partner with presence in 17 countries with 36 projects, Occupational Health, Safety and Environment is the guiding value for ONGC Videsh by adhering to the laws, rules and regulations of the land and international best practices.

The safety performance for the reporting period is presented for ONGC group companies in the table given below.

Parameter	FY13			FY14			FY15		
	ONGC	ONGC VIDESH	MRPL	ONGC	ONGC VIDESH	MRPL	ONGC	ONGC VIDESH	MRPL
Fatality	4	3	0	3	1	0	3	3	0
LTIF <sup>2</sup>	0.31	0.67	0	0.39	0.17	0	0.40	0.44	0
Recordable incidents	307	68	0	336	46	0	358	29	0
Lost mandays	301	247	0	300	150	0	368	440	0
Near-miss	5783	403	78	6091	1123	105	5654	898	23

<sup>2</sup>Lost time injury frequency (LTIF): The number of lost time injuries (fatalities + lost work day cases) per million hours worked.

## Protecting our environment

*Environment management is at the core of business planning at ONGC group. The group is driven by the philosophy of sustainable development and environmental concerns are of top priority.*



ONGC Group has always been committed in its efforts to conserve environment

*ONGC group has policies focused on compliance to law of the land, sustainable development, minimization of waste generation, minimizing the risk of environmental pollution and awareness programmes for the employees and concerned parties. ONGC group has an efficient air, water, soil quality management system. All installations have established management systems based on ISO 14001 and OHSAS 18001.*



### World environment day celebrations at ONGC Videsh

World Environment Day was celebrated on 5th June, 2014 on the theme 'Raise Your Voice, Not the Sea Level'. Awareness drive and competitions helped in creating concern towards environmental issues. The programme was chaired by MD ONGC Videsh and attended by EC members and employees.





As a step towards enhancing the monitoring environmental parameters, ONGC has developed an in-house online environmental data management system during the reporting period. The system is managed through a three tier authentication process to ensure data reliability.

#### Achieving material resource efficiency

Industries are dependent on raw material consumption for production of finished goods. These materials may be naturally available resources or processed material like chemicals, solvents etc. Factors like raw material availability play a pivotal role for sustainability of production. These materials have significant value and volume for the organization with details mentioned in the table given below:

Material	ONGC		
	FY13	FY14	FY15
Cement (MT)	59,443	58,822	53,047
Tubular (m)	1,422,757	1,315,513	1,415,167
Chemicals (MT)	52,303	25,700	49,002
Lube oil (L)	2,931,534	2,715,325	2,603,433

Material	ONGC VIDESH	
	FY14	FY15
Cement (MT)	4,175	5,765
Tubular (m)	283,181	335,692

Material	MRPL	
	FY14	FY15
Crude(MT)	14,546,787	14,647,824
Chemicals (MT)	3,122	8,167
Liquid Nitrogen (cu. m)	315,653	567,358
Additives (MT)	79.23	84.48

Direct and indirect energy consumption at ONGC group is summarized below.

	ONGC		ONGC VIDESH		MRPL	
	FY14	FY15	FY14	FY15	FY14	FY15
Direct energy	187,750	193,245	12,90	11,217	50,186	60,893
Indirect energy	3,756	3,795	341	286	187	153

Table 2: Direct and Indirect energy consumption (in TJ)

#### Environmental Management Programme at MECL, Colombia

During 2014 the environmental management system was further strengthened. Under the GEA framework (Strategic Environmental Management in Spanish), an environmental materiality analysis was carried out with the aim of having a comprehensive understanding of the organizational context and the needs/requirements of stakeholders. Mansarovar is working towards sustainable development by engaging its stakeholders in order to create added value.

#### Towards energy efficiency in operations

The Corporate Energy Cell (CEC) at ONGC Dehradun coordinates and monitors energy conservation activities across the organization. CEC is also responsible for training and capacity building of employees towards energy conservation measures. Also regular energy audits are carried by qualified personnel for identifying energy saving opportunities, a total of 210 such audits were carried out in the reporting period. The various energy efficiency measures implemented during the reporting period is presented in ONGC Annual Report FY15 (please refer page no. 107)

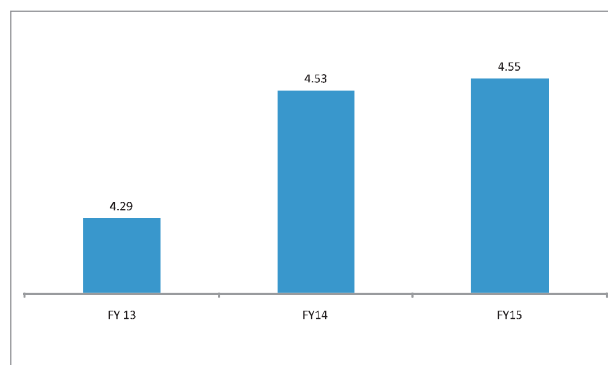


Fig. 6: Savings due to energy conservation measures at ONGC (in ₹ billion)





Our endeavour for a sustainable future

Major energy conservation measures implemented at MRPL during the reporting period:

- Recycle Splitter heater Air Preheater replacement in hydrocracker-1
- Commissioning of Cooling Tower-1 Steam Driven Pump
- Crude and Vacuum Heater Online Chemical Cleaning in Crude Distillation Units-1 and 2 Recycle Splitter optimization in Hydrocracker-1
- Heavy Naphtha pump impeller trimming in Crude Distillation Unit-1
- Impeller trimming for HGO pump and (-) 370 cut pump in Crude Distillation Unit-1
- Gas Oil Hydro Desulfurization product Pump impeller trimming
- Shifting of underutilized VSD from CCR-2 to CCR-1 for NHT charge pump
- Air Preheater replacement in Visbreaker-2

The measures (a) above resulted in Energy consumption reduction by approx. 5070 SRFT/Year, equivalent to a net saving of approx. ₹170 million/year, with an investment of

approximately ₹480 million.

Year	Refinery Energy Index (MBN)
FY13	61.01
FY14	60.89
FY15	67.45

Table 3: MRPL Energy Intensity Index<sup>3</sup>

The fuel consumption / Energy Intensity Index has shown a natural increase due to the increased energy requirement for producing more valuable products from these units.

#### Addressing climate change

ONGC group is well aware of the risks and opportunities arising from carbon mitigation initiatives. The management has been active in engaging with national and international climate change forum to ensure that the organisation always stays abreast with the global climate change negotiations and India's domestic scenarios.

MRPL is considering the potential hydrocarbon value chain

<sup>3</sup>Energy Intensity Index (EII) is a performance metric and is the ratio of the actual energy consumption and the refinery's standard energy



optimization avenues for sustainable development. The pivotal emphasis is on recovering value from low value hydrocarbons such as petcoke, refinery offgas and internal fuel oil.

The organization is committed towards reduction of Greenhouse Gases (GHG) emissions and is actively pursuing various projects of renewable energy, energy efficiency and CO<sub>2</sub> capture and sequestration to mitigate the impact of climate change.

Till date, ONGC has registered 12 CDM projects with UNFCCC. Two new CDM projects validated (Gas Flare Recovery at GGS Chariali, Assam and Energy Savings by replacement of MOL (Main Oil Line) pump at Neelam and Heera Asset) and 2 already registered projects (Gas Flaring Reduction at Uran Plant and 51 MW wind power project of ONGC at Surajbari) successfully verified for issuance of CERs.

Several renewable energy projects have been implemented by ONGC and many in development phase anchored by ONGC Energy Trust. Some key achievements for the year include:

- The 726.6 MW gas-based power plant of ONGC Tripura Power Company at Tripura Power Plant at Palatana is the largest gas based power plant of India and among the biggest Clean Development Mechanism (CDM) projects of the world. The power plant was inaugurated by Hon'ble Prime Minister of India, Shri Narendra Modi on December 1, 2014.



Hon'ble Prime Minister inaugurating 726.6 MW gas-based power plant of ONGC Tripura Power Company at Tripura

- ONGC has already commissioned 51 MW of wind plant at Bhuj (Gujarat) that generated 96,856,127 kWh of electricity during the reporting period. Another 102 MW wind farm at Rajasthan has been commissioned in September 2015 and during the reporting period an investment of ₹2920 million has been made.

Further details regarding R&D in renewable/alternate energy projects are outlined in 'Energy - our business' chapter of this report.



Wind power project of ONGC Gujarat

In ONGC Videsh, GNPOC Sudan unit has invested approx. ₹150 million (USD 246,656) towards commissioning of solar powered water wells in concession area villages.

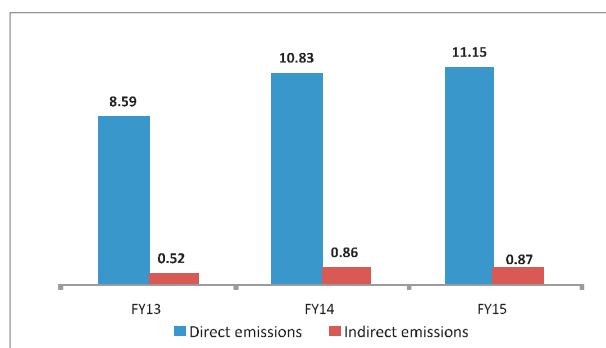


Figure 8: GHG emissions (in million tCO<sub>2</sub>-e) for ONGC

ONGC has developed an internal system for calculating Scope-3 emissions arising out of employee business travel. For the reporting period the scope 3 emission for ONGC and ONGC Videsh was about 0.025 MtCO<sub>2</sub>-e. This is primarily due to the number of foreign travel undertaken by ONGC Videsh employees. The products are transported mainly through pipelines. Potential significant environmental impact could be from oil spillage. ONGC group emergency response team is well equipped to handle such eventualities, more details are provided in 'Occupational Health & Safety' chapter.

Emission type	ONGC VIDESH <sup>1</sup>		MRPL	
	FY14	FY15	FY14	FY15
Direct emissions	2.41	1.70	3.36	3.99
Indirect emissions	0.09	0.07	0.04	0.03

Table 4: GHG emissions inventory for ONGC Videsh and MRPL (in million tCO<sub>2</sub>-e)

<sup>1</sup>Includes emission from flaring of off-gases



### Towards reducing our carbon footprint



Solar power lighted house at MECL, Colombia

ONGC has set its sights on an ambitious target of being a carbon neutral company which will eventually become the benchmark for other energy companies. As a beginning

towards it ONGC has identified three major areas where carbon will be neutralized. These areas are

- 1) Air travel of all ONGC employees including to and fro local surface transportation
- 2) consumption of electricity, paper, LPG and local transportation fuel from the five major ONGC training institutes (KDMIPE, IDT, IEOT, IPSHEM, IRS) and
- 3) Gas flaring and electricity purchased at Uran oil and gas processing plant. The total GHG footprint from these areas has been offsetted by retiring equivalent quantities of CERs issued against ONGC's registered CDM projects.

ONGC has achieved the aforementioned for FY 14 and the entire process has been externally verified by an accredited third party in accordance with the GHG protocol.

### Global Methane Initiative (GMI)

ONGC as part of its MoU with GMI has formed a dedicated team and has procured methane emission detection and measurement equipment in order to undertake Fugitive Emission detection and quantification at its operating facilities and has reduced approx. 14 MMSCM over the years. This is equivalent to reductions of over 0.2 MtCO<sub>2</sub>-e emitting into atmosphere. Fugitive emission Identification and Quantification (IQ) jobs have been completed as per Performance Contract (PC) targets. Assam Asset, Ankleshwar Asset and Hazira plant were mapped for fugitive emissions.

### Pilot project on CO<sub>2</sub> sequestration through microalgae at Hazira plant

The pilot project was set up at Hazira plant with an aim to sequester CO<sub>2</sub> from vent gas with the microalgae and convert into value added products. The results showed that 50% of the CO<sub>2</sub> from the SRU vent could be absorbed by the absorption medium in the absorption column at a pressure of 0.5 bar. The carbonated medium, when transferred to the raceway pond, inoculated with microalgal strain, showed appreciable algal growth (18 g/m<sup>2</sup>/day), which was harvested. The harvested biomass was tested at BITS Pilani, Goa Campus for the potential of bio-methane generation. It was found that the biomass have good potential of bio-methane generation.

### Flaring of off-gases

Box flaring has been done for the first time in Lakwa, Assam to reduce the impacts of air emissions on environment. In a typical ground/box flare systems the combustion of waste gases takes place close to ground level. Commonly this type of flame close to the ground has to be enclosed in a refractory lined enclosure to contain the radiation and gases originating from the flame. To minimize the effects of flaring, the flare pit at Group Gathering Station (GGS)/ Oil Collecting Station (OCS) and Group Collection Station (GCS) is made of RCC surrounded by a permanent wall (made of refractory brick) to reduce the radiation and glaring effects in the adjoining areas. A green belt of 100 m width is also developed around the flare after the refractory wall in case of ground flaring. If the ground flaring with provision of green belt is not feasible, enclosed ground flare system shall be adopted, and be designed with proper enclosure height, to meet the Ground Level Concentration (GLC) requirement.

Flaring	FY13	FY14	FY15
ONGC	630.00	519.83	608.16
ONGC Videsh	-	387.22	452.67
MRPL	-	17.19	46.22

Table 5: Gas flaring at ONGC group (in MMSCM)





### Biofuels development by Institute of Biotechnology and Geotectonic Studies (INBIGS), Assam

INBIGS is an ONGC promoted R&D institute that plays an important role in petroleum biotechnology specially in bioremediation of crude oil in fields, geo-microbiological petroleum prospecting, bioenergy, microbial enhanced oil recovery, bacteriological monitoring of water injection plants and drinking water treatment plants etc. In lab experiments, 7.6 litres of cumulative biogas was produced by anaerobic digestion of 1 Kg wet algae grown in bioremediated effluent pits. As per test report, methane content was 67.5% and balance was CO<sub>2</sub>, N<sub>2</sub> etc. The net and gross calorific values were 5,477 and 6,082 kcal/sm<sup>3</sup> respectively.

### Managing water sustainably

ONGC group has taken cognizance of the risks and benefits of water management and is exploring new technologies towards sustainable water management. Also ONGC's Sustainable Water Management (SWM) policy is based on the philosophy of '4R' i.e. Reduce, Reuse, Recycle and Replenish. All group companies are complying with statutory requirements on discharge of effluents and the quantities are presented in the subsequent sections.

The CM&SG is entrusted with the responsibility of steering SWM projects across ONGC and has undertaken the following projects:

- Water footprint study carried out at Ahmedabad Asset and IPSHEM, Goa by in-house expertise.
- Thrust has been given on Rain Water Harvesting (RWH) projects. The RWH projects have been taken up at Ahmedabad Asset, Tripura Asset, WOB Vadodara and IPSHEM Goa.
- CM&SG and Mehsana Asset have jointly undertaken produced water management in a holistic manner through a Multi-disciplinary Team (MDT)

### Desalination at ONGC

- Initiated a techno-commercial and environmental feasibility study for setting up a 20 million litres per day (MLD) sea water desalination plant at Uran based on its present consumption and the future expansion plan. Once this plant comes into operation, it will ensure a long term 'Water Positive' status for Uran plant.
- Major thrust for techno-commercial feasibility study for setting up desalination plants at other five work centres located near coastal areas and at MRPL is underway.

### ONGC FY15 Performance Highlights

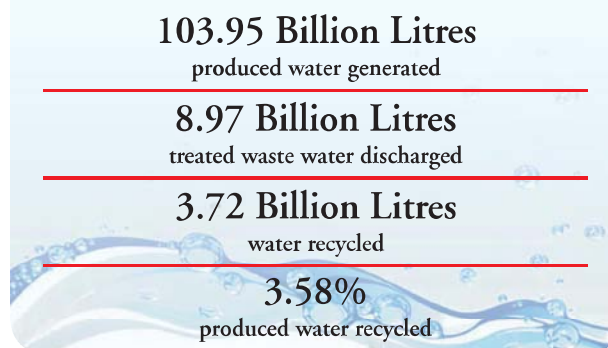


Figure 9: ONGC water performance highlights for FY15

Fresh water sources	FY13	FY14	FY15
Ground water	4.25	3.95	3.97
Municipal Sources	4.25	5.73	5.15
Surface sources	17.29	16.32	15.45
<b>Total</b>	<b>25.79</b>	<b>26.00</b>	<b>24.57</b>

Table 6: Total fresh water consumption for ONGC (in billion litres)

Emission type	ONGC		ONGC VIDESH	
	FY14	FY15	FY14	FY15
Volume of produced water	45,958	103,946	24,874	25,674
% volume recycled/ re-used	5.97	3.58	3.60	5.00

Table 7: Produced water data (in million litres)

Sources	FY14	FY15
Ground water	2956	4444
Surface water	1.90	0.35
Tanker water	588	494
<b>Total</b>	<b>3546</b>	<b>4939</b>

Table 8: Water consumption (by source) at ONGC Videsh in Million litres

Sources	FY14	FY15
Surface water consumption	11806	15203
Collected rain water	474	402
<b>Total</b>	<b>12280</b>	<b>15605</b>

Table 9: Water consumption (by source) at MRPL (in Million litres)

At MRPL, the main source of water requirement for the refinery operation is from river and sewage treated water from city. To reduce the increase in water intake from river due to phase III expansion, MRPL has significantly increased the volume of sewage treated water to 302.80 million litres in FY15 which is an increase of 271% over FY14.

The treated effluent after maximizing the recycle (about 70% of treated effluent in non-monsoon season) is discharged to sea at a distance of 700 m and 6.5 m depth through submarine pipeline. The effluent discharged meets the quality stipulated by Karnataka State Pollution Control Board (KSPCB). During the reporting period, MRPL discharged a total 1,842.17 million litres of treated waste water into the sea.

### Reducing waste

Best practices from the oil industry are adopted to manage solid waste arising from operations. ONGC group is following the waste management policy based on the principles of Reduce, Reuse and Recycle. Waste drill cuttings, drilling fluid and oily sludge from cleaning of storage tanks and from various process units (ETPs) are few important wastes material generated from operations, which are disposed according to local statutory guidelines. Oily sludge removed periodically is treated by environmentally sound techniques like bioremediation using a consortium of bacteria (known as oil zappers); the bioremediation process renders the waste non-hazardous. Chemical sludge is collected in lagoons having leachate collection facility where water is drained to reduce the quantity of sludge. This chemical sludge is disposed of by land filling in accordance with norms of the State Pollution Control Board.

### Oil spill management

ONGC has tier-1 capability of combating oil spills of up to 700 tonnes. Necessary booms, skimmers and chemicals are available for this purpose. For Tier-II, ONGC has inked MoU with MPT, JNPT and other oil companies for the implementation of the National Oil Spill Disaster Contingency Plan (NOS-DCP) in coordination with Indian Coast Guard. For combating oil spills of higher magnitude (Tier-III), membership of international response agency Oil Spill Response Limited (OSRL), U.K has been taken by ONGC. Offshore oil spill contingency plan for the East and West coast was developed and submitted to Indian Coast Guard.

During the reporting period, no significant spill was reported across ONGC group.

Waste generation	Hazardous waste		Non-Hazardous waste	
	FY14	FY15	FY14	FY15
ONGC	44,000	69,152	25,344.25	25,583.26
ONGC Videsh	444.11	381.76	1,409.02	1,802.21
MRPL	383.64	1,098.74	1,221.83	1,487.04

Table 10: Waste generated (in Tonnes)

### Bio-Remediation

To prevent the contamination of soil ONGC entered into a rate contract with ONGC's joint venture company OTBL for Bio- remediation of oily sludge/ oil contaminated waste. In the financial year FY15 about 69,152 MT of oily sludge/ oil contaminated waste has been bio-remediated across various assets of ONGC.



Bio-remediation operation in progress at Nawagam Ahmedabad

Additionally, operations of ONGC Videsh units resulted in the generation of 40,063 cubic metres of drilling mud waste and 1,41,318 tons of drill cuttings.

### Managing air emissions

The emissions of air pollutants like SO<sub>x</sub> and NO<sub>x</sub> across ONGC group was within the prescribed limits of the respective regulatory authority. During the reporting period the estimated SO<sub>x</sub> emissions from MRPL refinery was about 14,534 tonnes.

During the reporting period the total ODS (Ozone Depleting Substance) use at ONGC and MRPL were 6.5 tonnes (Halon) and 0.878 tonnes (R-22) respectively.

### Protecting biodiversity

For each of ONGC group's operational sites, environmental management plans in compliance to the regulations are in place and ONGC group does not carry out any operations in known biodiversity hotspots. However, the group companies have not taken up any specific biodiversity impact assessment studies. Development of new units and expansion of existing





units are governed by applicable laws that mandate the undertaking of Environmental Impact Assessment (EIA) studies, which also review and suggest suitable safeguards for preventing any adverse impacts on bio diversity.

EIA is carried out across the ONGC group in case of expansion/ new projects with focus on biodiversity impact assessment. During the reporting period, ONGC's Corporate HSE team was involved in 14 EIA studies.

### Ringal plantation

To sustain fragile ecosystem of Himalayas, Ringal plantation in Upper Himalayan Region is being carried out as an initiative under National Action Plan on Climate Change launched by the Prime Minister. So far, 10.75 lakhs Ringal plantation in 430 ha of Upper Himalayan region has been done resulting in 1.97 MtCO<sub>2</sub> fixation per annum.



Over 4 lakh ringal (bamboo saplings planted in 137 hectares in the Himalayan range of Uttarakhand State)

### Biodiversity at MECL

Fauna and flora monitoring was carried out in the Moriche and Jazmin fields by Mansarovar Energy Colombia Ltd. Subsequently the company was able to update the baseline of oil field species inventory. Also 3rd, 4th and 5th year monitoring of the near threatened bird species 'Northern Screamer' was undertaken. A more intensive monitoring of the species is planned for a minimal term of a further 3 years. It will subsequently determine whether the existing population is healthy, and/or stable. This work is the first of its kind in recent years and is of national importance and of global significance, given the Northern Screamer's near endemic and emblematic status. Subsequently, MECL is playing a leading role in the conservation and production of knowledge for this rare species.

### Mangrove plantation

For protection and stabilization of shoreline close to ONGC Assets mangrove plantation is being carried out. So far, 19.95 lakhs mangrove plants have been planted in Gandhar Area and 1.5 lakhs near Hazira Plant. To spread awareness on significance of Mangroves plantation, protection and its continued cultivation programmes were arranged among children and local communities in these areas.



Project Cover Green along the coast of Gujarat and Maharashtra planting mangrove saplings

### Investing towards environment protection

The ONGC group maintained strict compliance to environmental laws across operating sites. There were no penalties paid by group companies in India during the reporting period. However, penalties were imposed on Imperial Energy Russia (a subsidiary of ONGC Videsh), which is about 270K RUR (approximately ₹0.27 million) mainly due to excess gas flaring.

ONGC group's environmental expenditure primarily consists of procuring new technology or intervention related to environmental protection, training, consultancy and awareness workshops. The details of the environmental expenditure of group companies is presented below :

Environmental investment	FY13	FY14	FY15
ONGC	5.9	6.18	6.69
ONGC Videsh	-	0.18	1.03
MRPL	-	0.13	3.21

Table 11: Environmental investment (in ₹ Billion)

## Impacting lives

*ONGC group undertakes strategic initiatives to enhance and improve lives by extending its social responsibility through inclusive trust-based partnerships and community development interventions.*



Creating sustainable alternatives to bring prosperity to the doorsteps of the local community

As a responsible public sector enterprise, ONGC group is committed to promoting development that is equitable, inclusive and sustainable in and around the area of its operations. The organization partners with local and neighbouring communities to leave a positive and lasting impact. CSR activities are guided by the policy having clear strategic objectives, targeted beneficiaries, physical and social milestones, implementation methodology and long term sustainable benefits.

A Corporate Social Responsibility (CSR) policy was implemented pursuant to the provisions of Section 135 of the Companies Act, 2013, Companies (Corporate Social Responsibility Policy) Rules, 2014 and the guidelines on CSR Sustainability issued by Department of Public Enterprise, Government of India. All work centres have a designated CSR officer to liaise with local communities.

ONGC Foundation has been established under the Societies Registration Act, to further strengthen CSR activities drive impact. It will serve as an effective tool to implement ONGC's CSR policy.

ONGC group's CSR approach focuses on the following thematic areas:

- Healthcare and hygiene
- Education and skill development
- Supporting differently-abled
- Environmental sustainability
- Rural development
- Women empowerment
- Sports development and infrastructure





Out of the CSR Budget of ₹6,606.12 million, ONGC spent an amount of ₹4,952.29 million in FY15. This translates to overall utilization of 74.97% of the CSR budget. The entire budget was not used since major initiatives were in transition while many projects have longer gestation periods, between 3-5 years, resulting in lesser utilization in FY15.

Over the last 7 years, ONGC has invested ₹ 18,807 million in community development initiatives.

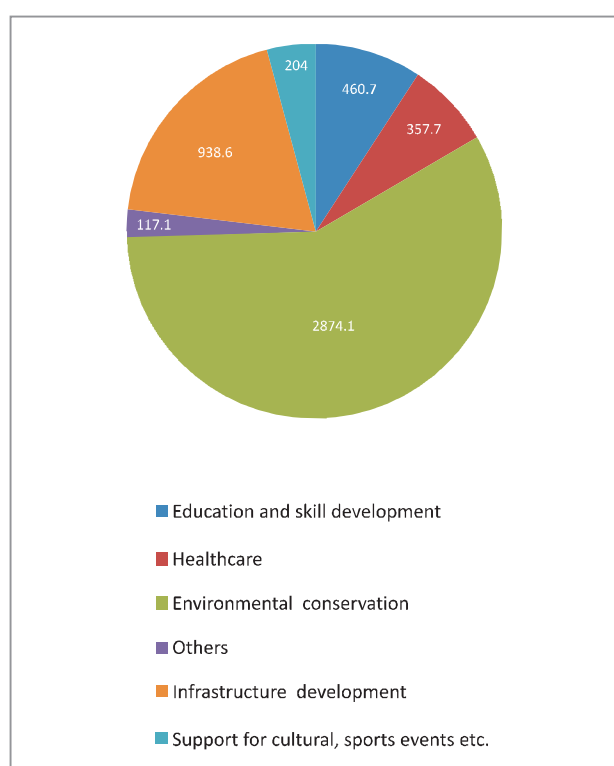


Figure 10: Break-up of CSR expenditure of ONGC for FY15



## Key highlights in FY15:

### 1. Healthcare

- Varisthajana Swasthya Sewa Abhiyan - ONGC and Help Age India:** Providing basic medical facilities, medical consultancy, medicine distribution, basic diagnostic test, special health camp and palliative care to the elderly at their doorstep. A total of 20 Mobile Medicare Units (MMUs) are active in nine states, 17 Districts, 35 blocks and 131 Gram Panchayat and 240 villages of India, reaching a total of 1,186,020 beneficiaries.



- Community Hospital in Lakhimpur, Uttar Pradesh:** This project is unique as it is developed as a Public-Private-Partnership where a Capex of ₹45 million was contributed by ONGC and the Opex borne by the Operating Partner. The Community Hospital has 26 beds and provides affordable primary and secondary healthcare services to economically weaker sections
- Disability support:** Launched a pan-India project to provide disability support, in partnership with Artificial Limbs Manufacturing Corporation of India (ALIMCO) and Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS). ₹262 million was spent to provide orthopedic, hearing and visually aids and appliances to 45,495 individuals in Phase-I.
- ONGC Mission Ujala:** The project aims to screen the eyesight of 50,000 children in government schools in NCR under the National Blindness Control Programme of Govt. of India in partnership with PRAANI, an NGO. Provided spectacles and medicines to 3,000 children detected with refractive errors.

### 2. Education and Skill Development:

- ONGC- The Akshaya Patra Foundation:** A fully automated mechanized kitchen was set up to provide mid-day meals to school children (enrolled in Govt. schools) in Surat district. The kitchen was inaugurated by the Hon'ble

Chief Minister of Gujarat Smt. Anandiben Patel on 15th February, 2015 and feeds 126,000 students daily Mid-day meal programme and Interior Child Development Scheme (ICDS).

- **ONGC-GICEIT Computer Education Program:** Free computer education is imparted to underprivileged youth. The project is implemented in association with Bhartiya Vidhya Bhawan's Gandhi Institute of Computer Education and Information Technology, (GICEIT) at five work centres of ONGC located at Mehsana, Dehradun, Nazira, Karaikal and Rajahmundry. More than 8295 students have received computer training through these centres in FY15.
- **ONGC Super 30:** "ONGC Super 30" is a residential Coaching Programme for IIT aspirants based at Sivasagar Assam. The initiative was conceived to cater to underprivileged students who are unable to get proper coaching to qualify for engineering exams, due to lack of resources and infrastructure. The total cost of the project is ₹6.7 million.

### 3. Supporting Differently-abled:

- **ONGC Centre for vocational rehabilitation for the differently-abled:** A financial support of ₹13 million has been provided to Tamana School of Hope, Vasant Vihar, New Delhi for setting up of Autism Centre and provide vocational training for the mentally challenged young adults and children working for their economic rehabilitation by teaching relevant vocational skills to them.
- **ONGC-Cheshire Home Project for Physically and Mentally Challenged:** A project in partnership with Cheshire Homes (India) Mumbai, focused on rehabilitation and support services for economically disadvantaged children. Beneficiaries were identified from three slum communities in Mumbai - Hanuman Nagar, Damu Nagar and Shivaji Nagar.



### 4. Environmental Sustainability:

- **Eastern Swamp Deer Conservation Project:** The phase II of the project commenced with the aim of relocating the Eastern Swamp Deer from Kaziranga National Park to Manas National park. This is a research based project aimed at conserving a viable population of the Eastern Swamp Deer in its natural habitat. An investment of ₹8.9 million has been earmarked for this project.



- **Harit Moksha Green Cremation System:** This is an innovative initiative in partnership with Moksh da Paryavaran Evam Van Suraksha Samiti (MPEVSS) that aims to reduce wood consumption during traditional cremations through the Mokshda Green Cremation







Systems (MGCS). The project entails installing 30 units of MGCS in 8 cities across 7 different states with an investment of ₹91.9 million. Till date, the project has saved about 13,700 tonnes of wood and has avoided 26,500 tonnes of GHG emissions.

#### 5. Rural Development:

- **Wind Turbine Generators:** This project seeks to promote development through energy independence of underdeveloped districts in Jaisalmer, Rajasthan. It entails installing 49 Wind Turbine Generators (WTG), each of capacity of 2.1 MW and a total capacity of 102.9 MW in partnership with Suzlon Energy Ltd. ONGC contributed ₹5620 million to the project.

#### 6. Women Empowerment:

ONGC is a founder member of Women in Public Sector (WIPS) established way back in 1990 to promote women empowerment initiatives. Women Development Forum (WDF), an internal wing of ONGC women Employees was also formed to encourage women employees to develop their potential to the fullest.

Women in Public Sector (WIPS) presented ONGC with the Best Enterprise Award for Women Empowerment consecutively for 3 years till 2014. In FY15, ONGC stood second in the same category.

#### 7. Sports Development and Infrastructure:

- **Rajeev Gandhi International Sports Complex, Dehradun:** The project involves building a cricket stadium with capacity of 30,000 individuals, a sports complex and other ancillary facilities. ONGC contributed ₹500 million to the project, which is expected to be completed in two years.

In addition to the CSR initiatives highlighted above, ONGC has partnered with several NGOs and non-profit organizations to implementing social impacts projects across thematic areas.

#### Medical camp at Sudan

A medical camp was organised at Albark Elagari area in Omburman under the CSR initiative of ONGC Videsh. 1173 patients benefitted from the medical camp.



#### Community empowerment programme at MECL, Colombia

The programme aims to train and support projects that promote the strengthening of community action boards, local boards and civil society to develop jobs for local community.

Community strengthening program benefitted 52,141 community members and local organizations through projects like:

- Strengthening organizational capacity boards and Community Action Association
- Strengthening administrative capacity of JAC, community organizations and cultural institutions
- Support for the construction of community hall
- Strengthening ICBF community homes
- Strengthening and community integration Palagua Swamp
- Training in Human Rights and International Humanitarian Law

#### Crisis Management Team excels in flood relief operations at Jammu and Kashmir

The state of J&K was badly hit by state's worst flood in last 100 years and the Ministry of Home affairs, Government of India asked for help from ONGC management by deploying high discharge fire fighting pumps at different locations in and around Srinagar for dewatering operation. CMT accepted the challenge and fire water pumps along with delivery pipes, hoses and other accessories from RCMT-Rajahmundry, Mumbai and Vadodara were immediately transported and finally air lifted to Srinagar from the nearest airport using Indian Air force cargo planes. ONGC crisis management team worked for dewatering operation in difficult conditions to cope up with the national disaster. High discharge pump having 2400 GPM capacity were sent from RCMT-Rajahmundry, 4000 GPM pumps were sent each from RCMT-Mumbai and RCMT-Vadodara along with a team of 20 persons to operate and maintain the pumps in working condition during the flood relief operations. Each member of CMT did his best in the situation in the face of the devastation caused by the catastrophe. Their effort in the dewatering operation has been well appreciated by locals J&K administration.

ONGC Videsh through its operated assets and country offices undertakes CSR activities at each of its sites in alignment with the local regulatory requirements and expressed needs of the communities in which it operates. Need assessment is carried out, as required.

CSR expenditure	FY13	FY14	FY15
ONGC	2,620.00	3,410.00	4,952.29
ONGC Videsh	208.27	217.10	189.55
MRPL	46.49	34.71	48.10

Table 12: CSR expenditure (in ₹ million)

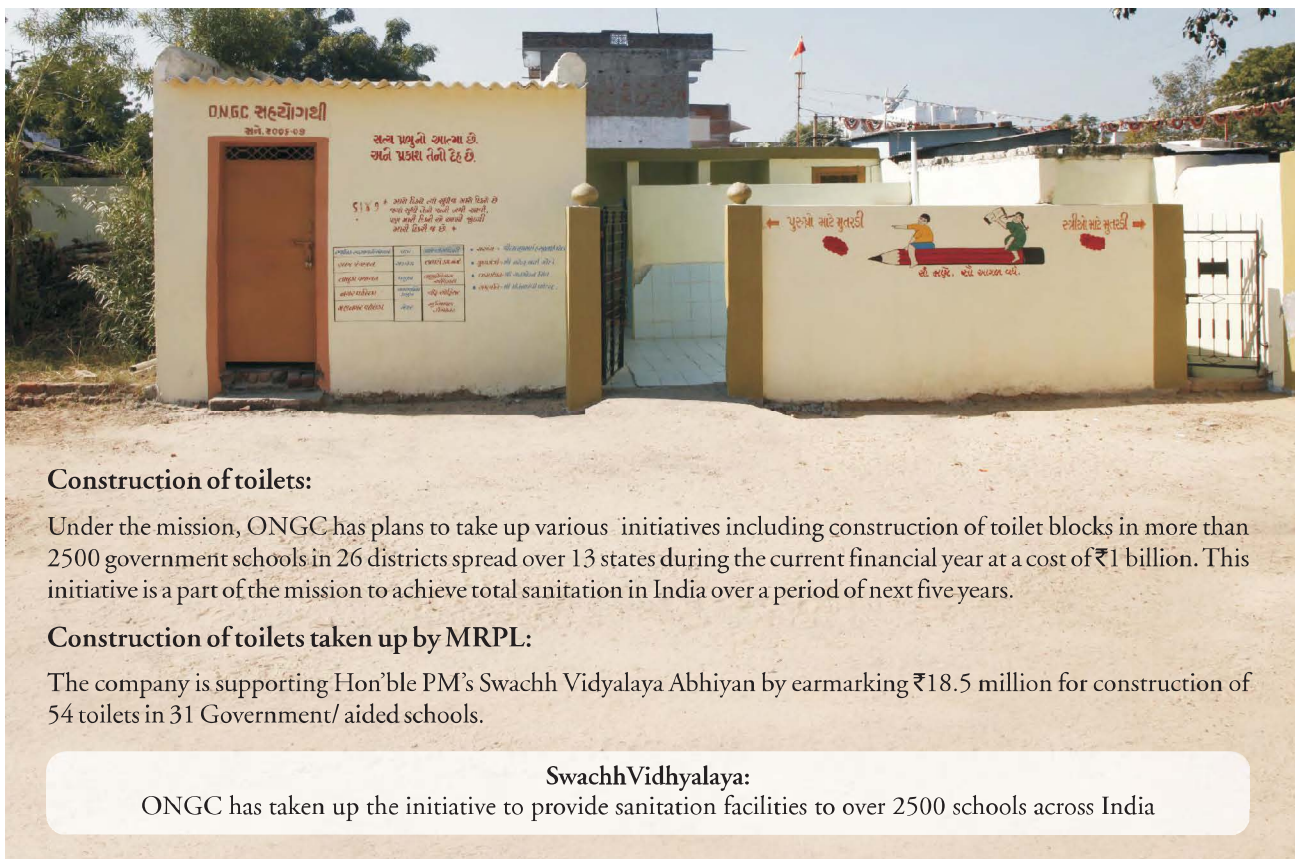
Mangalore Refinery and Petrochemicals Limited (MRPL) has been undertaking Corporate Social Responsibility (CSR) activities under the name 'Samrakshan'. This captures the spirit and commitment of MRPL's CSR initiative, that is to protect, preserve and promote the social, cultural and environmental, heritage and wealth in and around the area of our business and to usher in sustainable development.

The main focus areas are

- Shiksha Samrakshan
- Arogya Samrakshan
- Bahujan Samrakshan
- Prakrithi Samrakshan
- Sanskrithi Samrakshan

With these objectives MRPL has implemented number of CSR programmes. The major programmes are funding the construction of new ONGC-MRPL wing for Government Ladygoshen Hospital at Mangalore at the cost of ₹217 million.

MRPL also organised Skill Development training programmes like computerized fashion design and stitch craft training and rexin and foam bag making programme for ladies, JCB/ Crane and backhoe operation for unemployed youth through Karnataka Govt. Polytechnic, artificial limb camp for the benefit of amputees, sponsoring Midday Meal to support continuing education, running free primary health centre at Chelaieru rehabilitation colony, school uniform and note books, infrastructural development etc.



#### Construction of toilets:

Under the mission, ONGC has plans to take up various initiatives including construction of toilet blocks in more than 2500 government schools in 26 districts spread over 13 states during the current financial year at a cost of ₹1 billion. This initiative is a part of the mission to achieve total sanitation in India over a period of next five years.

#### Construction of toilets taken up by MRPL:

The company is supporting Hon'ble PM's Swachh Vidyalaya Abhiyan by earmarking ₹18.5 million for construction of 54 toilets in 31 Government/ aided schools.

#### Swachh Vidyalaya:

ONGC has taken up the initiative to provide sanitation facilities to over 2500 schools across India





## Ek Kadam Swachhata Ki Aur at ONGC Videsh:



A big step was taken on Gandhi Jayanti when enthusiastic employees of ONGC Videsh world over took pledge to remain committed towards cleanliness and devote 100 hours per year for maintaining cleanliness in office, installations, rigs, homes and society at large. Swachhata pledge was translated in Spanish and Russian languages and special cleanliness drive was also taken up at overseas offices. As a kick start to the mission “Swachh Bharat Abhiyan” ONGC Videsh adopted five schools New Delhi for cleanliness drive. Mr. Narendra K. Verma, MD ONGC Videsh, carried out

cleanliness drive at Janta Adarsh Andh Vidhalaya (a school for blind children) at Sadiq Nagar, New Delhi.

### Waste to Fuel project:

ONGC has taken up waste to fuel project of 50 TPD capacity at Puri, Odisha under Swachh Bharat Abhiyan. The project being of specialized nature and involving technical expertise is being steered by CM&SG.

### Swachh Bharat Abhiyan : ONGC adopts Jantar Mantar



On 1st of November 2014, Mr. Dinesh K. Sarraf, CMD, ONGC kicked off Swachhata Abhiyan from the iconic moon dial of Jantar Mantar. ONGCians took part in large numbers in the cleanliness drive. During the launch of the Swachh Bharat Abhiyan on October 2nd, 2014, Mr. Sarraf had exhorted the employees to participate in the mission wholeheartedly and said that clean citizen is a good citizen. He added that “external cleanliness is not sufficient. One should be clean from within”.

## Human capital

*ONGC group is committed to conducting its business operations in line with UNGC principles on human rights, prevention of sexual harassment at workplace and discriminatory employment. Human capital also focuses on employee related learning and development for which several programmes have been instituted to ensure employees are equipped with best in class knowledge for fostering professional growth and holistic development.*



The policies of ONGC towards upholding the human rights extend to JV's and wholly owned subsidiaries of the company. ONGC Group ensures compliance with various labour protection Acts such as Payment of Wages Act 1936, minimum Wages Act 1948, Equal Remuneration Act 1976, Industrial Dispute Act 1947, ESI Act 1948, Employees Provident fund and Miscellaneous Act 1952, CLRA 1970, Child Labour (Prohibition and Regulation) Act 1986 in vogue in India. At the off-country locations of ONGC

Videsh, respective local laws related to human rights, labour etc. are followed.

As a group, we value our people as they are the foundation for our success. To this end, the organization has implemented robust policies to attract, retain and develop talent by providing opportunities for professional growth and development. Human capital management at ONGC group focuses on nurturing talent by encouraging employees to grow at each stage of their careers and catering to their specific





developmental needs. Fair practices, transparent policies and liberal welfare benefits protect the rights of employees and allow excellence to thrive across the group. The organisation nurtures, encourages, rewards and recognizes employees to ensure that they remain creatively engaged and are empowered to seamlessly execute their responsibilities. The manpower requirement of ONGC Videsh is met by the parent organization, ONGC. As on 31st March 2015, ONGC Videsh has been operating with a pool of 321 employees out of which 83 are posted overseas. The notional global manpower of ONGC Videsh based on the participating interest is 1,881.

The recruitment policy for ONGC group, being a CPSE has been framed based on the DoPT guidelines and has a National level hiring plan in compliance with the Government of India's directives for engaging priority section of the society. As per the policy non-management employees are recruited by seeking applications from the local employment exchange in order to meet the guidelines of the state government which gives preference of recruitment of locals. A wide range of HR policies covering all categories of employees, includes measures which addresses all aspects related to professional skills development and learning, employee motivation and welfare, employees' health and general well-being measures, women empowerment, empowerment of SC/ST and other disadvantaged class of employees, separation/ superannuation and post-retirement welfare measures.

### Local hiring at ONGC

To facilitate local socio-economic growth, ONGC encourages employing individuals from local communities in its non-executive ranks. At the company level, nearly half (53%) of the workforce is positioned in their state of domicile. However,

ONGC recruitment policy is based on meritocracy and ensures that career progressions are governed by performance. ONGC does not have any preferential hiring policy or general manager and above) is 50%. The proportion of total non-management grade workforce from local communities (that is, within the state) is currently at 94%.

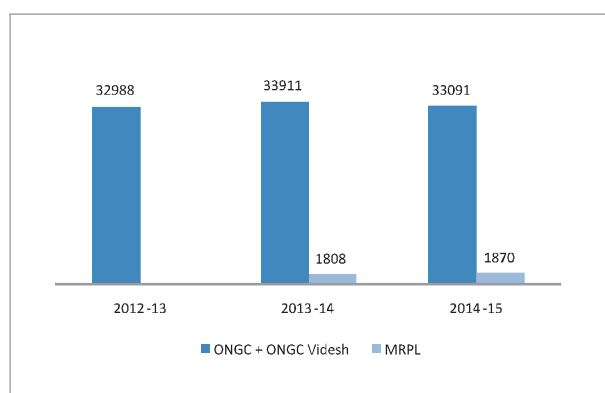


Figure 11: Number of permanent employees

The total number of employees hired on temporary/ contractual/ casual basis for ONGC during the reporting period was 14,691 (contractual workers), 1,202 (term based) and 566 (casual workers/ contingent)

In addition to the above, approx. 19,121 contract labours were deployed by contractors providing various services to ONGC during the year.

At its overseas assets ONGC Videsh also hires need based local contractual workers as per their quantum of participating interest in the project. At MRPL, throughout the year, a total of 2,550 contractual workers were engaged.

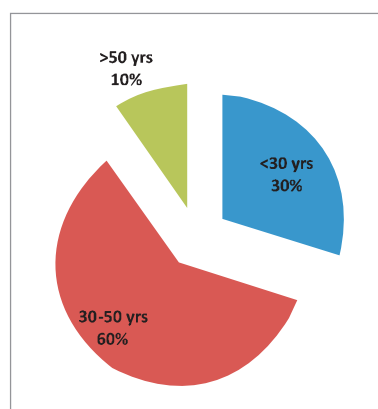


Figure 12: Employee age profile for ONGC + ONGC Videsh

		Age	Management	Non Management	Sub Total	Total
Total Employees as of 31st March 2015	Male	< 30 Years	64	305	369	1720
		30 - 50 Years	545	551	1096	
		>50 Years	106	24	130	
	Female	< 30 Years	7	40	47	
		30 - 50 Years	13	54	67	
		>50 Years	7	4	11	

Figure 13: Employee profile as per age and gender for MRPL

### ‘Business games’ – a HR initiative at ONGC and ONGC Videsh

‘Business games’, a novel initiative to promote business acumen of employees, testing their abilities through business quizzes, business simulations and case-study presentations was designed and developed to engage the workforce and strengthen team-building. During FY15, a total of 144 teams and 576 executives participated in the event.

Across ONGC and ONGC Videsh, all eligible persons availing parental leaves rejoined their respective organization upon completion of the leave period. Moreover, there were no reported cases of persons immediately leaving the organisation after the leave period. Data pertaining to hiring and turnover is presented below.

Parameters		Employee Turnover 2014-15		
		Total Separation (Nos)	New Hire (Nos)	Turnover rate
Age Group	< 41 years	80	925	0.01
	41-45 years	10	10	0.01
	46-50	23	6	0.004
	51-55	52	2	0.01
	56-60	1394	1	0.17
	<b>Total</b>	<b>1559</b>	<b>944</b>	<b>0.05</b>
Gender	Male	1456	876	0.05
	Female	103	68	0.05
	<b>Total</b>	<b>1559</b>	<b>944</b>	<b>0.05</b>
Region	Headquarters	201	169	0.05
	Mumbai Sector	338	129	0.04
	Western Sector	441	17	0.05
	Eastern Sector	308	455	0.05
	Southern Sector	135	95	0.04
	Central Sector	136	79	0.08
	<b>Total</b>	<b>1559</b>	<b>944</b>	<b>0.05</b>

Figure 15: Employee hiring and turnover data for ONGC and ONGC Videsh

<b>33</b>	was the total number of employees hired by MRPL in the reporting period including 2 women employees	<b>9</b>	employees availed maternity leave during the reporting period and out of which 8 returned to work
<b>&lt;1%</b>	was the attrition rate for the reporting period	<b>16</b>	was the total number of employees resigned including 3 women employees

Figure 16: Human resources data for MRPL

### Promoting work-life balance

Is an area of focus for the group, it has continued to implement progressive measure to promote healthy lifestyles amongst employees. The townships at many work-centres are provided with modern amenities like gymnasiums, music rooms and other recreation facilities. Plays on the importance of ‘Work-

Life Balance’ were staged to create awareness amongst the employees. Outbound programmes with families were also organized at various work-centres. In addition, cultural programmes in partnership with Mahila Samitis and Resident Welfare Associations (RWAs), involving employees and their families were also conducted.





### Supporting sports

ONGC's continued to support the development of sports in the country through job offers and scholarships to deserving sportspersons. Sponsorships are also extended to various sports associations/ federations/ sports bodies toward development of infrastructure, training, providing kits, and for sporting events. Financially weaker sportspersons are also supported through various programmes.



Pankaj Advani won the World Billiards Championship 2015

ONGC presently has 170 active sportspersons and 167 players on scholarships, spread over 23 game disciplines, of which, 93 sportspersons are international players who have represented the nation in Cricket, Chess, Table Tennis, Athletics, Badminton, Volleyball, Hockey, Lawn Tennis, Football and shooting.

Additionally, ONGC Himalayan Association, an adventure sports wing, organizes unique programmes in mountaineering, trekking, white water rafting, snow skiing, desert safaris, aero sports etc. building morale, engagement, team spirit, camaraderie and providing opportunities to develop new skills.

The support provided by ONGC has enabled excellence

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The support provided by ONGC has enabled excellence winning laurels for the nation and the organization. Some of the key achievements during the year are given below:

- ONGC was conferred the prestigious Rashtriya Khel Protsahan Puruskar by Hon'ble President of India Mr. Pranab Mukherjee at a glittering ceremony in Rashtrapati Bhavan on the occasion of National Sports Day on Friday August 29, 2014.
- In Commonwealth Games 2014 held at Glasgow (UK) a total of 20 ONGC athletes participated and bagged 6 medals (1 Gold, 3 Silver and 2 Bronze).
- ONGC was awarded the prestigious FICCI Certificate of Excellence for the "Award for long time contribution to Indian Football" for the year 2014
- In the Asian Games, 2014 held at Incheon (Korea) a total of 40 ONGC athletes participated and won 13 medals (4 Gold, 1 Silver and 8 Bronze).
- Two ONGCians were conferred the prestigious "Arjuna Award" for the year 2014; Ms. Heena Sidhu in Shooting and Mr. V. Diju in Badminton. The total number of National Awardees in the organization stands at 24 (Khel Ratna-1, Padma Shri-2 and Arjuna award-21)
- Mr. Sourav Kothari won the Gold Medal at the Asian Billiards Championship.
- Mr. Pankaj Advani of ONGC won 12th world title in cue sports. In the year FY15 he won World Billiards title in time and point format, 6 red world snooker championship and World team Billiards Championship.
- Ms. Rashmi Kumari of ONGC won the singles title of World Cup (women) in carom.



Aerial view of macolla (well pad), Carabobo Project, Venezuela

### Promoting Diversity

ONGC group promotes an inclusive working environment where diversity is valued, individual opinions are respected and there is an appreciation and acceptance of differences. As an employer, the company provides equal employment opportunities for all staff regardless of race, colour, religion, sex, age, nationality or disability. Across ONGC and ONGC Videsh there were 156 permanent employees with disabilities (0.5%) during the reporting period and the percentage of Scheduled Caste (SC) and Scheduled Tribe (ST) employees were 15% and 9% respectively as on 31st March, 2015.

The representation from minority communities at MRPL stood at cumulative 8.81%.

The percentage of women employees in ONGC and ONGC Videsh has steadily increased over the years. Women employees constituted over 6.61% of ONGC's workforce during FY15. During the year, specific programmes on women empowerment and development, including programmes on gender sensitization were organized.

Encouraging women representation across all levels ensures that ONGC group cultivates a working environment which is free from any gender bias or discrimination in any form.

Across the group there were no incidents of discrimination reported for the period under consideration.

ONGC regularly organises programmes on gender sensitisation and women empowerment and development across the country. The company encourages all female employees to participate in activities organised by women in the Public Sector (WIPS) and Women In Leadership Roles (WILR). All ONGC group companies treat men and women at par and there is no discrimination on the basis of gender for remuneration.



ONGC's B193 Offshore platform



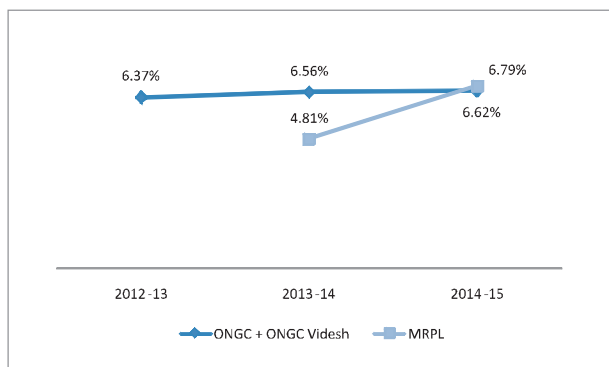


Figure 17: Percentage female employees in ONGC group

### Employee Benefits

ONGC and ONGC Videsh have several benefit plans for the employees, e.g. medical care, education, housing and social security. Similar benefit plans exist for all full time employees at MRPL. Details on few schemes are presented below:

- **Employees Contributory Provident Fund (ECPF):** This trust manages Provident Fund accounts of employees of the Company.
- **Post Retirement Benefit Scheme (PRBS) Trust:** The scheme underwent a major transformation from defined benefit to defined contribution during the past year. In the converted Defined Contribution Scheme, the corpus in the individual employee account shall include employer or employee contributions and interest thereon.
- **Composite Social Security Scheme (CSSS):** This scheme provides an assured ex-gratia payment in the event of unfortunate death or permanent disability of an employee in service. In case of Separation other than Death/Permanent total disability, employees own contribution along with interest is refunded.
- **Gratuity Fund Trust:** This has been created to take care of payment of gratuity as per the provisions of the Gratuity Act.
- **Sahayog Trust:** The 'Sahayog Yojana' scheme, instituted as a Trust, provides ex-gratia financial grant for sustenance, medical assistance, treatment, rehabilitation, education, marriage of female dependent and alleviation of any hardship or distress to secure the welfare of the secondary workforce and their kin, who do not have adequate means of support. Under the scheme, an amount of ₹57.7 million was disbursed by the trust during the reporting period.
- **Extension of benefits under the Asha Kiran Scheme to retired employees:** The Asha Kiran Scheme was introduced to meet the emergency needs of the retired employees who are going through distressful situation,

subject to specific conditions. During the year, under this scheme financial assistance of ₹1.78 billion was provided to 14,698 ex-employees.

- **Agrani Samman Scheme:** ONGC extends Agrani Samman Scheme to mitigate financial and social distress for employees who have rendered a minimum of 10 years' service in ONGC. The scheme aims to provide assistance to the ex-employees whose parted from the service of ONGC on account of premature retirement due to disability or medical deficiency suffered while on duty.

### Training and development

Nurturing talent by providing adequate opportunities for employees to develop their professional and personal skill drives excellence at ONGC (including ONGC Videsh). Training programmes are designed to facilitate life long learning and the development of diverse competencies.

At ONGC and ONGC Videsh, learning is facilitated through a wide range of specialized, in-house training institutions that include ONGC Academy, Institute of Petroleum Safety, Health and Environment Management (Goa), Institute of Oil and Gas Production Technology (Panvel), Institute of Drilling Technology (Dehradun), Regional Training Institutes (RTIs) and others. Training of 20,084 executives and 4,729 non-executives were provided through our premier institutes. During the reporting period, 0.8 man-days of average training was imparted to female employees.

Apart from the above, casual, temporary and contractual employees were given requisite training in safety of operations. For ONGC Videsh the training programmes have been expanded to suit specific needs of their overseas operations.

MRPL conducts training on technical, management, behavioural, human rights and personal development aspects. It also provides tailored training to employees based on their specific learning and development needs. During the reporting period the company devoted 4,078 man-days for training, development and learning out of which approximately 42% of the total training time was for management grade employees. Additionally, the company also imparted about 1,700 man-days of training to contractual workers.

**5.83** Training man-days per employee for ONGC + ONGC Videsh

**2.39** Training man-days employee for MRPL

### ONGC Academy

With a strong focus to providing training on present technological developments, state-of-art techniques and modern management approaches, the ONGC Academy has created an extensive training infrastructure which is conducive to learning. Learning modules are made interactive and are delivered through a mix of lectures, case studies, seminars, group discussions, e-learning, role plays, simulation exercises, structured and unstructured group work and field visits.

ONGC Academy provides induction training for 25 weeks to new executives. The initial phase of eight weeks is conducted at the ONGC Academy and provides trainees an overview of the upstream oil and gas industry. This is followed by Multi-Disciplinary Field Familiarization training over two weeks that exposes Graduate Trainees (GTs) to the nuances of field operations.

The induction training also covers policies on sexual harassment, non-discrimination and corruption etc.

ONGC Academy organized 290 training programmes and trained 7,893 executives during FY15. ONGC Academy won the prestigious Golden Peacock National Training Award 2014 conferred by the Institute of Directors, India.

#### Advanced Training Programmes:

- To develop competence in new and emerging

technologies in oil & gas exploration and production, 85 programmes were organized and delivered by subject matter experts, out of which 26 were conducted by foreign faculty.

- To nurture future leaders within the organisation, 338 executives were provided further opportunities to develop leadership and management skill through the Leadership Development Program (LDP), Advanced Management Program (AMP) and Senior Management Program (SMP), which included an overseas experiential module.
- 'Exponent', a comprehensive training programme, is aimed at nurturing the energy leaders of tomorrow. Through this programme training modules are delivered in technical, non-technical as well as managerial skills relevant to the energy business.

#### Human Rights Training:

During the reporting year, ONGC and ONGC Videsh imparted a total of 3,160 man-hours of human rights related training.

MRPL provides human right straining as part of its induction program. Furthermore, training on human rights that include aspects such as prevention of physical or verbal abuse and disrespectful treatment are given on a regular basis to all security personnel. MRPL provided 1,008 man-hours of training in FY15.

#### Other training initiatives:

- Certified programmes through internationally accredited bodies were conducted in specific fields such as Project Management, survival at sea, HUET (OPITO approved), Offshore installation management, Well-control training, Lead Auditor training etc.
- Work related stress management and yoga techniques taught to promote healthy lifestyles.
- Life Long learning programs include workshop on executive competencies, work life balance, leadership essentials and self-development for women employees.
- Mines Vocational Training were conducted across ONGC assets and basins in attempt to increase the compliance to DGMS directives. A total of 1531 people were trained during the reporting period out of which 1,014 were contractual workers.
- Additionally, ONGC Videsh imparted training on Risk

Management to 6 employees, project management to 17 employees and language proficiency to 30 employees.

- During the reporting year ONGC also organized soft skill development (Presentation and Communication Skills, Public Speaking, Communication, Motivation, Attitudinal Change and Teamwork) training programs for employees to bring about greater efficiency and effectiveness in their work ethics.



ONGC firmly puts into practice the mantra – "Health is Wealth" by promoting work-life balance among its employees





**Industry-Academia interface:** ONGC sees value in building collaborative industry-academia linkages to promote knowledge sharing and develop thought leadership. Providing financial resources and know-how to reputed several reputed Indian universities and academic institutions to promote research and development in an array of disciplines, ONGC seeks to play an active role in furthering education.

ONGC has created ten Chair positions in reputed academic institutions with an objective to promote knowledge and excellence in disciplines related to ONGC's activity areas by way of providing financial assistance to the leading institutes. ONGC Academy has also provided financial support in setting up laboratories and other infrastructure facilities at various educational institutes throughout the country.

ONGC through Academy has instituted scholarships and gold medals for meritorious students from colleges/universities across the country.

#### **Labour Management Relations:**

ONGC has a large temporary workforce comprising contract labours, tenure-based workers, daily wage workers, etc. We safeguard health, safety and human rights standards of the workforce including contract labour, which is covered under the formal agreement with the Regional Labour Commission (central) and is applicable across ONGC's operating locations in India.

The group complies with minimum wage requirements as per the applicable regulations across all their locations. In ONGC, Fair Wage Policy was initiated in August 2012 and a total of 15,500 contract labours have been covered under the Fair Wage Policy. Out of these, around 6,000 contract labours are currently in receipt of the benefits. Implementation in respect of the others is under progress. It is intended to increase the coverage to more number of contract labours deployed in ONGC operations and also extend the implementation to all the covered personnel by the end of the year. The policy encourages contractors to pay 35% higher



wages than the minimum prescribed limits. The policy also provides that the contractors are required to obtain Group Gratuity cover and Group Insurance cover from LIC for all labours deployed at ONGC. For the reporting year, zero man-days were lost on account of labours management issues at ONGC Group.

**Collective bargaining:** Under the collective bargaining agreements, 31.12% of the ONGC and ONGC Videsh employees are covered and include matters related to pay and allowances, perks, social security and employee welfare. All collective bargaining agreements transparently specify that changes will be effected only after joint discussions with all stakeholders involved. MRPL Mangalore refinery has one trade union comprising non-management employees' - MRPL Employees Union – that is affiliated with Petroleum and Gas Workers Federation of India (PGWFI). Contract workers are unionized viz. MRPL ONGC Karamchhari Sangha which is also affiliated to MRPL Employees Union and PGWFI. Health and safety topics are covered in agreements between MRPL and its trade unions. MRPL engages with its trade union in bilateral discussions before implementing any significant operational changes that could substantially affect them.

MRPL has designated works committee (headed by GGM and having members from management employees and nominees of collective of non-management), Canteen Committee (headed by GM and having members from management employees and nominees of collective of non-management) and Grievance Committee (headed by GGM having members from management employees) for mutual discussions and decision making in the interest of the company and its workforce. MRPL offers a common industrial relations grievance redressal cell to both its regular employee and contract workers to approach in case of any concerns. MRPL ensures that the notified minimum wages are paid to contract workers employed through contractor.



## Working responsibly

*ONGC group upholds strict standards of corporate governance that are founded on the principles of objectivity, accountability and transparency. We have been reporting our triple-bottom-line performance since 2009-2010, consistently enhancing the scope and boundary of sustainability reporting.*



(L-R) V P Mahawar, Director (Onshore), A K Dwivedi, Director (Exploration), T K Sengupta, Director (Offshore), K N Murthy, Independent Director, D K Sarraf, Chairman & Managing Director, U P Singh, Govt. Nominee Director, Atreyee Das, Govt. Nominee Director, Shashi Shanker, Director (T&FS), D D Misra, Director (HR), A K Srinivasan, Director (Finance)

Strong governance is the foundation for business excellence at ONGC group. The corporate governance structure ensures accountability and increases trust amongst its valued stakeholders. By integrating multi-layered checks and balances into the governance structure the organization is able to ensure strengthened compliances, transparent disclosures and responsible business conduct across our operations. Policies and practices that ensure highest levels of ethical conduct are imbibed and upheld by employees and management representatives.

### The Board of Directors

ONGC group companies are governed by their respective Board of Directors that formulate strategies, policies and review performance. At each group company, Executive Committees report to the Board of Directors and are responsible for driving strategic initiatives and reviewing overall performance including risk management and compliance.





ONGC Board of Directors comprises a balanced mix of executive and non-executive directors that provide direction, supervision, counsel and guidance towards defining our long-term strategy. The Board has a total strength of 10 members, comprising of 7 Functional Directors (including the Chairman and Managing Director) and 3 Non-executive Directors (comprising 2 part-time official nominee Directors and 1 part time non official Director) nominated by the Government of India<sup>5</sup>. To share the global experience and business strategies, Managing Director, ONGC Videsh Limited is a special invitee to the meetings of the Board.

The Chairman and Managing Director of ONGC – the parent company - is also the Chairman of ONGC Videsh and MRPL.



A K Dwivedi Special Invitee Director (Exploration) ONGC, T.K. Sengupta Special Invitee Director (Offshore) ONGC, Ashutosh Jindal Joint Secretary (IC&GP) Government Director, P K Rao Director (Operations), Narendra K. Verma Managing Director, D. K. Sarraf Chairman, S P Garg Director (Finance), Sudhir Sharma Director (Exploration), S. Shanker Special Invitee Director (T & FS) ONGC, D. D. Misra Special Invitee Director (HR) ONGC, V P Mahawar Special Invitee Director (Onshore) ONGC

ONGC Board of Directors	ONGC Videsh Board of Directors	MRPL Board of Directors
Board level Committees	Board level Committees	Board level Committees
Executive Committee	Executive Committee	Executive Committee

<sup>5</sup> Except for the period from 1<sup>st</sup> April 2014 to 30<sup>th</sup> April, 2014 and 23<sup>rd</sup> May, 2014 to 18<sup>th</sup> June 2014 the composition of the Board of Directors of ONGC during the year FY15 did not comply with the provisions of Clause 49 of the Listing Agreement i.e., the Board of Directors did not comprise of the required number of Independent Directors as per the terms of the above mentioned Listing Agreement. This was due to the fact that in terms of Article 104 (I) of Articles of Association of the Company, the power to appoint directors on the Board of ONGC vests with the Government of India that has to take necessary action

Executive Directors	
• Mr. Dinesh K. Sarraf	CMD
• Mr. Shashi Shanker	Director (T&FS)
• Mr. T.K. Sengupta	Director (Offshore)
• Mr. V.P. Mahawar	Director (Onshore)
• Mr. D.D. Misra	Director (HR)
• Mr. A.K. Dwivedi	Director (Exploration)
• Mr. A.K. Srinivasan	Director (Finance)
Non-Executive Directors	
• Mr. U.P. Singh,	JS (Exploration) MoPNG
• Ms. Atreyee Das,	DG, MoPNG
Independent Director	
• Mr. K. Narasimha Murthy	
Special Invitee	
• Mr. Narendra K. Verma	MD, ONGC Videsh

Fig. 18: ONGC BoD (as on 1<sup>st</sup> October 2015)

**The Board structure of  
ONGC Videsh & MRPL is shown below:**

Executive Directors	
• Mr. Dinesh K. Sarraf,	CMD
• Mr. Narendra K. Verma,	Managing Director
• Mr. S.P. Garg,	Director (Finance)
• Mr. P.K. Rao,	Director (Operation)
• Mr. Sudhir Sharma,	Director (Exploration)
Non-Executive Directors	
• Mr. Ashutosh Jindal,	JS (IC), MoPNG
• Ms. Sharmila Chavaly,	JS, MoF
Special Invitee	
• Mr. Shashi Shanker,	Director (T&FS)
• Mr. T.K. Sengupta,	Director (Offshore)
• Mr. V.P. Mahawar,	Director (Onshore)
• Mr. D.D. Misra,	Director (HR)
• Mr. A.K. Dwivedi,	Director (Exploration)
• Mr. A.K. Srinivasan,	Director (Finance)

Fig. 19: ONGC Videsh BoD (as on 1<sup>st</sup> October 2015)

Executive Directors	
• Mr. Dinesh K. Sarraf	CMD
• Mr. H. Kumar	Managing Director
• Mr. V. Agrawal	Director (Finance)
• Mr. M. Venkatesh	Director (Refinery)
Non-Executive Directors	
• Mr. B.K. Namdeo	Director (HPCL nominee)
• Mr. N.K. Srivastava	Director (Govt. nominees)
• Ms. Perin Devi	Director (Govt. nominee)

Figure 20: MRPL Board of Director as on 1<sup>st</sup> October 2015

ONGC group has implemented the voluntary guidelines issued by the Ministry of Corporate Affairs and the mandatory guidelines issued by Department of Public Enterprises (DPE) on Corporate Governance. The group's commitment to the highest standards of ethics in business conduct at all levels is also expressed in each group company's code of conduct. All employees including the Board of Directors are expected to uphold the code of conduct.

#### Board Committees

The Board structure supported by several committees with specific mandates for providing direction and supervision. Additionally, the Boards may constitute functional committees with specific terms of reference as required. The group companies have also defined guidelines for the meetings of the Board of Directors and Committees to ensure effective governance. The Board level committees include:

#### ONGC

1. Audit and Ethics Committee
2. Financial Management Committee
3. Project Appraisal Committee
4. Human Resource Management Committee
5. Stakeholders' Relationship Committee
6. Nomination and Remuneration Committee
7. Health, Safety and Environment Committee
8. Corporate Social Responsibility and Sustainable Development Committee
9. Committee on Dispute Resolution
10. Committee of Directors for Issue of Duplicate Share Certificates
11. Risk Management Committee
12. Research and Development Committee
13. Project Monitoring Committee

#### ONGC Videsh

1. Audit Committee
2. Financial Management Committee
3. Project Appraisal & HSE Committee
4. Human Resource Management and Remuneration Committee
5. Corporate Social Responsibility and Sustainability Committee





## MRPL

1. Audit Committee
2. Nomination and Remuneration Committee
3. Stakeholder Relationship/ Investors Grievance Committee
4. Project Appraisal and HSE Committee
5. Human Resource Management Committee
6. Corporate Social Responsibility and Sustainability Committee

## Management of Sustainability

Each group company has instituted a Corporate Social Responsibility (CSR) and Sustainability Committee according to the guidelines issued by the Department of Public Enterprises for Central Public Sector Enterprises. The committees provide oversight and strategic direction to the management and execution of CSR and sustainable development projects with the aim of:

- Being environment friendly
- Reducing dependence on non-renewable resources
- Promoting inclusive growth and implementing social impact projects
- Informing stakeholders about our sustainability performance

Specific roles and responsibilities are assigned at management and executive levels to embed sustainability across the organisation.

At ONGC, the Carbon Management and Sustainability Group is responsible for steering sustainable development projects and operates at the corporate level with Sustainable Development Officers (SDOs) rendering implementation support at various locations. Regular interaction between SDOs and the corporate team allows for assessing need for any training/ awareness session on specific sustainability issues which are then conducted on an ongoing basis. At ONGC Videsh, the HSE group oversees the sustainability reporting at the organisational level and liaises with local offices around the world.

ONGC and ONGC Videsh have dedicated policies to augment the implementation of sustainability principles across operations. At ONGC, the Sustainable Development Policy provides a broad context to guide the organization approach to addressing the triple-bottom-line.

At ONGC Videsh, an Integrated QHSE and Risk Management Policy address sustainability issues specific to its operations.

MRPL implements a HSE policy that is supported by a HSE Management System to monitor environmental, health and safety performance. Regular reviews are undertaken to ensure compliance with the HSE policy as well as HSEMS and adherence to regulatory requirements.

Board level committees are positioned to oversee the management of sustainability. The health, safety and environment related issues are handled by the HSE Committee at ONGC, Project Appraisal, HSE and Risk Management Committee at ONGC Videsh and by Project Appraisal Committee and HSE Committee at MRPL.

## ONGC's Sustainable Development Policy

- ONGC believes that Sustainable Development requires contribution from all societal players and significantly so from corporates. This policy is aimed at driving efficient and effective implementation of Sustainable Development activities, initiatives and projects across ONGC.
- We consider that sustainable management of water, materials and energy; addressing climate change through carbon management are our key broad responsibilities towards environmental sustainability.
- Our vision is to gradually work towards reducing our carbon and water footprint, innovative beyond compliance management of waste and prudent energy management and biodiversity conservation.
- Our approach for working on our Sustainable Development responsibilities will be through projects in the specified areas and will be driven by an adequately empowered organisational structure in ONGC with a system of management oversight, review and control.

## Ethics and Integrity

The ONGC Group is committed to ensuring that its operations are carried out within a well-defined internal control framework. We have instituted relevant policies and practices for ensuring that the highest levels of ethical conduct are upheld by each employee and management representatives.

Being a public sector enterprise, the group adopts the rules and guidelines set forth by bodies like the Department of Public Enterprises, Ministry of Corporate Affairs and Securities and Exchange Board of India. It supplements these regulatory requirements with other best practices going beyond what is required by the law. It has instituted a

structured vigilance department with network units spread across various regions, assets, basins and plants. The department works with the mandate to disseminate principles and practices related to ethics, integrity and transparency across all levels of the organisation.



Flagging off of Polypropylene tanker at MRPL

#### Ethics and Commitment Statement from the Code of Conduct

- We commit to realize the corporate vision of making ONGC a World-Class Oil and Gas Company integrated in Energy business with dominant Indian leadership and Global presence.
- We treasure integrity and transparency as the core value in all our business dealings.
- With our Core Competence – Courage to Explore, Knowledge to Exceed and Technology to Excel, we shall work towards sustained growth of our Organisation.
- We are responsible for the assets and the business of the Company in fair, diligent and ethical manner.
- We must act within the bounds of the authority conferred upon us, and make and enact informed decisions and policies in the best interests of the Company.
- We shall act in compliance with applicable laws and regulations, in a manner that excludes considerations of personal advantage and will not compromise our commitment to honesty and integrity in all aspects of our business.
- We are committed to the pursuit of excellence in all our endeavour.

The ethical codes and statements adopted by the group companies provide a comprehensive charter for ethical and transparent business practices to all our employees including the top management and the Board.

All new recruits are introduced to these codes during on-boarding and orientation sessions. There are established rules pertaining to Conduct, Discipline and Appeal (CDA) rules which put forth the expectations from employees relating to the ethical sphere. A code of conduct has been devised for senior management and Board members as well to ensure responsible conduct across all levels.

These policies are further supported by other specific policies like whistle blower policy, code of conduct, Code for insider trading, HR related policies at both ONGC and ONGC Videsh. Ethical and transparency related issues come under the ambit of Audit and Ethics Committee and Shareholders/ Investors Grievance Committee at ONGC, MRPL and Audit Committee at ONGC Videsh.

#### The Integrity Pact

ONGC Group companies have adopted the Integrity Pact in association with Transparency International which is signed with bidders and allows them to raise any issue or concern related to the tenders floated and the ensuing tendering process. ONGC was the first Indian company to introduce an Integrity pact. The objectives of having an Integrity pact as expressed by Transparency International include greater transparency with regard to integrity between the buyer and seller, improved sense of ethics, reduction in frivolous law suits and representation/ complaints from vendors, reduction in external interventions and reduced political/ diplomatic/ administrative interference.

The implementation of the pact is monitored through appointment of an Independent External Monitors (IEM).







At the ONGC Group, a dedicated vigilance department analyses business units across functions to identify high risk areas susceptible to corruption. It has identified 26 sensitive aspects for risk related to corruption from all the business centres (assets, basins, plants, institutes and services). Areas most susceptible to this risk include preparation and award of contracts and purchase of services.

All employees of ONGC group are sensitised regarding anti-corruption policies and procedures through different programmes tailored for this purpose. Human rights related aspects are also covered in employee induction programme. 45 such training and sensitization programmes were organized in FY15. All cases pertaining to unethical business practices are examined and investigated by the vigilance department as per the guidelines of Central Vigilance Commissioner (CVC) under the supervision of Chief Vigilance Officer (CVO) who holds the rank of a functional Director of the Company. With a view to maintain his independence, the CVO reports to the CVC of the Government of India.

At MRPL, 25.6% (192) of management employees received anti-corruption training in the reporting period.

Employees are also sensitised regularly regarding anti-corruption policies and procedures through different programmes tailored for this purpose. For FY15, 726 complaints were received which resulted in 155 scrutiny exercises and 227 investigations.

### Code of Conduct for Prevention of Insider Trading

ONGC and MRPL are listed entities and we have put in place a Code of Conduct for Prevention of Insider Trading. It covers all Directors, Senior Management Personnel, persons forming part of promoter(s)/ promoter group(s) and such other

#### Public Grievance Redressal Portal at ONGC

To make stakeholder interface more collaborative and interactive, ONGC launched a structured grievance redressal portal. This web-based portal reinforces the organizations current focus on promoting the Digital India project which aims to leverage technology to maintain the Citizen-Government Interface with the highest integrity. Through this portal, ONGC has empowered stakeholders like citizen/ vendor/ employee /former-employee to register their grievances relating to any operational wing of ONGC, through a single window on their corporate web portal (<https://grievance.ongc.co.in/>).



designated employees of the Company, who may have access to unpublished price sensitive information relating to the Company.

### Monitoring and Enabling Systems

ONGC's ethical framework is also backed up by a transparent grievance redressal system for both internal and external stakeholders. The group companies have instituted suitable systems to provide their stakeholders with a fair and an objective platform to put forth their grievances. Dedicated grievance management systems have been adopted by group companies to provide a platform to all employees for raising any concerns/issues they may have.

In FY15, except for the complaints pertaining to 'ONGC offer for sale - 2004' by Government of India, the Company received 30 shareholders' complaints from Stock Exchanges/ SEBI which inter-alia includes non-receipt of dividend/ annual report, issue of Bonus Shares amongst others. The complaints were duly attended to and the Company have furnished necessary documents/information to the shareholders. As far as the Investors' Grievances on "ONGC offer for sale-2004" is concerned, considerable progress has been made by constant interaction with SEBI, Department of

Disinvestment and MCS. MRPL received 59 complaints during the same period and 58 of these were resolved in FY15.

In FY15, there were no recorded incidents pertaining to child labour, forced labour, involuntary labour or sexual harassment across group companies.

### Right to Information

Transparent information provides a catalyst for change and a potent tool for empowerment. The Right to Information Act (RTI), 2005 lays down the rules allowing citizens to secure access to requisite information under the control of public authorities with the aim of promoting transparency and accountability.

The ONGC Group supports the principles of the Right to Information Act, 2005 and completely complies with all of its requirements. Group companies have appointed respective Central Public Information Officers (CPIO) to address the issues under the Act. Systems have been established to effectively respond to the requirements of the Right to Information Act, 2005.

- For ONGC, 59 applications received in March 2014 were carried forward to FY15. 1792 applications were received during the reporting year. 1214 requests were provided with a response during the year and 520 requests were deemed invalid and hence rejected. 18 requests were transferred to other public authorities.
- For ONGC Videsh, 12 applications were received during FY15. 3 cases were transferred to other public authorities and remaining provided with response.
- For MRPL, 112 applications were received during the reporting period out of which 96 were addressed before 31st March, 2015 and balance 16 applications were disposed-off subsequently.

### Managing risk

The project economics are dependent on the global crude prices especially in the upstream space of oil & gas industry. Moreover, exploration & production of hydrocarbons is a high-risk venture. Geological uncertainties with respect to structure, reservoir seal, and hydrocarbon charge add to the risk complexity.

Addressing climate risks is one of many important challenges that global governments face on an ongoing basis, along with ensuring that energy supplies are affordable and accessible to meet societal needs. It is clear that the energy sector has to play a critical role if efforts to reduce emissions are to succeed.

Oil & gas companies have recognized both the importance of the climate challenge and the importance of energy to human life and well-being. From a policy perspective, it is envisioned that governments will enact policies to constrain carbon in an effort to reduce GHG emissions and manage the risks of climate change in the crucial climate change meeting in Paris in December 2015 (COP21). ONGC group takes full cognizance of climate change risks and the group's approach to mitigate the risks is detailed in 'Addressing climate change' section of 'Protecting our environment' chapter of this report.

These multitudes of risks make it imperative to have an enterprise wide effective risk management framework. Both







ONGC and ONGC Videsh have established a robust Enterprise Risk Management framework and policy to meet the needs specific to their operations. The Enterprise Risk Management (ERM) System in line with ISO 31000:2009 requirements has been implemented. Risks have been mapped along with their causes and mitigation measures that are monitored on periodic basis. The risk reporting structure is in place and employees are trained on ERM to enhance their subject knowledge. The ERM system has been implemented in all assets, basins, plants, institutes and offices. The Board level committee periodically reviews the risk assessment and minimization process at ONGC and ONGC Videsh.

### Risk management at ONGC Videsh

ONGC Videsh has operations in regions where risks emanate from geopolitical factors as they operate in countries that are politically unstable and there are concerns pertaining to employee and asset security. Security and medical risks for executives travelling or working in security sensitive countries are mitigated by hiring the services of internationally reputed risk management companies. Operational risks are of both systemic and external nature, such as of spillage, rupture, blowout of wells, earthquake, tsunami etc.

### ERM system at Imperial Energy:

During the reporting period, ERM system was also established in Imperial Energy, one of the subsidiaries of ONGC Videsh where risks have been mapped for five domains namely production, drilling, exploration and development, finance and legal. 30 risks were identified with their causes and mitigation measures and recorded in the risk register. The whole exercise was carried out under Project Lakshya by internal team from HQ and the entire system development was completed within 3 months despite severe language and time constraints. In order to consolidate the ERM system, a standardized template was developed for six functional groups of ONGC Videsh HQ and five functional groups of Imperial Energy for periodic review for all ongoing exploratory and producing assets.

At MRPL, the risk managers at refinery evaluate the identified risks on regular basis and also keep updating the risk register with new risks (if any) along with their potential mitigation measures. The enterprise risk management overview document is placed before the Audit Committee and Board on quarterly basis.

ONGC group evaluates such risks and incorporate strategic plans to mitigate them to the extent possible.



Smoke and Fire mock drill at GNPOC, Sudan

### Project ASPIRE @ ONGC

ONGC being a strategy conscious enterprise with a vision to excel in the energy business has embraced the power of Stage Gate Tool. The project has been christened as - Project ASPIRE (Assure value through Stage gated Process and governance to Improve capex utilization and Realize Excellence in project execution). As a part of ASPIRE, a Stage-gate Project Management Process has been designed, separated into two distinct processes in-line with global best practices: Exploration Prospect Maturation Process (EPMP) and Development Project Management Process (DPMP). A three stage gate iterative process has been designed for Exploration Prospect Maturation. Similarly, a five stage gate industry standard process (Assess, Select, Define, Execute and Operate) has been defined for Development Project Management. These stage gates have been conceptualized as rigorous go / no-go decision points with clear deliverables for entry into the next stage.

The stage-gate process has been rolled out in six pilot projects (KG-DWN-98/2 Development, MHN Redevelopment Phase-III, Daman Development, Gamij Redevelopment, GK-28/42 and MB-OSN-2005/1). A dedicated Project Management Office (PMO) has been set up to oversee execution and ensure compliance to re-designed stage-gate processes for projects adopted under DPMP and EPMP, and expedite issue resolution across Exploration and Development projects. Having a portfolio view, PMO will further help in replication of best practices across projects and facilitate optimal resource allocation across projects (capital, human and technology).



## How we wrote the report



This report presents the annual sustainability performance of ONGC group companies: Oil and Natural Gas Corporation Limited (ONGC) and its subsidiaries - ONGC Videsh Limited (ONGC Videsh) and Mangalore Refinery and Petrochemicals Limited (MRPL) for the period 1st April 2014 to 31st March 2015. The report has been developed in line with GRI G3.1 Guidelines on Sustainability Reporting and Oil and Gas Sector Supplement (OGSS) and prepared as per application level 'A' requirement.

ONGC has been reporting its sustainability performance annually for the past five years<sup>6</sup>. From next year, ONGC group will follow the GRI G4 guidelines for preparing the sustainability report. The reporting boundary includes ONGC's domestic exploration and production operations (Assets and Basins), Processing Plants, Institutes, office buildings, centres of delivery and residential colonies. For ONGC Videsh, the boundary covers key material aspects across its Corporate Office in New Delhi and its global operations (through subsidiaries) across the following entities:

- Imperial Energy (Russia)
- Mansarovar Energy Colombia Ltd (Colombia)
- Greater Nile Petroleum Operating Company (Sudan)
- San Cristobal Project (Venezuela)
- Carabobo (Venezuela)
- CPO-5 (Colombia)

<sup>6</sup> ONGC's last sustainability report covered the period from 1 April 2013 to 31 March 2014 and was released in March 2015

The entities have been included based on the level of control and operational activities. For MRPL, the boundary consisted of the refinery unit located at Mangalore, Karnataka. This report does not include the sustainability performance of any other subsidiary or joint venture. Data presented in the report has been either sourced centrally from our enterprise resource planning system, standalone online system or directly from the work centres included in the reporting boundary.

This report has been assured in accordance with AA1000AS (Type 1, moderate level assurance) by an independent external assurer, DNV GL represented by DNV GL Business Assurance India Private Limited, who has been selected through limited tender procedure as per ONGC procurement policy. Their statement has also been provided and the GRI content index provided at the end of the report provides easy reference to all the GRI performance indicators and standard disclosures<sup>7</sup>. It also maps the contents to the principles of UNGC as well as the ABRR (Annual Business Responsibility Report) which is based on nine principles enshrined in the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business issued by the Ministry of Corporate Affairs.

### Stakeholder engagement

Understanding the stakeholders' concerns and expectations is an essential part of the group's sustainability approach through regular engagements, both formal and informal. These continuous engagements enable ONGC group to develop mutually beneficial relationships with its stakeholders and address their concerns. The group considers all individuals, groups and entities that are impacted by its operations and/ or impact the operations as its stakeholders. These include:

- Employees
- Customers
- Suppliers
- Contractors (including contractual workers)
- Joint Venture partners
- Government and regulatory bodies of host countries
- Shareholders, investors
- Communities and NGOs

<sup>7</sup> For any further clarification/suggestion, please contact ED - Chief Carbon Management and Sustainability Group, ONGC at [chief\\_cmmsg@ongc.co.in](mailto:chief_cmmsg@ongc.co.in)



Engagement modes, frequency and key areas of concern for each stakeholder group are presented below:

Stakeholder Group	Mode of Engagement	Areas of concern
Employees	Workshops, training and capacity building sessions (ongoing)	Career progression and growth
	Seminars, newsletters, internal web portal (ongoing)	Health and safety at workplace, Employee welfare
	Officers/staff associations (periodic)	Employee welfare, Health and safety at workplace
	Annual forums like Key Executive meet (VicharVishleshan), conclave (Mantrana), change agents' meet, Strategy meet (annually)	Formulating business strategy, growth, continual improvement, HR issues
Customers	Continuous interaction with the marketing team on pertinent issues (ongoing)	Availability/supply of product, quality
		Payment terms: Settlement, periodicity etc.
		Gas pool account surplus transfer
Suppliers, Contractors (including contractual workers)	Pre-bid conference and vendor's meet (ongoing)	Tendering/ contractual/ technical issues
	Contract agreement and direct interactions at the work-centre level (need basis)	Workplace safety of contractual labour
	Training and awareness programmes for contract workers and schemes like Sahyog (ongoing)	
Joint Venture, consortium, business partners	Meetings of the technical committee, operating committee, management committee and boards as per production sharing contract, joint operating agreement etc. (periodic)	Operational and business synergies
	Joint audits (periodic)	Operational excellence
Government and regulatory bodies of host countries	Ongoing engagement with Government, ministries and relevant statutory authorities (periodic)	Issues such as energy security, HSSE, climate change
	Engagement through audit, inspection, and meeting with departments like Safety Directorate, Pollution Control Boards etc. (periodic)	Compliance
	MoUs (ongoing)	Operational performance and sustainability

Stakeholder Group	Mode of Engagement	Areas of concern
Shareholders, investors	Investors and analysts meet/ Meetings of Officers of Investor Relation Cell (periodic)	Economic value of the company
	Annual General meeting (annual)	Future growth prospects, Transparency
	Quarterly or annual updates, annual reports, press releases and presentations (ongoing)	Corporate governance and transparency
	ONGC Videsh's engagement with ONGC (its sole shareholder) through MoUs, Board meetings, ONGC reports etc. (ongoing)	Strategy and growth prospects
	MRPL's engagement with ONGC (its major shareholder) through Board meetings etc. (periodic)	
Communities, NGOs	CSR Meet (periodic)	Understanding community needs and specific socio-economic issues
	Stakeholder meetings across Assets, Basins and Plants (ongoing)	Building effective partnerships
	Public hearing (need basis)	Awareness building and understanding the concerns/ need for effective partnership
	Community engagement through need assessment surveys, group discussions, one-to-one meetings, campaigns and programmes, etc. (ongoing)	
	Direct engagement through CSR and HR (ongoing)	



CMD inaugurating the C2-C3 Plant at Dahej, Gujarat, world's first LNG Processing Plant

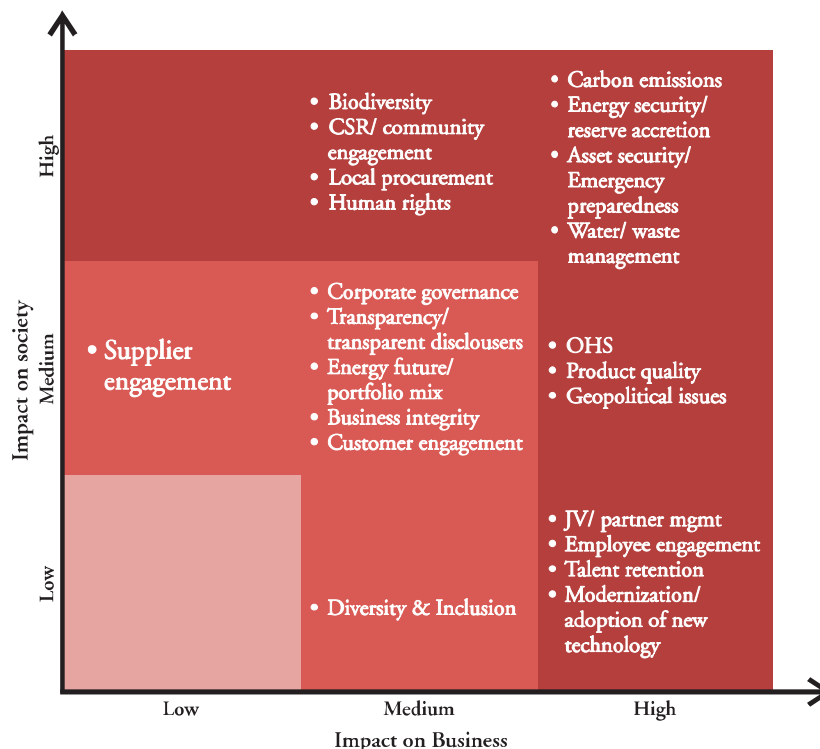




## Materiality

This year, ONGC group supplemented its materiality analysis from last year with additional stakeholder inputs. Structured engagements with internal and external stakeholders were conducted across the group companies – at selected sites and corporate office. The focus of the workshops with internal stakeholders (employees from different functions) was to assess the impact of identified sustainability issues on business.

The external stakeholder workshop with some of the leading suppliers, business partners, civil society organisations and regulators was meant to assess the level of stakeholder concern with respect to each issue. Inputs from both these workshops were combined with inputs received last year to update ONGC group's materiality map. Issues placed at the top-right corner of the materiality map represent those issues that bear the highest impact on the business as well as on the stakeholders.



This report has been prepared keeping in consideration the material issues presented in the chart above. These issues have been addressed across various chapters of this report and table on next page maps out these issues to the chapters of this report where they have been addressed.



A view of lush green C2-C3 plant at Dahej

S. No.	Material issue	Name of the chapter
1	Carbon emissions	Protecting our environment
2	Energy security/ reserve accretion	Energy - our business
3	Asset security/ emergency preparedness	Occupational health and safety
4	Water/ waste management	Protecting our environment
5	OHS	Occupational health and safety
6	Product quality	Energy, our business
7	Geopolitical issues	Working responsibly
8	JV/ partner management	Energy - our business
9	Employee engagement	Human capital
10	Talent retention	Human capital
11	Modernization/ adoption of new technology	Energy - our business
12	Biodiversity	Protecting our environmental
13	CSR/ community engagement	Impacting lives
14	Local procurement	Leadership speak
15	Human rights	Human capital
16	Corporate governance	Working responsibly
17	Transparency/ transparent disclosures	Working responsibly
18	Energy future/ portfolio mix	Energy - our business
19	Business integrity	Working responsibly
20	Customer engagement	Energy - our business
21	Diversity and inclusion	Human capital
22	Supplier engagement	Energy - our business





## Summary of performance

Indicator		Unit	FY 13	FY 14	FY 15
<b>BUSINESS PERFORMANCE</b>					
Crude oil production	A	MMT	22.56	22.25	22.26
	B	MMT	4.34	5.49	5.53
Natural gas production	A	BCM	23.55	23.29	22.02
	B	BCM	2.92	2.87	3.34
Reserve accretion (2P)	A	MMTOE	67.59	56.26	61.06
	B	MMTOE	10.09	213.24	20.03
Economic value retained	A	Billion ₹	138.18	148.85	127.37
	B	Billion ₹	80.22	108.16	75.89
	C	Billion ₹	-2.36	7.29	-20.99
<b>ENVIRONMENTAL PERFORMANCE</b>					
Total primary energy consumption	A	TJ	116,106	1,87,750	1,93,245
	B	TJ	-	12,901	11,217
	C	TJ	-	50,186	60,893
Electricity purchased from grid	A	TJ	9,188	3,756	3,795
	B	TJ	-	340.60	285.51
	C	TJ	-	187	153
Fossil fuel—direct emissions	A	MtCO <sub>2</sub> e	8.59	10.83	11.15
	B	MtCO <sub>2</sub> e	-	2.407	1.70
	C	MtCO <sub>2</sub> e	-	3.355	3.99
Electricity—indirect emissions	A	MtCO <sub>2</sub> e	0.52	0.86	0.87
	B	MtCO <sub>2</sub> e	-	0.085	0.07
	C	MtCO <sub>2</sub> e	-	0.044	0.03
Business travel—indirect emissions	A and B	MtCO <sub>2</sub> e	0.02	0.046	0.025
	C	MtCO <sub>2</sub> e	-	-	-
Total greenhouse gas (GHG) emissions	A	MtCO <sub>2</sub> e	9.11	11.71	12.02
	B	MtCO <sub>2</sub> e	-	2.49	1.77
	C	MtCO <sub>2</sub> e	-	3.40	4.02
Total water usage	A	Billion litres	25.79	26.00	24.57
	B	Billion litres	3.39	3.55	4.94
	C	Billion litres	-	12.36	18.63
Environmental expenditure	A	Billion INR	5.90	6.18	6.69
	B	Billion INR	-	0.180	1.03
	C	Billion INR	-	0.131	3.21



Indicator		Unit	FY 13	FY 14	FY 15
PEOPLE PERFORMANCE					
Number of employees	A and B	Nos.	32,988	33,911	33,185
	C	Nos.	-	1,715	1720
Turnover of employees	A and B	Nos.	107	130	98
	C	Nos.	-	20	43
Employee wages and benefits	A	Billion ₹	103.30	104.05	86.29
	B	Billion ₹	3.19	3.68	4.45
	C	Billion ₹	1.85	2.15	2.41
LTIF	A	Factor	0.31	0.39	0.40
	B	Factor	0.67	0.17	0.44
	C	Factor	0	0	0
Total fatalities	A	Nos.	4	3	3
	B	Nos.	3	1	3
	C	Nos.	0	0	0
PEOPLE PERFORMANCE					
Community investments	A	Billion ₹	2.62	3.41	4.95
	B	Billion ₹	0.21	0.22	0.19
	C	Billion ₹	0.05	0.35	0.05

Legend: A—ONGC B—ONGC Videsh C—MRPL





## INDEPENDENT ASSURANCE STATEMENT

### Introduction

DNV GL Business Assurance India Private Limited has been commissioned by the management of Oil and Natural Gas Corporation Limited (ONGC) to carry out an assurance engagement (Type 1, Moderate) for Corporate Sustainability Report of ONGC Group of Companies ('the Report') in its printed format. The Report includes disclosures of ONGC Group companies (the 'Group' i.e. comprising of ONGC Limited, ONGC Videsh Limited and Mangalore Refinery and Petrochemicals Limited) for the year 2014-15, against the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines Version 3.1 (GRI G3.1) and the principles of Accountability Principles Standard AA1000APS.

The intended user of this assurance statement is the management of ONGC Group, and the management is responsible for all information disclosed in the Report as well as the processes for collecting, analysing and reporting that information. Our responsibility regarding this verification is to ONGC only, in accordance with the agreed scope of work. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. DNV GL expressly disclaims any liability or co-responsibility for any decision a person or entity would make based on this Assurance Statement.

### Scope, Boundary and Limitations of Assurance

The summary of scope of work agreed upon with ONGC included the following:

- Evaluation of the disclosed information in the Report, including the systems and the processes the Group has in place for adherence to the three Accountability Principles (Inclusivity, Materiality and Responsiveness) as required for a Type 1, moderate level of assurance, in accordance with Accountability's AA1000 Assurance Standard (AA1000AS(2008)).
- Evaluation of the additional principles of Completeness and Neutrality, as set out in DNV's Protocol for Verification of Sustainability Reporting ('VeriSustain' - available on request from [www.dnvgl.com](http://www.dnvgl.com))

The reporting boundary is as set out in the Report in the section 'How We Wrote the Report' i.e. covering sustainability performance of entities of the ONGC Group of Companies and based on the maturity of sustainability data management systems; these entities include:

- ONGC Limited, including domestic exploration and production operations (Assets & Basins), processing plants, office buildings, institutes, centres of delivery and residential colonies;
- ONGC Videsh Limited (OVL), including its corporate office in New Delhi and global operations through subsidiaries i.e. Imperial Energy (Russia), San Cristobal Project (Venezuela), Carabobo (Venezuela), Greater Nile Petroleum Operating Company (Sudan), Mansarovar Energy Colombia Limited (Columbia) and CPO-5 (Colombia); and,
- The refinery unit of Mangalore Refinery and Petrochemicals Limited (MRPL) at Mangalore, Karnataka.

The assurance engagement was carried out at the ONGC office in New Delhi and did not involve any site visits. No external stakeholders were interviewed as part of this assurance engagement. We have not verified the accuracy and reliability of quantitative data and sustainability performance information stated in the Report.





## Verification Methodology

Our assurance engagement was planned and carried out in September–October 2015 in accordance with AA1000AS (2008) i.e. Type 1, Moderate and using VeriSustain. As part of the verification, we have challenged the sustainability related statements/claims made in the Report and assessed the underlying systems and processes for adherence against the three AccountAbility Principles set out in AA1000 APS (2008) as referred under the 'Scope, Boundary and Limitations of Assurance' of this Statement.

We have taken a risk-based approach, that is, we have concentrated our verification efforts on issues of high material relevance to the Group's business and its stakeholders. In doing so, we have:

- Conducted a review of the Group's sustainability systems, processes and outputs, and other relevant information and documentation made available to us i.e. verified the sustainability-related statements and claims made in the Report and assessed the robustness of the data management system information flow and controls;
- Reviewed the documents of materiality assessment and stakeholder engagement processes adopted by the Group for the purpose of the sustainability reporting exercise;
- Conducted interviews with the core team involved in preparing the Report and key decision-makers of the Group at ONGC's office in New Delhi;
- Performed sample-based reviews of the mechanisms for implementing the Group's policies, as described in the report, and for determining material issues to be included in the Report.

## Conclusion

In our opinion, based on the scope of this assurance engagement, the Report provides an appropriate representation of the Group's sustainability related policies and management systems. The Report has fairly disclosed its sustainability performance on identified key material aspects from GRI G3.1 and the Oil and Gas Sector Supplement (OGSS). We have evaluated the Report's adherence to the following principles on a scale of 'Good', 'Acceptable' and 'Needs Improvement'.

### AA1000AS 2008 Principles

**Inclusivity:** The Group has established appropriate processes for engaging with the key stakeholders to identify and respond to key concerns arising out of stakeholder engagement process. In our view, the level at which the Report adheres to this principle is 'Good'.

**Materiality:** The Group has established a materiality assessment process for identifying, prioritising and reporting its performance with respect to significant material aspects. The process considers inputs from various stakeholders, peers and emerging risks and opportunities in the oil and gas sector. However in our opinion, the process may be further strengthened to determine emerging material issues having short, medium and long term impacts on the Group as a whole, and be further expanded to all exploration and production sites to capture material aspects in the sustainability context of its operations in all geo-locations. In our view, the level at which the Report adheres to this principle is 'Acceptable'.

**Responsiveness:** The Report has fairly attempted to disclose Profile Disclosures, Disclosures on Management Approach and Performance Indicators covering the sustainability strategy, approach, monitoring systems and

sustainability performances indicators. Within the reporting scope and boundary, the Report has fairly responded to identified key stakeholder concerns i.e. disclosed policies, processes and management systems. In our view, the level at which the Report adheres to this principle is 'Acceptable'.

#### **Additional Parameters as per DNV GL's VeriSustain**

**Completeness:** The reporting boundary is limited to the Group's operations in India, Russia, Venezuela, Sudan and Colombia, as disclosed in the Report and referenced under 'Scope, Boundary and Limitations of Assurance'. The Group is continually improving its processes and mechanisms for fully reporting core indicators which are partially reported, and has set timelines for full reporting based on its materiality. The level at which the Report adheres to this principle is 'Acceptable'.

**Neutrality:** The disclosures related to sustainability issues and performance is brought out in the Report in a neutral tone and manner; in our view, the level at which the Report adheres to this principle is 'Good'.

#### **Opportunities for Improvement**

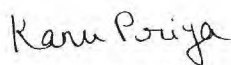
The following is an excerpt from the observations and opportunities for improvement reported to the management of ONGC and are not considered for drawing our conclusion on the Report; however, they are generally consistent with the management's objectives:

- The Report may identify and respond to key material issues having short, medium and long term impacts on the Group as a whole. Processes for materiality determination and identification of topics relevant to upstream and downstream operations of the Group companies including subsidiaries and joint ventures may be further strengthened.
- The boundary of reporting may be progressively expanded to cover significant value chain entities in the Group's sphere of control and influence, to further strengthen the completeness of the Report.

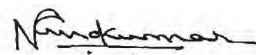
#### **Our Competence and Independence**

We are a global provider of sustainability services, with qualified environmental and social assurance specialists working in over 100 countries. We state our independence and impartiality with regard to this assurance engagement. The assurance team were not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. We maintain complete impartiality towards any people interviewed.

For DNV GL,



**Kanu Priya**  
Team Leader  
DNV GL Business Assurance India Private Limited, India



**Vadakepath Nandkumar**  
Assurance Reviewer  
Regional Sustainability Manager: India, Sri Lanka & Bangladesh  
DNV GL Business Assurance India Private Limited, India.

New Delhi, India, November 10th, 2015



**AA1000**  
Licensed Assurance Provider  
000-10



## Abbreviations

ONGC	Oil and Natural Gas Corporation Limited	IADC	International Association of Drilling Contractor
ONGC Videsh	ONGC Videsh Limited	IOGP	International Oil & Gas Producers
MRPL	Mangalore Refinery and Petrochemicals Limited	ISO	International Organisation for Standardisation
ONGC group	Refers to ONGC group of companies - ONGC, ONGC Videsh and MRPL	JS	Joint Secretary
ABRR	Annual Business Responsibility Report	JV	Joint Venture
ALARP	As low as Reasonably Practicable	LNG	Liquefied Natural Gas
ATF	Aviation Turbine Fuel	LPG	Liquefied Petroleum Gas
BCM	Billion Standard Cubic Meter	LTIF	Lost Time Injury Frequency
BOPD	Barrels Oil Per Day	MMSCM	Million Metric Standard Cubic Meter
BoD	Board of Directors	MoF	Ministry of Finance
CPSE	Central Public Sector Enterprise	MoC	Memorandum of Collaboration
CMT	Crisis Management Team	MoU	Memorandum of Understanding
CCR	Continuous Catalyst Re-Generation	MMT	Million Metric Tonne
CSR	Corporate Social Responsibility	MMTOE	Million Metric Tonne of Oil and Oil Equivalent Gas
DoPT	Department of Personnel & Training	MMTPA	Million Metric Tonne per annum
DGH	Directorate General of Hydrocarbon	MoPNG	Ministry of Petroleum and Natural Gas
DGMS	Directorate General of Mine Safety	NELP	New Exploration licensing Policy
DNV	Det Norske Veritas	NGO	Non-Governmental Organisation
DPE	Department of Public Enterprise	O+OEG	Oil+Oil Equivalent to Gas
EIA	Environmental Impact Assessment	OGSS	Oil and Gas Sector Supplement
ETP	Effluent Treatment Plant	OHS	Occupational Health and Safety
FY	Financial Year	OISD	Oil Industry Safety Directorate
GDP	Gross Domestic Product	OMCs	Oil Marketing Companies
GoI	Government of India	PME	Periodical Medical Examination
GPM	Gallons Per Minute	PPE	Personal Protective Equipment
GHG	Greenhouse Gas	R&D	Research & Development
GMI	Global Methane Initiative	RCMT	Regional Crisis Management Team
GRI	Global Reporting Initiative	SRFT	Standard Refinery Fuel Tonne
HP/HT	High Pressure/High Temperature	SKO	Superior Kerosene Oil
HSD	High Speed Diesel	SPCB	State Pollution Control Board
HSE	Health, Safety and Environment	USEPA	United State Environment Protection Agency
HVAC	Heating Ventilation and Air conditioning	UNGC	United Nations Global Compact
IOR/EOR	Improved Oil Recovery/ Enhanced Oil Recovery	VAP	Value Added Product



## GRI index

Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>Standard disclosures part I: Profile disclosures</b>						
<b>1. Strategy and analysis</b>						
1.1	Statement from the most senior decision maker of the organisation	Full	Leadership speaks (02-07)		Statement of continuing support	
1.2	Description of key impacts, risks and opportunities	Full	Managing risk (50-51)	A detailed description of the business risks are provided in the latest annual reports. ONGC annual report FY15 <sup>8</sup> (page 132 to 140), ONGC Videsh annual report <sup>9</sup> FY15 (page 54-58) and MRPL annual report FY15 <sup>10</sup> (page 38-41)		
<b>2. Organisational profile</b>						
2.1	Name of the organisation	Full	GRI Index	Refer ONGC Annual Report FY15 (page 174)		Section A: General information about the company
2.2	Primary brands, products and/or services	Full	GRI Index	Refer ONGC Annual Report FY15 (page 174)		Section A: General information about the company
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures	Full	ONGC group - journey till now (08-10)			Section C: Other details
2.4	Location of the organisation's headquarters	Full	ONGC group - journey till now (08-10)			Section A: General information about the company
2.5	Number of countries where the organisation operates and names of the countries with either major operations or those specifically relevant to the sustainability issues covered in the report	Full	GRI Index	Refer ONGC Annual report FY15 (page 174)		Section A: General information about the company
2.6	Name and ownership and legal form	Full	ONGC group - journey till now (08-10)			Section C: Other details
2.7	Markets served (including geographic breakdowns, sectors served and types of clients or beneficiaries)	Full	GRI Index	ONGC Annual report FY15 (page 175)		Section A: General information about the company
2.8	Scale of the reporting organisation	Full	Energy- our business (12-17), Human Capital (36-43), GRI Index	ONGC Annual report FY15 (176)		
2.9	Significant changes during the reporting period regarding the size, structure or/ and ownership	Full	GRI Index	No significant change		
2.10	Awards and accolades	Full	GRI Index	ONGC Annual report FY15 (Annexure 'D', 89)		
<sup>8</sup> <a href="http://www.ongcindia.com/wps/wcm/connect/ongcindia/Home/Performance/Annual_Reports/">http://www.ongcindia.com/wps/wcm/connect/ongcindia/Home/Performance/Annual_Reports/</a> <sup>9</sup> <a href="http://www.ongcvidesh.com/Performance.aspx">www.ongcvidesh.com/Performance.aspx</a> <sup>10</sup> <a href="http://www.mrpl.co.in/annual-report">http://www.mrpl.co.in/annual-report</a>						



Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>3. Report parameters</b>						
3.1	Reporting period (e.g., fiscal or calendar year) for the information provided	Full	How we wrote the report (52)			Section A: General information about the company
3.2	Date of the most recent or previous report (if any)	Full	How we wrote the report (52)			
3.3	Reporting cycle (annual, biennial, etc.)	Full	How we wrote the report (52)			Section D: BR information
3.4	Contact point for questions regarding the report or its contents	Full	How we wrote the report (52)			Section A: General information about the company
3.5	Process for defining the report content	Full	How we wrote the report (52-56)			
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI boundary protocol for further guidance.	Full	How we wrote the report (52-56)			Section C: Other details
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope)	Full	How we wrote the report (52-56)			
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that significantly affect comparability from period to period and/or between organisations	Full	How we wrote the report (52-56)			
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimates applied to the compilation of the indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI indicator protocols.	Full	How we wrote the report (52-56) GRI Index	Covered in respective sections alongside the reported data points		
3.10	Explanation of the effect of any restatements of information provided in the earlier reports and the reasons for it (e.g., mergers or acquisitions, change of base years or periods, nature of business and measurement methods)	Full	GRI Index	Due to switch to enterprise transaction system from this year for more authentic data collection, there are certain re-statements for data published earlier and are mentioned as follows : Natural gas production of ONGC for FY14, ONGC Videsh flaring off-gases for FY14, ONGC Videsh's ground water consumption data for FY14, ONGC hazardous waste generation data for FY14, employee turnover of ONGC, emission due to indirect energy FY13 & FY14. The GRI G3.1 indicator OG4 was erroneously reported as 100%, the correction is presented in this year's response.		

Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>3. Report parameters</b>						
3.11	Significant changes from the previous reporting periods in the scope, boundary or measurement methods applied in the report	Full	GRI Index	No change		
3.12	Table identifying the location of the standard disclosures in the report	Full	GRI Index (62-77)			
3.13	Policy and current practice regarding seeking external assurance for the report	Full	How we wrote the report (52)			Section D: BR information
<b>4. Governance, commitments and engagement</b>						
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks such as setting strategy or organisational oversight	Full	Working responsibly (44-51)		Actions taken to implement principles 1 to 10	Section D: BR information
4.2	Indicate whether the chair of the highest governance body is also an executive officer	Full	GRI Index	Chairman and managing director of ONGC is the chair of the Boards of ONGC, ONGC Videsh and MRPL	-do-	
4.3	For organisations having a unitary board structure; state the number and gender of the members of the highest governance body who are independent and/or non-executive members	Full	Working responsibly (44-51)		-do-	
4.4	Mechanisms for shareholders and employees to provide recommendations or directions to the highest governance body	Full	GRI Index	Annual general meetings are held and shareholders are invited to provide their views. The Investor Relation Cell is also available for all shareholders. For further details refer ONGC Annual Report FY15 (page 156)	-do-	
4.5	Link between compensation for members of the highest governance body, senior managers and executives (including departure arrangements) and the organisation's performance (including social and environmental performance)	Full	GRI Index	The performance-related pay (PRP) of executives is based on the evaluation of MoU signed with the Government, which is decided by the DPE based on fixed guidelines for all CPSEs. CSR and sustainability elements are also included in MoU. Therefore, performance, against the set targets under the economic, environmental and social parameters, is considered for performance evaluation.	-do-	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Full	GRI Index	The code of conduct for the senior management and the board members contain guidance on avoidance of conflict of interest. For further details refer ONGC Annual Report FY15 (page 146)	-do-	





Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>4. Governance, commitments and engagement</b>						
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity	Full	GRI Index	Further details are provided in the corporate governance report section of the annual report. ONGC annual report FY15 <sup>11</sup> (page no. 147), ONGC Videsh annual report <sup>12</sup> FY15 and MRPL annual report FY15 <sup>13</sup> (page 15)	-do-	
4.8	Internally developed statements of missions or values, codes of conduct, and principles relevant to the economic, environmental and social performance, and the status of their implementation	Full	Working responsibly (44-51)		-do-	
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of its economic, environmental and social performance, including relevant risks and opportunities and adherence or compliance with internationally agreed standards, codes of conduct and principles	Full	Working responsibly (44); GRI Index	Procedures are in place in line with the Guidelines on Corporate Governance for Central Public Sector Enterprises issued by the Ministry of Heavy Industries and Public Enterprises, Department of Public Enterprises		
4.10	Processes for evaluating the highest governance body's performance, particularly regarding economic, environmental and social performance	Full	GRI Index	Refer ONGC Annual Report FY15 (148)	-do-	
4.11	Explanation whether and how the precautionary approach or principle is addressed by the organisation	Full	Working responsibly (44); GRI Index	For further details refer ONGC Annual Report FY15 – Management Discussion and Analysis Report	Actions taken to implement principle 7	
4.12	Externally developed economic, environmental, and social charters, principles or other initiatives to which the organisation subscribes or endorses	Full	ONGC group – journey till now (08)		Actions taken to implement principles 1 to 10	
4.13	Memberships in associations (such as industry associations) and/or national or international advocacy organisations in which the organisation includes the following: * Has positions in governance bodies * Participates in projects or committees * Provides substantive funding beyond routine membership dues * Views membership as strategic	Full	ONGC group – journey till now (08-11)		-do-	

<sup>11</sup> [http://www.ongcindia.com/wps/wcm/connect/ongcindia/Home/Performance/Annual\\_Reports/](http://www.ongcindia.com/wps/wcm/connect/ongcindia/Home/Performance/Annual_Reports/)

<sup>12</sup> [www.ongcvidesh.com/Performance.aspx](http://www.ongcvidesh.com/Performance.aspx)

<sup>13</sup> <http://www.mrpl.co.in/annual-report>

Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>4. Governance, commitments and engagement</b>						
4.14	List of stakeholder groups engaged by the organisation	Full	How we wrote the report (52-56)		Sharing the COP with the company's stakeholders	Section D: BR information
4.15	Basis for identification and selection of stakeholders with whom to engage	Full	How we wrote the report (52)		Sharing the COP with the company's stakeholders	Section E: Principle 4-stakeholder engagement
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Full	How we wrote the report (52-56)		-do-	Section D: BR information, section E: Principle 4-stakeholder engagement
4.17	Key topics and concerns raised through stakeholder engagements and how the organisation has responded to the key topics and concerns, including through its reporting	Full	How we wrote the report (52-56); GRI Index	Covered in detail across different sections of the report.	-do-	Section D: BR information, section E: Principle 4-stakeholder engagement, section E: Principle 5-human rights
<b>Standard disclosures Part II: Disclosure on management approach (DMAs)</b>						
DMA EC Aspects	Disclosure on Management Approach EC	Full	Energy - our business (12)		Actions taken to implement principles 1,4,6 and 7	
	Economic performance	Full	Energy, our business (12)			Section D: BR information
	Market presence including local content	Full	Leadership speak (02-07)			
	Indirect economic impacts	Full	Impacting lives (30-35)			
	Reserves	Full	Energy, our business (12-17)			
DMA EN Aspects	Disclosure on Management Approach EN	Full	Protecting our environment (22)		Actions taken to implement principles 7, 8 and 9	
	Materials	Full	Protecting our environment (22)			Section D: BR information, section E: Principle 6-environment
	Water	Full	Protecting our environment (22)			
	Ecosystem services including biodiversity	Full	Protecting our environment (22)			
	Emissions, effluents and waste	Full	Protecting our environment (22-29)			
	Products and services	Full	Protecting our environment (22-29)			
	Compliance	Full	Protecting our environment (22)			
	Transport	Full	GRI Index			
	Overall	Full	Protecting our environment (22-29)			



Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>Standard disclosures Part II: Disclosure on management approach (DMAs)</b>						
DMA LA  Aspects	Disclosure on Management Approach LA	Full	Human Capital (36-43)		Actions taken to implement principles 1, 3 and 6	Section D: BR information
	Employment	Full	Human Capital (36-43)		Principle 6	
	Labour or management relations	Full	Human Capital (36-43)		Principle 3	
	Occupational health and safety Training and education	Full	Occupational, health and safety (18-21)		Principle 1	
	Diversity and equal opportunity	Full	Human Capital (36-43)		Principle 6	
	Equal remuneration for women and men	Full	Human Capital (36)		Principle 6	
DMA HR  Aspects	Disclosure on Management Approach HR	Full	Human Capital (36)		Actions taken to implement principles 1 to 6	Section D: BR information
	Investment and procedure practices	Full	Human Capital (36)		Principle 1 to principle 6	
	Non-discrimination	Full	GRI Index		Principles 1, 2 and 6	
	Freedom of association and collective bargaining	Full	Human Capital (36)		Principles 1, 2 and 3	
	Child labour	Full	Human Capital (36)		Principles 1, 2 and 5	
	Prevention of forced and compulsory labour	Full	Human Capital (36)		Principles 1, 2 and 4	
	Security practices	Full	Working responsibly (44)		Principles 1, 2	
	Indigenous rights	Full	GRI Index		Principles 1, 2	
	Assessment	Full	GRI Index		Principles 1 to 6	
	Remediation	Full	GRI Index		Principles 1 to 6	
DMA SO  Aspects	Disclosure on Management Approach SO	Full	Impacting lives (30-35)		Actions taken to implement principle 10	Section D: BR information, section E: Principle 8- inclusive growth, section E: Principle 1-ethics, transparency and accountability
	Local communities	Full	Impacting lives (30-35)		Principles 1, 2	
	Corruption	Full	Working responsibly (44)		Principle 10	
	Public policy	Full	Working responsibly (30)			
	Anti-competitive behaviour	Full	GRI Index	None		
	Compliance	Full	Impacting lives (30-35)			
	Emergency preparedness	Full	Occupational health and safety (18)			
	Involuntary resettlement	Full	GRI Index	No instance of involuntary resettlement were recorded.		
	Asset integrity and process safety	Full	Occupational, health and safety (18)			



Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
Standard disclosures Part II: Disclosure on management approach (DMAs)						
DMA PR	Disclosure on Management Approach PR	Full			Actions taken to implement principles 1 and 8	
Aspects	Customer health and safety	Full	Occupational, health and safety (18)	Please see the disclosures provided against the corresponding indicators in this table.		Section D: BR information,
	Product and service labelling	Full	GRI Index		Principle 1	
	Marketing communications	N.A.	N.A.			
	Customer privacy	Full	GRI Index			
	Compliance	Full	GRI Index			
	Fossil fuel substitutes	N.A.	N.A.			
Standard disclosures part III: Performance indicators						
Economic						
Economic performance						
EC1	Economic value generation	Full	Energy - our business (12)			Section B: Financial details of the company
EC2	Business implications of climate change	Full	Protecting our environment (22)		Principle 7	
EC3	Employee benefits	Full	Human Capital (36-43)			
EC4	Financial incentives from government	Full	GRI Index	None of the ONGC group companies received any financial incentives from government		
EC5	Range of ratios of standard entry level wage by gender compared to the local minimum wage	Full	Human capital (36)			
EC6	Policy, practices and proportion of spending on locally-based suppliers at significant locations of operations	Full	GRI Index; Leadership speaks -ONGC CMD message (01-02)	Out of the total expenditure of FY15, indigenous expenditure amounted for 35.2 % of the total expenditure, registering an increase of about 9.25 % over the last financial year.	Principle 6	Section D: Principle 2-products life cycle sustainability
EC7	Procedures for local hiring	Full	Human Capital (36-43)			
Indirect economic impacts						
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial engagement	Full	Impacting lives (30-35)			
EC9	Understanding and describing significant indirect economic impacts, including the extent of the impacts	Partial	Impacting lives (30-35); Human Capital (36-43)			
OG1	Volume and type of estimated proved reserves and production	Full	Energy, our business (12)			



Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>Environmental</b>						
<b>Materials</b>						
EN1	Material used by weight and volume	Full	Protecting our environment (22-29)		Principle 8	
EN2	Percentage of materials used that are recycled input materials	Full	GRI Index	There is a limited scope for the use of recycled material inputs in our operations and therefore %age of recycled materials is not tracked across the organization.	Principle 8,9	Section E: Principle 2-product life cycle sustainability
<b>Energy</b>						
EN3	Direct energy consumption by primary energy source	Full	Protecting our environment (22)		Principle 8	
EN4	Indirect amount of renewable energy	Full	Protecting our environment (22)		Principle 8	
OG2	Total amount invested in renewable energy	Partial	Protecting our environment (22)	Data not reported for MRPL. Future reports may consider full reporting based on the materiality assessment for GRI G4 aspects.	Principle 8,9	Section D: Principle 6-environment
OG3	Total amount of renewable energy generated by source	Full	Protecting our environment (22)		Principle 8,9	Section D: Principle 6-environment
EN5	Energy saved due to conservation and efficiency improvements	Partial	Protecting our environment (22)	Data reported only in energy savings in monetary terms	Principle 8	Section D: Principle 6-environment
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives	Partial	Energy – our business (12-17)	Data not reported for all entities	Principle 8,9	Section D: Principle 6-environment, Section D: Principle 2-products life cycle sustainability
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Partial	GRI Index	ONGC has put in place video-conferencing facilities at major locations to reduce its employees' business travel time. Other group companies currently do not track scope-3 energy consumption.	Principle 8	Section D: Principle 6-environment, Section D: Principle 2-products life cycle sustainability
<b>Water</b>						
EN8	Total water withdrawal by source	Full	Protecting our environment (22-29)		Principle 8	Section D: Principle 2-products life cycle sustainability
EN9	Water sources significantly affected by withdrawal of water	Full	GRI Index	No water sources significantly affected	Principle 8	Section D: Principle 2-products life cycle sustainability
EN10	Percentage and total volume of water recycled and reused	Full	Protecting our environment (22-29)		Principle 8	

Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>Biodiversity</b>						
EN11	Location and size of land owned, leased, managed or adjacent to protected areas and areas of high biodiversity value outside protected areas	Full	Protecting our environment (22)			Principle 8
EN12	Description of significant impacts of activities, products and services on biodiversity	Partial	Protecting our environment (22)	Biodiversity impact assessment not carried out across all sites of group companies. Future reports may consider full reporting based on the materiality assessment for GRI G4 aspects.		Principle 8
EN13	Habitats protected or restored	Full	Protecting our environment (22)			Principle 8
EN14	Strategies, current actions and future plans for managing impacts on biodiversity	Full	Protecting our environment (22)			Principle 8
OG4	Number and percentage of significant operating sites in which biodiversity risk has been assessed and monitored	Partial	GRI Index	Biodiversity impact assessment not carried out across all sites of group companies. Future reports may consider full reporting based on the materiality assessment for GRI G4 aspects.		Principle 7, 8
EN15	Number of IUCN red list species and national conservation list species with habitats in areas affected by operations by level of extinction risk	Partial	Protecting our environment (22)	Data only reported for ONGC Videsh		
<b>Emissions, effluents and waste</b>						
EN16	Total direct and indirect greenhouse gas emissions by weight	Full	Protecting our environment (22-29)		Principle 8	
EN17	Other relevant indirect greenhouse gas emissions by weight	Partial	Protecting our environment (22-29)	Currently, only ONGC and ONGC Videsh monitor indirect emissions resulting from Employee Business Travel only; MRPL is yet to develop systems for recording Scope – 3 emissions data.	Principle 8	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Partial	Protecting our environment (22-29)	Data not reported in terms of aggregate carbon savings	Principle 8	Section D: Principle 6-environment
EN19	Emissions of ozone-depleting substances by weight	Full	Protecting our environment (22-29)		Principle 8	Section D: Principle 6-environment
EN20	NO <sub>x</sub> , Sox and other significant air emissions by type and weight	Partial	Protecting our environment (22-29)	While all group entities are currently compliant to statutory requirements on SO <sub>x</sub> , NO <sub>x</sub> and other emissions – currently group companies do not have systems to quantify emissions for the complete reporting period.	Principle 8	Section D: Principle 6-environment
EN21	Total water discharge by quality and destination	Partial	Protecting our environment (22-29)	While all group entities are currently compliant to statutory requirements on discharge of effluents currently we do not have consistency in data monitored across locations and hence is the group is not in a position to report quality parameters of waste water discharged.	Principle 8	





Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>Emissions, effluents and waste</b>						
EN22	Total weight of waste type and disposal method	Partial	Protecting our environment (22)	Break-up of data not available as per category of waste	Principle 8	Section D: Principle 2-products life cycle sustainability
OG5	Volume of formation or produced water	Full	Protecting our environment (22)		Principle 8	
EN23	Total number and volume of significant spills	Full	Protecting our environment (22)		Principle 8	
OG6	Volume of flared and vented hydrocarbon	Full	Protecting our environment (22)		Principle 8	Section D: Principle 2-products life cycle sustainability
OG7	Amount of drilling waste (drilling mud and cuttings) and strategies for treatment and disposal	Full	Protecting our environment (22)		Principle 8	Section D: Principle 2-products life cycle sustainability
EN24	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention annexes I, II, III and VIII and percentage of transported waste shipped internationally	Full	GRI Index	Nil	Principle 6	
EN25	Identity, size, protected status and the biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges and run-off	Full	GRI Index	Nil	Principle 8	
<b>Products and services</b>						
EN26	Health and safety consideration during product life cycle	Full	Occupational health and safety (18)		Principle 8, 9	Section D: Principle 6-environment, Section D: Principle 2-products life cycle sustainability
EN27	Percentage of products sold and their packaging materials reclaimed by the category	Full	GRI Index	N.A.	Principle 8, 9	
OG8	Benzene, lead and sulphur content in fuels	Full	GRI Index	Applicable only to finished products from MRPL—which are 100% compliant to Indian regulations. Fuel products are also compliant to Euro III or Euro IV standards.		Section D: Principle 2- products life cycle sustainability
<b>Compliance</b>						
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Full	Protecting our environment (22)			
<b>Transport</b>						
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation and transporting members of the workforce	Partial	Occupational, health and safety (18); Protecting our environment (22)	Material transportation is currently not covered under scope 3 emission calculations.		

Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>Overall</b>						
EN30	Total weight of waste type and disposal method	Full	Protecting our environment (22)			
<b>Overall</b>						
LA1	Total workforce by employment type, employment contract and region, broken down by gender	Full	Human Capital (36)			Section D: Principle 3- employees' well-being
LA2	Total number and rate of new employee hires and employee turnover by age, group, gender and region	Full	Human Capital (36)		Principle 6	
LA3	Benefits provided to full-time employees who are not provided to temporary or part-time employees by major operations	Full	Human Capital (36-43)			
LA15	Return to work and retention rates after parental leave, by gender	Full	Human Capital (36-43)			
<b>Labour/management relations</b>						
LA4	Percentage of employees covered by collective bargaining agreements	Full	Human Capital (36)			Section D: Principle 3- employees' well-being
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective arrangements	Full	GRI Index	21 days as per the Industrial disputes Act 1947	Principle 8	
<b>Occupational health and safety</b>						
LA6	Percentage of total workforce represented in the formal joint management worker health and safety committees	Full	GRI Index		Principle 1	Section D: Principle 3- employees' well-being
LA7	Rates of injury, occupational diseases, lost days, absenteeism and number of work-related fatalities by region and gender	Partial	Occupational, health and safety (18)		Principle 1	
LA8	Education, training, counselling, prevention and risk control programs.	Full	Human Capital (36-43)		Principle 1	
LA9	Health and safety topics covered in formal agreements with trade unions	Partial	Human capital (36)	While compliance to Factories Act and other statutory requirements are met by group companies across geographies, some of the parameters sought by GRI under LA9 are currently not being monitored by the Group companies. The group will consider reporting on this in future.	Principle 1	



Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>Traning and educaton</b>						
LA10	Average hours of training	Full	Human capital (36); GRI Index	Trainings are imparted based on need and competency gaps and therefore the group doesn't present training data based on gender/ employment grades.		Section D: Principle 3-employees' well-being
LA11	Programmes for skill management and lifelong learning	Full	Human capital (36-43)			Section D: Principle 3-employee's well-being
LA12	Percentage of employees receiving regular performance and career development reviews by gender	Full	GRI Index	All ONGC group employees are subject to an annual appraisal process		
<b>Diversity and equal opportunity</b>						
LA13	Composition of governance bodies and breakdown of employees per employee category	Full	GRI Index	The Board's diversity is maintained by the administrative ministry (MoPNG) as it appoints various categories of Directors on the Board of ONGC group.	Principle 6	Section D: Principle 3-employees' well-being
<b>Equal remuneration for women and men</b>						
LA14	Ratio of basic salary and remuneration of women to men by employee category, and by significant locations of operation	Full	GRI Index	No differentiation in employment terms based on gender	Principle 6	
<b>Human rights</b>						
<b>Investment and procurement practices</b>						
HR1	Percentage and total number of significant investment agreements and contracts with human rights clauses	Full	GRI Index	In ONGC group, presently there is no classification as significant investment/ contracts. However, the T&C of all purchase agreements include a standard clause towards compliance to applicable laws that includes protection of human rights (like fair-treatment, anti-discrimination, child labour, safe work place).	Principles 1 to 6	
HR2	Percentage of significant suppliers, contractors and other business partners who have undergone human right screening	Full	GRI Index	Other than the routine compliance related checks on the Company's partners, no separate exercise was undertaken for suppliers, contractors or other business partners for screening on human right issues. Future reports may consider full reporting based on the materiality assessment for GRI G4 aspects.	Principles 1 to 6	
HR3	Total hours of employee training or policies and procedures concerning aspects of human rights	Full	Human capital (36)		Principles 1 to 6	
<b>Non-discrimination</b>						
HR4	Total number of incidents of discrimination and the corrective action taken	Full	GRI Index	Nil	Principles 1, 2 and 6	



Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>Freedom of association and collective bargaining</b>						
HR5	Operations and significant suppliers identified wherein the right to exercise the freedom of association and collective bargaining may be at risk	Full	GRI Index	No such operations and significant suppliers were identified	Principles 1, 2 and 3	
<b>Child labour</b>						
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labour	Full	GRI Index	No such operations and significant suppliers were identified	Principles 1, 2 and 5	
<b>Prevention of forced and compulsory labour</b>						
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour	Full	GRI Index	No such operations and significant suppliers were identified	Principles 1, 2 and 4	Section D: Principle 3-employees' well-being
<b>Security practices</b>						
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights	Full	GRI Index	12.3% security personnel were covered for ONGC and ONGC Videsh combined. 100% of MRPL security personnel were covered.	Principles 1, 2	
HR9	Total number of incidents of violations involving rights of indigenous people and the actions taken	Full	GRI Index	Nil	Principles 1, 2	
<b>Assessment</b>						
HR10	Percentage and total number of operations subjected to human rights reviews and/or impact assessments	Full	GRI Index	No such reviews or impact assessments were undertaken in FY 15 and can be considered for reporting in future.	Principles 1, 2	
OG9	Operations where indigenous communities are present or affected by activities and where specific engagement strategies are in place	Full	GRI Index	None	Principles 1, 2	Section D: Principle 5-human rights
<b>Remediation</b>						
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Full	GRI Index; Working Responsibly (44)	No grievances were filed		
<b>Society</b>						
<b>Local communities</b>						
SO1	Percentage of operations with implemented local community engagements, impact assessments and development programmes	Partial	Impacting lives (30-35); GRI Index	All our operations have a long-term community engagement plan and therefore impact assessment studies are conducted only after a certain time period and no such studies were conducted during the reporting period. However, EIAs for new projects were undertaken in FY15 and are outlined in 'Protecting our environment' chapter (page no. 22)		Section D: Principle 8-inclusive growth



Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
SO9	Operations with significant potential or actual negative impacts on local communities	Full	GRI Index	None of our operations have any significant actual or potential negative impacts		
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	Full	GRI Index	None		
OG10	Number and description of significant disputes with local communities and indigenous people	Full	GRI Index	No significant disputes were recorded with local communities and indigenous people	Principles 1, 2	Section D: Principle 5—human rights
OG11	Number of sites which have been decommissioned and sites that are in the process of being decommissioned	Full	GRI Index	None		Section D: Principle 5—human rights
<b>Corruption</b>						
SO2	Percentage and total number of business units analysed for risks related to corruption	Full	Working responsibly (44)		Principles 10	
SO3	Percentage of employees trained in the organisation's anti-corruption policies and procedures	Full	Working responsibly (44)		Principles 10	
SO4	Action taken in response to the incidents of corruption	Full	Working responsibly (44)		Principles 10	Section D: Principle 1—ethics, transparency and accountability
<b>Public Policy</b>						
SO5	Public policy position and participation in public policy development and lobbying	Full	ONGC group-journey till now (08-11)			
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions in the country	Full	GRI Index	No such contributions were made in FY15.		
<b>Anti-competitive behaviour</b>						
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcome	Full	GRI Index	Nil		Section D: Principle 9—customer value
<b>Compliance</b>						
SO8	Monetary value of significant fines and the total number of non-monetary sanctions for non-compliance with laws and regulations	Full	Protecting our environment (22)			

Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR (SEBI)
<b>Involuntary resettlement</b>						
OG12	Operations where involuntary resettlement took place, the number of households resettled in each case and how their livelihoods were affected in the process	Full	GRI Index	There was no instance of involuntary resettlement in the reporting period		
<b>Asset integrity and process safety</b>						
OG13	Number of process safety events by business activity	Partial	Occupational, health and safety (18); GRI Index	While safety events are monitored and corrective actions taken across the group, currently other than oil spill, process events are not being categorized as Tier-1, Tier-2. Future reports may consider full reporting based on materiality assessment for GRI G4 aspects.		
<b>Product responsibility</b>						
<b>Customer health and safety</b>						
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement and the percentage of significant products and services categories subject to such procedures	Full	Occupational, health and safety (18-21)			
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle	Full	GRI Index	There were no instances of non-compliances with applicable regulations relating to health and safety impacts of our products.		Section D: Principle 2-products life cycle sustain-ability
<b>Product and service labelling</b>						
PR3	Type of product and service information required by procedures and the percentage of significant products and services	Full	GRI Index	100% of the group's products are compliant to product information requirements according to the applicable laws. These may include quality parameters including basic sediment and water (BS&W) for crude, lead, benzene or sulphur content in MRPL's products.		Section D: Principle 9-customer value
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling by types and outcome	Full	GRI Index	The group was fully compliant with the applicable standards laid down by the regulatory bodies in India and countries where ONGC Videsh units operate		Section D: Principle 9-customer value, Section D: Principle 2-products life cycle sustain-ability
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Full	Energy – our business (12)			Section D: Principle 9-customer value





Profile disclosure	Description	Reported status	Section reference (page number)	Explanation or reason for omission and time period for reporting	UNGC COP element	ABRR
<b>Marketing communications</b>						
PR6	Programmes for adherence to laws, standards and voluntary codes to marketing communications including advertising, promotion and sponsorship	Full	GRI Index	ONGC group complies to procedures or standards laid down (e.g. batch-wise test certificates for products) by the concerned authority in each country of operation.		
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising promotion and sponsorship by types of outcomes	Full	GRI Index	There were no instances of non-compliances relating to product promotion and advertising.		
<b>Customer Privacy</b>						
PR8	Total number of substantial complaints regarding breaches of customer privacy and losses of customer data	Full	GRI Index	There were no instances of customer data losses or privacy issues in the reporting period	Principle 8	
<b>Compliance</b>						
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Full	GRI Index	There were no instances of monetary or other penalties against the group companies in the reporting period		
<b>Biofuels</b>						
OG14	Volume of biofuels produced and purchased meeting the sustainability criteria	Full	GRI Index	No biofuels were produced or purchased by the group in the reporting period	Principle 8	











Earth is a finite place. Its resources are finite. Its judicious use is something on which the future of mankind depends. Understanding this, ONGC Group lays particular emphasis on sustainable development. The spheres of its activities—from undertaking green initiatives, environment friendly production norms to extending a helping hand to the needy—are many. And this is what the cover seeks to depict, with leaves symbolically representing sustainable development.



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