



# UN Global Compact Communication on Progress 2018



*A differently-abled student mentored by a teacher at Quaid-e-Azam Rangers Special Children School, Karachi being supported by Pakistan Petroleum Limited*



**Pakistan Petroleum Limited**





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**United Nations Global Compact  
Communication on Progress 2018**

**Message from Managing Director & Chief Executive Officer**

We, at Pakistan Petroleum Limited (PPL), reiterate our enduring commitment to the 10 principles of United Nations Global Compact (UNGC) and are pleased to share annual progress on these through our consistent efforts in human resource development, corporate social responsibility and quality, health, safety and environment (QHSE).

During the year, we have strengthened our CSR programme in both operational and urban areas to focus on conventional and emerging themes aimed at improving the profile of deserving communities. To this end, besides other core thematic areas, substantial efforts were made towards educational attainment of differently-abled underserved population, promoting art and culture through literature festivals and engaging youth in Balochistan in healthy recreation through the third edition of PPL Balochistan Football Cup which continued to identify and nurture talent from the grassroots.

With an increasing focus on differently-abled, especially belonging to underserved areas, PPL supported diverse initiatives during the year to enable them to be part of the mainstream. These include two scholarship schemes with one supporting 30 hearing challenged students from Matiari and Sanghar districts in Sindh to study at Family Education Services Pakistan and the other extending 10-year scholarship to 10 students at Quaid-e-Azam Rangers Special Children School, Karachi to complete their education until matriculation. PPL also supported construction of an equipped block for Centre of Excellence for Deaf operated by Pakistan Association of the Deaf besides donating vocational training equipment to Association for Children with Emotional and Learning Problems. The 1<sup>st</sup> PPL Blind Cricket Championship 2017 was organized in collaboration with Islamabad Cricket Club of the Blind.

We remain committed to carrying out our business in line with international QHSE standards. As a result, 16 assets, departments and facilities stand certified for ISO 9001 Quality Management System, 13 for ISO 14001 Environmental Management System and 14 for OHSAS 18001 Occupational Health and Safety Assessment Series.

PPL continues to invest in its human resource through in-house classroom-based and online training, mentoring and cross-functional rotation. On the training front, over 150 sessions were organized, including 44 facilitated by foreign trainers, while nearly 300 online courses were completed by employees during the year.

The enclosed Communication on Progress 2018 provides further details of our ongoing efforts to integrate sustainable business practices in line with the UNGC's 10 principles.

**SYED WAMIQ BOKHARI  
MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER**

# Principle 1



Business should support and respect the protection of internationally proclaimed human rights.



## Commitment

Pakistan Petroleum Limited (PPL) respects the dignity and rights of its human resource. Through our Corporate Social Responsibility (CSR) Programme, we also support the right to education, healthcare, basic civic amenities and healthy recreation for communities.



## 1 Strategic System for Organizational and Human Development

### ACTIONS

#### Organizational Surveys

##### Performance

**PPL conducts and participates regularly in organizational surveys, enabling the company management to review and adopt best practices from benchmark companies. This proactive approach helps in continuous improvement of systems and procedures.**

- ▶ The company participates in various countrywide Human Resource (HR) benchmarking surveys to assess prevailing and emergent trends. The findings enable PPL to align its HR system with leading companies and consolidate best practices already followed by the company. Based on the results of Employee Engagement Survey conducted earlier, an action plan would be developed to address the identified gaps and enhance staff confidence building.

#### Capacity Building

##### Performance

**Staff capacity building followed the skills-based matrix developed in 2015 in line with employee job requirements as part of key performance objectives. To this end, the company organized over 150 training sessions during the year to fill-in both technical and soft skills gap and equip employees with current business trends. Besides, informal learning through mentoring programme and staff rotation was also streamlined.**

- ▶ The company-wide skills and training matrix developed across the disciplines during 2015 was further strengthened and effectively implemented through organized, need-based capacity building sessions, targeting both technical and soft skills. From a total of over 150 session during the reporting period, 44 technical sessions were facilitated by foreign trainers at in-house training centres based in Karachi.
- ▶ Under the leadership development programme, an annual training matrix derived from the skills matrix was developed to foster desired behaviours & leadership framework. Moreover, a Leadership Competency Framework was also developed to not only refine current leadership but also identify and groom future leaders. Senior management is being trained in these competencies, enabling them to consistently perform and deliver effective results.
- ▶ PPL's e-LEARN programme, started in 2015 under the e-learning portal in collaboration with International Human Resources Development Corporation offered more than 1500 online courses for oil and gas industry professionals. Moreover, online soft skills training is provided through globally acknowledged Harvard Business Review.

- ▶ Posting of staff between fields and head office, on a rolling-basis, has been streamlined. Also, regular lateral staff rotation within head office has assisted employees in diversifying their learning and assisted company to benefit from their experiences.
- ▶ One PPL scholar is pursuing master's degree from Aberdeen University, United Kingdom under PPL's Foreign Scholarship Programme.
- ▶ 38 graduates were inducted, following a strict-merit-based process, in July 2017 for a two-year on-job training in the second cycle of Associate Programme. Besides cross-functional rotation, associates are being given exposure to fields. Earlier, a batch of 70 graduates inducted as Associates in March 2016, will soon be completing their two-year on-job training. Those with above average performance during the two years would be considered for regular employment based on available positions. The programme is geared towards developing and maintaining the talent pipeline, aligned with operational requirements.
- ▶ 39 Special Trainees were inducted for a two-year on-job training programme in October 2016 as part of capacity building of young professional engineers and diploma holders belonging to company's producing fields. The trainees have completed their cross-functional rotation during the first year. They have now been placed in their core functional areas for a focused role during the second year.
- ▶ PPL has a Technical Management Centre that subscribes to leading industry journals as well as other resources to keep staff updated with the latest trends and use of technology in the Exploration and Production sector.



- ▶ Current reading material, including newspapers, magazines and periodicals are provided to keep staff updated on latest trends and information.
- ▶ The company's monthly newsletter *Progress*, now in its 62<sup>nd</sup> year of publication regularly reports on company activities and industry related news. The Urdu version of *Progress*, initiated in January 2011, reaches to staff and stakeholders who are otherwise not able to get first-hand information due to language barrier.
- ▶ Staff is kept updated on company activities through posting photographs of various corporate events on intranet portal. Besides, press clippings on oil and gas and energy sectors from leading newspapers is posted daily on the portal and circulated to senior management.

## 2 Industrial Relations and Employees

### ACTIONS

#### Fair Investigation Procedures

##### Performance

**PPL protects employee rights, ensuring equitable treatment and opportunity for all to voice their views.**

- ▶ The company has an effective policy for redressal of staff grievances, if any.
- ▶ Based on laws relevant to its various locations, PPL follows the Standing (Orders) Ordinance 1968 for official reprimand of staff.
- ▶ The company regularly organizes town hall meetings for staff at all locations to share new developments, concern and issues in an open communication with senior management.

#### Benefits

##### Performance

**PPL provides its staff with competitive remuneration packages as well as strives to facilitate enabling working environment with ample capacity development and career progression opportunities.**

- ▶ In line with Companies Profits (Worker's Participation) Act 1968, PPL contributes five percent of its net profit to the Workers Participation Fund.
- ▶ PPL follows the Employees Old Age Benefits (EOB) Act 1976, contributing five percent of minimum basic salary to EOB institutions with employees' participation of 1 percent.
- ▶ The company pays Statutory





Bonus under Section 10-C of the West Pakistan Industrial and Commercial Employment (Standing Order) Ordinance 1968 as well as Annual Settlement Bonus to non-management staff.

- ▶ Annual Leave Fare Assistance is given to non-management staff in addition to monthly remuneration.
- ▶ PPL also extends loans to staff for house construction/renovation and purchase of vehicle.
- ▶ The company offers 13 annual scholarships to children of permanent non-management staff, with four scholarships for post-intermediate and professional and 9 for post-matriculation education.
- ▶ Free bachelor accommodation along with necessary utilities is given to field-stationed staff.
- ▶ Gratis *Hajj* and *Umrah* facilities are provided to workers.
- ▶ PPL provides pick-and-drop transport facility to women staff.
- ▶ The company provides a nutritious and balanced lunch facility for management staff and women employees at head office and fields.

## Employee Recognition

### Performance

**PPL follows fair and transparent policies and procedures to recognize and reward high standards of performance and enhance staff motivation.**

- ▶ Performance Awards are given on an annual basis to employees together with departments in recognition of their outstanding achievements. The company recognizes and rewards individual and department's efforts for extraordinary performance, innovation, creativity, cost savings, productivity gains and complexity reduction, waste elimination and outstanding QHSE contribution. Besides employee's notable social contributions are also rewarded. The scheme also sets out to establish role models within the organization that other employees can emulate.
- ▶ PPL considers human capital its premium asset and acknowledges longevity of service, ranging from 15 to 40 years, through annual long service awards.
- ▶ The company arranges farewells for retiring staff in appreciation of their services.

## Healthy Entertainment for Employees

### Performance

**PPL attaches great importance to providing sports facilities and entertainment for staff.**

- ▶ PPL encourages sports among employees and regularly organizes events such as Annual Inter-location Cricket Tournaments and in-door games to engage staff at head office and fields in healthy recreation. Besides, the company has teams for various sports such as cricket and table tennis that participate in contests/ matches with other organizations.

- ▶ The company maintains fully-equipped health and fitness facility at head office as well as proper indoor games/ recreation facilities at field locations to keep its employees mentally and physically fit. Head Office Sports Club remains available for staff recreation during lunch break and after working hours. The club at Sui Gas Field (SGF) and Kandhot Gas Field has a jogging track, badminton, tennis and squash courts and a swimming pool for staff use.
- ▶ PPL also organizes indoor games competition among head office and field employees.
- ▶ PPL organizes musical and other cultural programmes for employees.
- ▶ Company management and staff celebrate religious and cultural festivals as well as national days.

## Preventing Forcible Displacement of Individuals

### Performance

**Due to its strict adherence to prescribed laws, PPL has never had a case of forcible displacement of employees.**

## Employment Policy for Handicapped and Disabled People

- ▶ PPL follows the Disabled Persons (Employment and Rehabilitation) Ordinance 1981 and ensures employment of handicapped personnel.
- ▶ In line with the Workmen Compensation Act in matters related to disability, alternate job assignments are given to disabled staff.



## 3 Employee Safety and Security

### ACTIONS

#### Safe Working Conditions

##### Performance

Employee safety and security is one of PPL's top priorities. The company's senior management is committed to recognising QHSE as a core value for sustainable business growth and profitability. PPL has dedicated Security and QHSE departments to ensure hazard-free working conditions. The following initiatives are taken to help protect company employees from risky situations and conditions:

- ▶ To ensure safe plant operations and proactively avoid incidental environmental releases, Process Safety Management (PSM), based on OSHA (Occupational Safety and Health Administration Series) 3132 principles, has been implemented. This came through a comprehensive PSM benchmarking study undertaken by DuPont a couple of years back. For implementation, PPL used three core dimensions for Process Safety: leadership, culture and values; competence and information / hazard analysis. For this, leadership workshops were organized and staff were engaged through training and seminars. Competence framework was developed, procedures strengthened and hazard identification and hazard & operability studies completed across the board as some of the key deliverables.
- ▶ PPL continues to ensure contractors' safety through various pre-emptive measures, including pre-mobilisation workshops, pre-spud meetings, audits and placement of additional QHSE human resource on seismic and drilling sites.
- ▶ In order to improve quality of risk assessment and proactive precautionary response in mitigating risks, automation of 'Risk Management' and 'Incident Management' processes are completed in collaboration with globally renowned QHSE IT Software solution provider.
- ▶ For monitoring progress on health and safety measures, especially at fields and facilities, senior management regularly undertakes Safety Observation & Feedback Tour Audit of assets/ locations beyond the set target.
- ▶ VELOCITY EHS, a comprehensive software went live to effectively manage, report and monitor various QHSE initiatives. A number of hands on training sessions were conducted for staff, representing fields & departments, resulting in improved quality of reporting.
- ▶ Personal protective equipment (PPE) and clothing have been reviewed for improved staff safety at work according to the nature of the job.
- ▶ Safety alerts and travel advisories are regularly sent to employees.
- ▶ Security passes are compulsory for PPL employees at the head office and field locations.
- ▶ Safety and fire drills are regularly conducted as per Health, Safety and Environment (HSE) requirements at head office and all field locations.
- ▶ HSE awareness and training sessions are regularly held. To further focus on increased understanding and improvement in the use of safety procedures, a specialized mandatory training campaign for all staff is in place to build capacity in fulfilling basic QHSE protocols, including firefighting, incident investigation and reporting, defensive driving, firefighting and first aid, over the period of four years.
- ▶ 'Hazard Identification, Risk Assessment and Management' processes are shared with staff for compliance. Field-based QHSE representatives provide training for conducting risk assessment of routine and project activities.
- ▶ Moreover, automation of incident investigation and risk assessment processes have been initiated to ensure integrated risk reduction and improved performance.
- ▶ Head Count System in the form of T-card is implemented at all PPL fields, drilling sites, regional office in Islamabad and West Wharf as a quick and accurate estimation of personnel's location at various sites.
- ▶ Lost Time Injury Frequency (LTIF) has been on a decline over the years due to PPL's commitment to PSM and implementation of QHSE procedures. LTIF of the company remained 0.05 during the reporting period.



## Employee Travel Safety

### Performance

PPL has a comprehensive Road Transport Safety framework, focussing on safety of company staff as well as safe transport of hydrocarbons

- ▶ A comprehensive framework is introduced on Road Transport Safety (RTS) which focuses on passenger safety with basic guidelines on hydrocarbon transport.
  - Detailed gap assessment criteria developed in line with RTS framework and implemented at fields and offices.
  - Behavioural monitoring of drivers and passengers is focussed to improve Journey Risk Management plans and developing base stations.
  - Any unsafe driving practices, travel route issues, vehicle or employee complaints regarding transport are reported to Administration Department for necessary countermeasures.
  - All company vehicles are regularly inspected for fitness/ tuning/ service at designated workshops/ garages.
- ▶ Wearing seat belts is mandatory for company transport drivers and employees using company vehicles. A policy is in place to bind staff to wear seat belts.
- ▶ All PPL employees are insured while travelling locally, domestically or internationally.
- ▶ Use of mobile phones is prohibited while driving company vehicles.
- ▶ First aid boxes, fire extinguishers, safety cones, toe chain/ stop are placed in all company vehicles.
- ▶ Road Transport Safety guidelines are being prepared to further emphasize company's focus on safe road travel.
- ▶ Driving Safety Handbook has been introduced at PPL drilling sites.
- ▶ An assessment was carried out in coordination with relevant assets to establish current baseline (nature, scope and overall risk documented) on transport of hydrocarbons.
- ▶ QHSE technical input (laws & standards) incorporated in the ongoing service procurement process for transportation of crude oil by road from Adhi Field to Attock Refinery Limited.

## 4 Health

### ACTIONS

## Healthy Environment for Employees

### Performance

PPL supports a safe and healthy workplace by enhancing staff health and well-being.

- ▶ Periodic check-ups are carried out for fire extinguishers, fire alarms and sprinklers at all field locations.
- ▶ Ergonomics survey has been initiated to review working postures/ conditions of employees at workplace.
- ▶ Kitchen hygiene and inspections are a regular feature along with medical screening of food handlers.
- ▶ Implementation of revised Occupational Health Manual (OHM) with phased approach is in progress at PPL-operated fields. Gap analysis against the OHM has already been initiated.

## Basic Health Facilities

### Performance

PPL extends a comprehensive health plan and medical policy to employees and their families. The company has qualified doctors for providing medical consultation and treatment at head office and field locations.

- ▶ The company provides medical assistance to all employees, including their immediate family, and pensioners as per medical policy.
- ▶ PPL maintains a city clinic in Karachi, providing services throughout the day and on weekends to ensure easy access for employees and their families. Besides, PPL has a





full-fledged hospital located within the SGF premises. At other company fields and locations, Kandhkot, Adhi, Mazarani, Adam and Gambat South, proper arrangements for emergency medical care are in place.

- ▶ The company has initiated hospitalization facility through insurance services in order to further facilitate the process for employees and their dependents
- ▶ PPL follows the Factories Act - 1934, Mines Act - 1923 and Oil and Gas (Safety in Drilling and Production) Regulations -1974, which include employee personal hygiene, environment, emergency medical assistance and periodic medical check-ups.
- ▶ Health awareness sessions are regularly conducted by company doctors and guest consultants for informing and updating staff on preventive measures and treatment of common diseases and outbreaks.
- ▶ Ex-gratia payments are made to staff in case of prolonged sickness.
- ▶ Clean drinking water is provided to staff at all locations.

## 5 Corporate Social Responsibility

PPL stands committed to improving the quality of life for deserving population around its operational areas as well as in large urban areas through provision of education, healthcare, infrastructure development, livelihood generation, sports and cultural conservation and has allocated a minimum 1.5 percent of its pre-tax profit for CSR activities.

The company spent over Rs. 950 million for CSR initiatives during March 2017 to February 2018, which is over and above its minimum commitment.

### ACTIONS

#### Education

##### Performance

**PPL believes that the only sustainable way of improving livelihoods well-being of underserved communities is by providing them access to quality education.**

- ▶ The company has been providing quality education to children of staff and locals at Sui Model School (SMS) since 1957. SMS was upgraded to a girls' college in 2009. Currently, the school caters to nearly 3000 local boys and girls students, including 95 at the college.
- ▶ The company established Computer Training Centre and

Library at Sui in 2010 for general public. Kalsoft, an Information Technology company, was engaged to operate the centre. So far, 900 locals have been trained through basic and advanced certificate courses. Besides, over 700 residents are registered library users.

- ▶ The company provides free-of-cost transport facility to students of Taaleem Foundation Grammar School (TFGS) and Federal Government Public School (FGPS), Sui. Besides, PPL has extended infrastructure and in-kind support to both schools, including construction of three family residences and chain-link fence at FGPS, recently.
- ▶ PPL regularly provides the following scholarships for local students residing around its operational fields to enable them to acquire quality education at renowned institutions:
  - Higher Professional Education Scholarship (HPES) scheme was initiated in 2005 to support both boys and girls in District Dera Bugti to pursue education in reputable institutions across the country. The scheme was extended to include local students around PPL's other operated producing assets during 2009. To date, HPES has benefited nearly 300 students.
  - Four-year scholarship programme offers 40 annual scholarships for students of grade IX to XII from Balochistan to study at reputed educational institutions across the country. Starting 2011-2012, over 220 students have benefitted from the scheme.
  - Under National Talent Hunt Programme of Institute of Business Administration, Karachi (IBA), PPL sponsored



6 students from Balochistan and Khyber Pakhtunkhwa to study at IBA at a cost of Rs. 12 million since 2012-2013. Currently, 2 students are studying under the PPL scholarship.

- The company has extended 100 scholarships for students of FC College Sui. With an annual cost of Rs. 2.5 million, the scholarship enables 10 deserving girls and boys each from grade 1 up to 10 to study free of cost education. PPL has also contributed Rs. 20 million towards constructed of a FC Girls college.
- 30 scholarships are extended at a cost of Rs. 2.5 million for the hearing challenged students from Matiari and Sanghar districts in Sindh to study at Family Education Services Pakistan which has enabled them to study free of cost for a year.
- ▶ The company regularly covers operational expenses of its two adopted schools in District Kambar Shahdadt, Sindh.
- ▶ PPL established and operationalized three primary schools in Kandhkot in partnership with The Citizen's Foundation in 2011 with an input of Rs. 83 million. To date, over 650 students, both girls and boys, are enrolled at these schools. One of the campuses have been upgraded to a secondary school.
- ▶ PPL donated Rs. 6.85 million to Association for Children with Emotional and Learning Problems for equipment of vocational training workshops and a student transport vehicle.
- ▶ PPL donated Rs. 1 million to Professional Education Foundation for raising funds for deserving students' professional education.
- ▶ In line with PPL's effort to strengthen academia-industry partnership and promote research and development in disciplines relevant to the industry, the company has established chairs at prominent universities. PPL Chair in Petroleum Engineering was recently operationalized at Mehran University of Engineering and Technology (MUET), Jamshoro while a similar chair is operational at NED University of Engineering and Technology, Karachi. PPL has allocated about Rs. 50 million for each chair.
- ▶ PPL was one of the key sponsors with a contribution of Rs.4.5 million for 9<sup>th</sup> Karachi Literature Festival held in February 2018.
- ▶ PPL continues to provide operational expenses for Virtual University (VU), Sui campus which was earlier established by PPL with an input of about Rs. 20 million. The VU campus is equipped with an advanced computer lab comprising 32 systems and an 8-MB fiber optic value-added network providing online courses leading to a bachelors, masters and doctorate in a host of disciplines. The campus is run by Taaleem Foundation.
- ▶ The company continues to support education of 10 deserving students at Quaid-e-Azam Rangers Special Children School, Karachi in the second year with a commitment to cover their education over a period of 10 years until they complete their matriculation with a donated of Rs. 3.6 million.
- ▶ To further its efforts in promoting education, especially in remote areas, PPL has made contribution/ donations and provided support to the following institutions, including:

Institutions/ Initiatives	Spending during April 2017- March 2018 (Rs. in millions)
MUET, Jamshoro for Petro Week 2017	0.400
Society of Petroleum Engineers (SPE), Pakistan: NED University of Engineering & Technology for Petro bowl 2017	0.250
Pakistan Association of Petroleum Geoscientists (PAPG) for field trip	0.100
SPE, Pakistan for a session	0.236
<b>Construction of facilities</b>	
Government Girls Primary School Chechi Noor, Rawalpindi for boundary wall and sanitary facility	1.500
Government Boys High School, Naban Janjua, Tehsil Gujjar Khan for examination hall	1.67
Government Girls Primary School, Kak, Tehsil Gujjar Khan for academic block	2.16
Government Boys Elementary School, Adil Colony, Sui Town, District Dera Bugti for three classrooms, sanitary facility, boundary wall and repair of school building	4.48



## Healthcare Initiatives

### Performance

The company has provided extensive healthcare facilities in some of the remotest regions of Pakistan through building and assisting hospitals, mother and child healthcare centres, mobile dispensaries and medical camps.

- ▶ PPL runs Sui Field Hospital (SFH) since 1964. In addition to PPL staff and those of partners, SFH provides free-of-cost medical facilities to a large number of local patients. SFH is equipped with latest medical facilities, including a 24-hour emergency ward to cater to trauma and accident patients.
- ▶ Fully-equipped mobile medical dispensaries (MMD) regularly visit more than 70 villages/ locations around SGF, Kandhkot, Mazarani and producing fields of Hala and Gambat South on a weekly/ bimonthly basis to provide free-of- cost consultation and treatment to resident communities. Approximately 100,000 patients are reached annually through these MMDs. PPL has also developed e-monitoring software to review MMDs impact and its staff performance.
- ▶ The 50-bed PPL Public Welfare Hospital (PPL PWH) was constructed, furnished and equipped by PPL at a cost of over Rs. 350 million on land provided by Government of Balochistan in Sui Town. The hospital became autonomous with an independent board. Hiring of chief and deputy chief executives, doctors and nurses nearly completed. The out-patient department commenced operations in December 2013 and caters to 200 patients on a daily basis. PPLPWH has necessary facilities, including gynaecology and obstetrics, emergency, operation theatres, laboratory and pharmacy.
- ▶ PPL organizes bi-annual free-of-cost surgical eye camps around its operational fields in partnership with Al-Shifa Trust Eye Hospital. Each camp benefits about 1600 patients for testing and provision of glasses with over 200 patients undergoing onsite cataract surgery.
- ▶ PPL has adopted Marie Adelaide Leprosy Centre's Triple Merger Centres at Turbat, Balochistan and Kandhkot, Sindh since 2005. The company provides annual operational expenses at a cost of Rs. 3 million. The centres extend free-of- cost treatment for leprosy, blindness and tuberculosis to local communities.
- ▶ PPL constructed Thalassaemia Diagnostic, Prevention and Research Centre in Badin at a cost of Rs. 30 million.
- ▶ PPL installed 40 kw solar power system at district headquarter hospital Kalat at a cost of Rs. 7 million to provide uninterrupted electricity to laboratory, X-ray unit, operation theatre, emergency & intensive care unit.
- ▶ PPL installed two generators of 100 kw capacity at Shahdadpur Institute of Medical Sciences, District Sanghar to ensure uninterrupted supply of electricity.
- ▶ PPL donated Rs. 12.72 million to Sindh Institute of Urology and Transplantation for setting up a 10-bed dialysis unit at its satellite centre, Mehrunnisa Hospital in Karachi.
- ▶ PPL donated Rs. 10 million to Bait-ul-Sukoon Cancer Hospital for annual operational expenses of its day care clinic located at purpose-built premises in Karachi.
- ▶ The company donated Rs. 20 million to Indus Hospital for construction and setting-up of an 8-bed general ward at its upcoming Lahore-based facility.
- ▶ PPL donated Rs. 9.02 million to Lady Dufferin Hospital, Karachi for purchasing equipment for its operation theatre.
- ▶ PPL donated Rs. 2.5 million to Murshid Hospital and Healthcare to cover the treatment cost of local patients coming from Sindh and Balochistan's remote areas
- ▶ To support viable community healthcare projects and services, PPL has provided donations/ sponsorships to the following institution:

Institutions/ Initiatives	Spending during April 2017- March 2018 (Rs. in millions)
Koohi Goth Hospital for newsletter	0.050



## Enhancing Livelihood Opportunities

### Performance

**PPL believes in creating livelihood generation options to assist marginalized communities in raising their quality of life. The company has substantially invested in projects to engage people, both men and women, in earning livelihoods through sustained income sources.**

- ▶ The company set-up a Women Welfare Centre in Sui in 2006 to provide skill learning opportunities for local women. The centre trained over 400 local women until 2015 when it was shifted to a purpose-built facility. Developed at a cost of nearly Rs. 20 million within TFGS premises, the Vocational Training Institute (VIT) provides training to both women and men with access to market. VIT is run by Taaleem Foundation.
- ▶ PPL provides scholarship to local youth around producing assets to study at The Hunnar Foundation – recognized by City and Guilds United Kingdom – for a 6-month diploma in vocational training. Starting off with Sui-based students in 2009, the company has so far extended 125 scholarships to youth in Sui, Matiari and Sanghar.
- ▶ Women Vocational Training Centre (WVTC), Mastala near Adhi Field was established in 2011 to facilitate local women in increasing their income potential. PPL regularly provides resource material and operational expenses for the centre which is run by Behbud Association of Pakistan, a non-governmental organization. WVTC trains women in embroidery, tailoring and basic literacy skills. To date, over 500 local women have been trained. These include those women who are regularly engaged to carryout traditional embroidery on dresses sold at Behbud-run outlets.

Institutions/ Initiatives	Spending during April 2017- March 2018 (Rs. in millions)
Distinguished Secretaries Society of Pakistan for 46 <sup>th</sup> Annual Gala 2017	0.040
Petroleum Institute of Pakistan (PIP) for ADIPEC 2017	1.529
PIP for Pakistan Oil and Gas Conference 2017	1.500
PAPG for Annual Technical Conference 2017 & PPL stall	2.675
Pakistan Society for Training & Development (PSTD) for 5 <sup>th</sup> Annual Learning Conference	0.150

## Infrastructure Development

### Performance

**Provision of meaningful, durable infrastructure is a key to development and sustained economic growth, especially in the far-flung areas of Pakistan. The company has focused on developing infrastructure and civic amenities not only for its own use but also for local communities.**

- ▶ PPL has completed five solar-powered water supply schemes

at districts Lasbela, Kharan and Awaran

- ▶ The company completed construction of water supply schemes at 8 villages, including 4 at far-flung mountainous region of union council Lohi in District Lasbela.
- ▶ PPL has started construction of 26 water supply schemes across the country, including 16 in Balochistan.
- ▶ PPL provides free-of-cost gas and water supplies to over 65000 residents of Sui town and villages around SGF. An average of 4 to 5 MMscfd free gas and more than two million gallons of drinking water is pumped daily to Sui town at an annual cost of about Rs. 110 million and Rs. 215 million, respectively.
- ▶ To provide free-of-cost potable water to over 3000 residents of Ghaibi Dero town and its surrounding villages near Mazarani Gas Field, District Kamber Shahdadkot, Sindh, PPL runs a water supply scheme using a bowser facility since 2010 at an annual cost of about Rs. 4 million.
- ▶ Repaired and maintained water purification plant installed at village Sunjar Khan Junejo at Rs. 0.3 million.
- ▶ A 15-km new road is being constructed near Kandhkot Gas Field, District Kashmore.





## Social Welfare

### Performance

The company has a diverse, need-based social welfare policy. With a minimum pre-tax profit of 1.5 percent, PPL's CSR initiatives go well beyond obligatory requirements to support the disadvantage communities. To ensure optimum on-ground implementation and impact, PPL works through government, local civil society organizations and local communities.

- ▶ The company won the Pakistan Corporate Philanthropy Award instituted by Pakistan Centre for Philanthropy for 13 consecutive years from 2004 to 2016 as one of the largest corporate giver in terms of volume of donations.
- ▶ The company organized three mega football tournaments in Balochistan: 'PPL Balochistan Football Cup, starting 2016. The latest one concluded on March 30, 2018, PPL Balochistan Football Cup 2018, is the largest-ever sponsored football tournament in the country. The tournaments aimed at engaging local youth in healthy recreation and providing them an opportunity to demonstrate their talent. The two champions, Dukki and Panjgur, of 2017 and 2018 tournaments, respectively, have set the example of showing the potential and courage to compete traditional strong opponents to lift the trophy, despite hailing from the lesser-known regions of Balochistan.
- ▶ The company organized 1<sup>st</sup> PPL Blind Cricket Championship 2017 in collaboration with Islamabad Cricket Club at Bhutto Cricket Ground, Islamabad.
- ▶ The company also conducted impact analysis of its CSR projects in three producing fields — Adhi, Kandhkot and Sui.
- ▶ To support organizations providing welfare services, enabling neglected societal segments to prosper and promoting environmental and cultural values, PPL has given generous donations to the following:

Institutions/ Initiatives	Spending during April 2017- March 2018 (Rs. in millions)
PSTD for 4 <sup>th</sup> National HSE and Sustainable Development Conference	0.150
PAPG for Tape Ball Night Cricket Tournament	0.100
SPE Pakistan for Golf Tournament	0.150
Pakistan Petroleum Exploration and Production Companies Association (PPEPCA) for publishing a newsletter	0.022
PMI Karachi Pakistan Chapter for Gala & Award Ceremony 2017	0.350
Federal Urdu University (Department of Geology) for Conference on Mining and Fuel industries	0.100

# Principle 2



Business should ensure that they are not complicit in human rights abuses.



## Commitment

PPL is highly committed to conducting its business in accordance with the highest ethical and legal standards.



## 1 ETHICS

### ACTIONS

#### Adherence to Highest Corporate Values

##### Performance

**PPL's vision, mission and values are testament to the importance the company places on corporate ethics. As such, the company expects its employees to adhere to the following core values:**

- ▶ Promote leadership, empowerment and accountability
- ▶ Pursue highest standards of integrity
- ▶ Value people as the most important resource
- ▶ Promote innovation and value creation
- ▶ Ensure excellence in all spheres of performance
- ▶ Advocate teamwork aligned with business objectives
- ▶ Conserve environment by minimizing carbon footprint

#### Code of Conduct

##### Performance

**Ethical commitments and values remain the centre piece of PPL's Code of Conduct, compliance to which is mandatory for all employees.**

- ▶ PPL believes in carrying out its business with integrity and honesty, adhering to the principles of good corporate governance and best practices. The company's Code of Conduct, approved by the Board of Directors, provide guidelines to employees for planning, managing and executing work. The Code is available to all employees through the company's portal and website. Besides, periodic reinforcement is done through notice boards, brochures and on-screen pop-ups on employees' desktops/ laptops.
- ▶ To ensure adherence to the code of conduct, PPL launched a comprehensive e-learning course which enables staff to access modular content over the given duration. Satisfactory completion of course by participants is ensured through formal assessment.
- ▶ All incoming employees and trainees sign and submit an undertaking to ensure clear understanding and acceptance and uphold the company's Code of Conduct. More recently, employees' acceptance and adherence to the Code of Conduct is further ensured through online undertaking at the time of

filling-in performance appraisals as a mandatory step towards form submission.

- ▶ PPL requires its employees to maintain an environment free from prejudice, harassment and disruptive activities.
- ▶ In compliance with Oil & Gas Regulatory Authority's directives to implement 'Protection Against Harassment of Women at Workplace (PAHWW) Act 2010', the company took the following measures:
  - Circulated brochures on salient features of the Act, including instructions on compliance, to all employees.
  - Company's harassment policy was prominently placed on PPL website and portal.
  - A three-member committee, including a women staff, was constituted to address staff grievances.
- ▶ Awareness raising sessions for staff were organized on PAHWW Act 2010 and PPL's harassment policy in January 2016 which continued in 2017 with a mandatory requirement for each staff to participate.
- ▶ Any suspected violations or actions that create hostile or offensive work environment such as sexual harassment or insensitive comments concerning gender, religion, race, disability or age are promptly reported to management that ensures appropriate actions in line with Standard Operating Procedures.
- ▶ Violations of the Code of Conduct are viewed seriously and have often resulted in disciplinary actions and, in some cases, led to termination of service.



# Principle 3



Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.



## Commitment

We acknowledge and respect rights to freedom of association and collective bargaining. We are committed to addressing issues, problems and grievances proactively to regulate the company's operations with dignity of labour, minimization of animosity and fostering a relationship of trust between management and workers.





## 1 Industrial Relations

### ACTIONS

#### Freedom of Association

##### Performance

**The company believes in the freedom of opinion and expression of all stakeholders and seeks to ensure a congenial and equitable working environment as per law.**

- ▶ The company complies with the Industrial Relations Act, wherein employees are free to join any trade union of their choice.
- ▶ PPL has a registered trade union, Pakistan Petroleum Workers Union, of which most workers are members.

#### Collective Bargaining

##### Performance

**The company management and Collective Bargaining Agent (CBA) work towards creating a cordial working environment for workers at all field locations.**

- ▶ The CBA together with stewards and union members, coordinates with management to improve working conditions and redress job-related issues.
- ▶ Negotiations of the Charter of Demands are always settled amicably with CBA representatives.
- ▶ Initiatives for change are undertaken by incorporating the union's suggestions to ensure hassle-free implementation.

- ▶ The office bearers of the trade union enjoy freedom to discharge their legal responsibilities without any interference from management.
- ▶ All terms and conditions of employment of workers are reviewed biennially and discussed in a friendly environment with CBA. After bilateral negotiations, a handsome increase in wages and other allowances are paid through settlement.
- ▶ Policies on salaries and allowances as well as other benefits such as medical, leave and travel are duly discussed and finalized with the CBA every two years.
- ▶ The company provides special leave to CBA union/employees for appearance in court cases, if it is party to disputes.





## Principle 4

Business should support the elimination of all forms of forced and compulsory labour.



## Principle 5

Business should support the effective abolition of child labour.



## Commitment

PPL supports abolition of child labour and elimination of all forms of forced and compulsory labour in its areas of operations or by any of its business partners and contractors.



## 1 Employees

### ACTIONS

#### Procedure for Preventing Under-age Employment

##### Performance

**The company strictly forbids child labour and actively prevents hiring under-age workers.**

- ▶ All PPL permanent workers are in the adult person (18 years and above) category, in accordance with the law.
- ▶ To prevent under-age hiring, the ages of all workers are confirmed through national identity cards, birth certificates, educational certificates or Form 'B' issued by the National Database and Registration Authority.

#### Procedure for Preventing Forced Labour

##### Performance

**The company follows strict procedures to prevent forced labour.**

- ▶ Employment agreement clearly states terms and conditions of service, voluntary nature of employment, freedom to leave and any conditions associated with departure or cessation of work.
- ▶ Employment agreements do not violate any human rights or labour laws.

- ▶ Either party can terminate employment contracts within the notice period.
- ▶ Exit notice period for workers is 30 days and for management, professional and technical staff is 90 days.
- ▶ Exit interviews are taken to solicit feedback and institute corrective measures, if necessary.

#### Record of Checking Minimum Wage Rate Against Regulated Amount

##### Performance

**The company keeps its wage policy in line with governmental directives to ensure fair corporate governance.**

- ▶ All workers in the company (both permanent and contract) are employed above the minimum wage rate as specified by the government and paid competitively in accordance with market norms.

# Principle 6



Business should support the elimination of discrimination in respect of employment and occupation.



## Commitment

PPL is committed to providing equal opportunities for employment as well as growth without any discrimination on the basis of race, gender, religion, language, social origin, birth or other status.





## 1 Recruitment

### ACTION

#### Equal Employment Opportunity

##### Performance

**PPL's employment policy provides equal opportunities for employment and discourages all forms of employee discrimination.**

- ▶ PPL is an equal opportunity employer and provides equal opportunity to women employees.
- ▶ Women employees are placed at various levels in the organization, ranging from non-management to senior management positions.
- ▶ The company employs men and women employees under standard screening processes based on merit and job suitability.
- ▶ There are equitable career paths and opportunities for women employees.
- ▶ To further emphasize equitable participation of working women and address their issues at workplace, the company celebrates International Women's Day and Working Women's Day. Dedicated sessions are organized for women employees to increase awareness about their role and responsibilities and address their issues.

## 2 Employees

### ACTIONS

#### Enabling working conditions for diversified workforce

##### Performance

**As a leading employer and responsible corporate citizen, PPL provides an enabling environment for professional growth, with equity, security and human dignity, irrespective of gender or religion.**

- ▶ PPL has a diversified workforce and does not discriminate on the basis of race, colour, gender, religion, disability or family status in recruitment, training or advancement of its employees.
- ▶ Minorities are given special holidays in accordance with their religious festivals to ensure an open and moderate culture across the company.

#### Career Plan: No Discrimination in Staff Promotions

##### Performance

- ▶ Hiring and promotions are done on merit, professional performance and qualification.

# Principle 7



Business should support a precautionary approach to environmental challenges



## Commitment

PPL is committed to environmental conservation by complying with National Environmental Quality Standards (NEQS).



## 1 Environmental Management

### ACTIONS

#### Quality, Health, Safety and Environment

##### Performance

- ▶ The company's QHSE policy is in place to ensure quality in all company operations with emphasis on 'embedding green practices, proactive risk management, complying with relevant laws and maintaining communication with stakeholders to promote sustainability. The policy is displayed at prominent locations at head, regional and field offices and can be accessed through the company's website: <https://www.ppl.com.pk/content/policies>
- ▶ PPL has a well-defined HSE Management System developed in line with internationally recognized ISO 14001 EMS and OHSAS 18001. The system provides continuous assessment and monitoring against standard parameters to ensure the highest level of safety and minimal damage to surrounding natural environment.
- ▶ Annual QHSE targets are set and implemented within all business segments/ assets. Monitoring of environmental key performance parameters (KPIs) is embedded in the standardized, regular QHSE reporting framework. Corporate environmental guidelines/ procedures, management tools and reporting have enabled the company to improve environmental performance. Besides, QHSE Monthly Performance Report structure has been significantly upgraded to add on KPIs, improvise data gathering structure and facilitate analysis and inferring useful results for continual improvement.
- ▶ PPL is an active member of PPEPCA and participates in its HSE committee meetings. These meetings provide a forum to discuss latest industry practices, use of technology and benchmarking in HSE management system.

#### Environmental Studies

##### Performance

- ▶ Initial Environment Examination (IEE) and Environment Impact Assessment (EIA) studies are consistently undertaken for all development initiatives, including drilling, seismic operations and projects, in compliance with Pakistan Environmental Protection Act, 1997. IEE/ EIA aim to identify potential environmental impacts at development sites and advise mitigation measures accordingly. The studies are submitted to relevant provincial Environmental Protection Agencies (EPA) for approval. Once approved, IEE/ EIA provide a benchmark for regular internal and external monitoring against suggested mitigation measures.

- ▶ Independent Environmental Monitoring is carried out for all seismic and drilling operations, especially in environmentally sensitive areas, through reputed consultants to ensure compliance with environment management plan that includes recommended methodologies, legal requirements and company's HSE standards to address environmental issues while meeting stakeholders' expectations.
- ▶ All PPL-operated fields are registered with Federal EPA under Self-Monitoring and Reporting Programme for monthly testing through external laboratory and reporting against emission parameters prescribed by NEQS. Also, monitoring of vehicular emissions against parameters such as smoke, CO and Noise (dBA) was conducted. Subsequently, emissions, exceeding NEQS/ PEQS parameters, have been identified for root cause analysis and rectification.

#### Precautionary Measures

##### Performance

- ▶ Noise monitoring and abatement is ensured for safe working environment in high noise areas. For this, enclosures, sound barriers and PPE are provided, as appropriate.
- ▶ To control accidental leakage, adequate control arrangements such as barriers and spill control kits are available at all operational areas. Besides, designated trained contingency teams are available to handle incidental spills.



# Principle 8



Business should undertake initiatives to promote greater environmental responsibility



## Commitment

PPL ensures proactive acceptance of its responsibility and accountability for environmental imperatives. The company recognizes that operational excellence cannot be achieved without embedding HSE considerations into business decision making processes. PPL remains committed to raising environmental awareness among staff, suppliers and contractors for encouraging eco-friendly practices.





## 1 Environmental Management

### Enhancing Environmental Awareness

#### Performance

- ▶ Awareness raising sessions and training, focusing on environment and sustainability, are regularly held to apprise staff on emerging issues. QHSE safety talk, alerts and bulletin boards are effectively utilized to promote conservation.
- ▶ Besides, QHSE weeks and international days such as World Environment Day are regularly celebrated through special sessions and activities to foster conservation efforts, green practices and safe working culture.
- ▶ Comprehensive QHSE guidelines for projects have been developed in line with best international environmental standards and effective risk management planning using the latest environment-friendly technologies.
- ▶ 'Sustainable Energy Management' was introduced in 2011 to promote energy conservation at all fields. Initially, baseline data for consumption pattern at each field was collected. Since then, significant improvement has been achieved against each year's benchmark in conserving electricity, gas, fuel and water as well as waste generation, especially at field locations.
- ▶ PPL offices and fields have been declared 'No Smoking Zone' and separate smoking areas are designated for smokers. The non-smoking policy is displayed in all departments and locations.
- ▶ PPL is a corporate member of the Pakistan Chapter of World Business Council for Sustainable Development as well as leading environmental organizations, including World Wide Fund for Nature.

## 2 Environmental Responsibility

### ACTIONS

#### Eco-friendly practices

#### Performance

**PPL is adopting eco-friendly practices to minimize damage to natural resources through its operations in line with its commitment towards sustainability. The following green practices are adopted by PPL:**

- ▶ Light-Emitting Diode (LED) technology is used in all new projects and expansion activities as well as several existing projects, replacing conventional lights. LEDs has many advantages over traditional incandescent light sources, including lower energy consumption, longer lifetime, improved physical robustness, smaller size and faster switching.
- ▶ Tree cutting is avoided during seismic activities and site restoration is simultaneously carried out for even minor removal of flora/ vegetation through green teams.
- ▶ Tree plantation campaigns are undertaken at company-operated fields and exploration assets to off-set emissions and improve ambience.
- ▶ Water-based mud, which is known for compatibility with natural soil, is preferred over oil-based mud that requires special treatment for disposal for all drilling operations.
- ▶ Biodegradable explosives are used during seismic surveys.
- ▶ Electronic communication together with duplex printing is promoted to reduce paper usage.
- ▶ More recently, PPL engaged a

consultant to conduct Naturally Occurring Radioactive Material Survey at Kandhkot Gas Field (both plant areas & wells) and PPL Core Lab in Karachi. The purpose was to assess radioactive material coming out from land along with hydrocarbons. Radiation meter was used to measure levels of different forms of radiations (alpha, beta, gamma etc.) in background as well as in close proximity of oil & gas installations. Radiation levels were found to be within safe limits set by international standards and local regulations.

## Evaluation of HSE Performance

### Performance

- ▶ Integrated QHSE audits aligned with ISO 14001 EMS, ISO 9001 Quality Management System (QMS) and OHSAS 18001 have been successfully launched in 2015 to optimize cost and operational synergies. In order to enhance staff competency, trainings and refresher courses on advanced (2015) version of ISO standards have been initiated during 2016 which continued in 2017.
- ▶ Internal and external audits/ monitoring of departments/ fields are carried out to assess compliance of standardized procedures at site and implementation of QHSE Management System and performance. Inspections, spot checks and suggestion forms are used during the process with staff participation.
- ▶ The pool of ISO certified departments, fields and facilities has expanded as per annual plan while sustaining those which are already certified. As a result, 16 assets, departments and facilities stand certified for ISO 9001 Quality Management System, 13 for ISO 14001 Environmental Management System and 14 for OHSAS 18001 Occupational Health and Safety Assessment Series. These include Adhi, Kandhkot and Hala/ Gambat South /Mazarani assets, Sui Production, Sui Field Gas Compressor Station, Sui Field Hospital, Sui Field Utility and Drilling and Well Engineering, QHSE, Projects, Exploration and Construction departments.
- ▶ QHSE Audit Module in SAP made functional with work in progress to automate processes, including incident investigation, monthly performance monitoring and sustainability reporting.

# Principle 9



Business should encourage the development and diffusion of environmentally friendly technologies.



## Commitment

PPL believes in the use of emerging environment-friendly technologies, especially for new projects, to reduce its carbon footprint.



## 1 Environment-friendly Technologies

### ACTION

#### Waste management and emission control

##### Performance

**The company seeks to minimize adverse environmental impact of its operations through the use of innovative technologies. Besides, PPL is focussing on adopting/ embedding environment-friendly technology in all new project designs.**

- ▶ PPL has a well-defined waste disposal and management procedure, which is effectively implemented across the company. This includes minimization, segregation at source, recycling and reuse, safe handling and disposal of hazardous waste as per standard environment-friendly procedures.
- ▶ Effective arrangements such as landfill and incinerators are employed for safe disposal of waste, besides acquiring services of specialized contractors for disposal of hazardous waste and oily sludge recovered from operations. Moreover, composting of food waste is also carried out.
- ▶ Corporate procedure on waste management has been reviewed to include technological advancements and end user feedback for adopting more effective and environmentally safe processes. The procedure has been issued with emphasis on existing waste disposal measures. Moreover, to ensure effective implementation of waste management procedure by contractors, PPL staff visits contractors' waste disposal sites to verify the adequacy of disposal protocols as part of its commitment to ensure environmental sustainability.
- ▶ Emissions from all equipment at company facilities are controlled through in-house maintenance programmes and end of pipeline solutions. Going beyond minimum legal compliance, PPL carries out ambient air monitoring in and around its fields/ sites since 2015 to proactively control air pollution with a focus on containing levels of CO, H<sub>2</sub>S, NO<sub>x</sub>, particulate matter, SO<sub>x</sub>, O<sub>3</sub>, CO<sub>2</sub>.
- ▶ Further, advanced analytical software tools have been applied on stack emissions to conduct dispersion modelling of significant pollutants such as H<sub>2</sub>S from hot flares and cold stacks to safeguard surrounding community, flora and fauna from its detrimental effects.
- ▶ Metal analysis of stack emissions continues at SGF, Mazarani and producing assets of Gambat South and Hala for assessing potential environmental impact. Set parameters for various metals, including lead, mercury, cadmium, arsenic, copper, antimony and zinc, were found to be below detectable limits.
- ▶ Process water is contained in ponds lined with pit line for evaporation. Alternatively, wastewater evaporator and forced draft evaporation systems are also utilized for treating effluent water in order to eliminate soil and ground-water contamination.



# Principle 10



Businesses should work against all forms of corruption, including extortion and bribery.



## Commitment

PPL is committed to eliminating corruption through implementation of ethical codes and policies that govern business operations and relationships with external stakeholders.





## 1 Employees

### ACTIONS

#### Code of Conduct

##### Performance

The company has zero-tolerance for all forms of corruption, including bribery and extortion.

- ▶ All employees are required to sign the Code of Conduct at the time of joining as well as undergo online training especially designed to increase awareness on the Code.
- ▶ All employees are forbidden to give or receive any bribes or other payments intended to influence business decision or compromise fair judgment.
- ▶ No employee can give money to obtain business for the company or receive money for giving company business to an external agency.
- ▶ All employees are forbidden to accept gifts from suppliers, contractors, dealers or competitors, who have or wish to have a business relationship with the company.
- ▶ Rumour mongering and gossiping is strictly prohibited.
- ▶ All employees are required to declare their assets on a yearly basis.

#### Corporate Governance

##### Performance

- ▶ PPL promotes fair business practices and ensures compliance with regulatory and legal requirements.
- ▶ The company uses internationally acceptable accounting standards to maintain transparency.
- ▶ All funds, assets, receipts and disbursements are properly recorded in the books of the company.
- ▶ The company complies with regulations of the Security and Exchange Commission of Pakistan.
- ▶ Signed statement of compliance is included in the company's annual reports.
- ▶ No incident of corruption has been reported in the company.
- ▶ All business units are analyzed for risks related to corruption.
- ▶ Regular checks by Internal Audit Department are carried out for all departments to ensure compliance with company procedures and ensure course correction, if required.

## 2 External Interfaces

### ACTION

#### Credible Disclosure of Information to Investors and Stakeholders

##### Performance

- ▶ PPL ensures transparency in business transactions and rejects any business practice, which may deem improper.
- ▶ All financial reports are properly audited by external auditors.
- ▶ Quarterly briefing on financial statements is given to management.
- ▶ Meeting of PPL's Board of Directors is held on a quarterly basis.
- ▶ Media/ press briefings and interviews are given on demand.
- ▶ Consultative meetings with CSR partners are held for social development initiatives.
- ▶ The company ensures timely payment of taxes.
- ▶ Checks such as annual declaration of assets, notifying the company in case of receipt of gifts above a certain value, hospitality and potential conflicts of interest are in-built into the system to preempt corruption.
- ▶ Similar checks and balances are built into organizational processes, governing procurement, materials and personnel in accordance with the Manual on Delegation of Authority and Public Procurement Regulatory Authority, a public sector entity to monitor procurement in a transparent manner.



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