



## Labour Practices

In the deregulated era, the entry of private and global energy majors has changed the equilibrium between the demand for human capital and employees, business plans. IndianOil, being one of the best employers, has always focussed on innovative HR practices. Our recruitment process, training & development programmes, employee engagement measures, succession planning, etc. are focussed towards developing a vibrant pool of knowledge assets. We believe in adapting to the changing industrial environment while keeping in mind the aspirations of our workforce.

### Recruitment, Induction and On-boarding

IndianOil offers a world of opportunities, across more than 600 locations in India including refineries, pipelines, terminals, LPG bottling plants, bulk storage terminals, Aviation Fuel Stations, Retail/Consumer/Lubricants sales, and at the R&D Centre. We recruit bright and professionally qualified people for executive cadre through open and campus recruitment.

For open recruitments, advertisements are published in leading national dailies. We also visit the IITs, NITs and other reputed technical campuses of the country for recruiting final year engineering students. We also visit prominent business management institutes to recruit final year MBA students. IndianOil inducts officers at the junior-most level of the management.

To familiarise freshly recruited employees to know with IndianOil and its business lines, we expose them to a viewfinder course through an induction training

programme at the IndianOil Institute of Petroleum Management (IIPM), our world class training institute located at Gurgaon. Our various induction training programmes are custom made to provide inputs for start-up and exposures on work culture, organisational structure, corporate vision and ethics, etc.

### Training and Development

Our organisational vitality and competitiveness are achieved through various efforts in developing Human Capital. We continue to put in efforts to achieve our strategic agenda of a globally admired company and for the same, we strive to attract and retain talent through personal development and conducive work environment. Our world-class training infrastructure for training and learning is the backbone of our success. Besides 20 learning centres and those at each of our refineries, we have three premier centres for higher learning-

- IndianOil Institute of Petroleum Management, Gurgaon.
- IndianOil Management Centre for Learning, Mumbai
- IndianOil Management Academy, Haldia

Custom made training modules are designed for developing future leaders from a talented and diverse workforce. Our e-learning initiative aims at providing access to knowledge bank to cover the entire workforce.

### Collective Bargaining

A common and shared set of industrial relations values and strategies between management, collectives and employees has been evolved over time, resulting in harmonious industrial relations climate. There are 23 recognised unions in the Corporation representing workmen while the IndianOil Officers' Association (IOOA) represents the executives. The pay revision and allowances of officers are implemented as per the Department of Public Enterprises (DPE) guidelines received under Presidential Directives. The major demands of the recognised unions pertaining to revision of wages and allowances are negotiated with all the recognised unions at the divisional level and are settled through a long term settlement.



### Workforce Diversity and Opportunities

Our approach to workforce is based on the fundamentals of fostering diversity by offering equal opportunity to all employees without any discrimination. IndianOil does not engage into or support direct or indirect discrimination in recruitment, promotion, training and post retirement benefits based on caste, religion, disability, gender, age, race, colour, marital status, etc. All statutory provisions and policy guidelines are followed strictly, without any discrimination.

### Gender Mainstreaming

IndianOil continues to be the largest employer of women employees amongst the PSUs in India. As on 31<sup>st</sup> March 2011, there were 2637 women, employees comprising 7.73% of the total workforce. Out of this, 1209 (about 45.85%) of the women employees are in the executive cadre at various levels. 97 women employees were recruited in the Corporation during the year 2010-11, which comprises 10.71% of recruitments in various cadres of the Corporation. Out of the 97 women employees recruited during the year 2010-11, 91 (93.81%) are in the executive cadre. IndianOil has conducive liberal policies to benefit its women employees :

135 days maternity leave

2 years child care leave, without pay, once in entire service

Leave without pay for a period of 3 years during the entire service

### Inclusiveness and Affirmative Action

For uplifting marginalised section of our society, i.e. SC, ST and OBCs, we strictly adhere to the various guidelines and directives issued by the Govt. of India as applicable to following activities :

- Reservation in Recruitment and Promotions
- Relaxations / concessions in Recruitment / Promotions.
- Pre-promotional inputs for Grade-VI to Grade-A promotions in Marketing Division.
- SC/ST Cell, Compliant Register, Liaison Officer
- Nomination for specific training courses.



### Inclusiveness and Affirmative Action for Physically Handicapped

We ensure that the policies and guidelines issued by the Govt. of India are implemented with respect to physically challenged people also. Our initiatives in fulfilment of this objective are as follows:

- Reservation in Recruitment and Promotions
- Relaxations / concessions in Recruitment / Promotions.
- Various allowances such as conveyance allowance, medical equipment
- Special training, special equipment aid.
- Greater ease in access.
- Choice for place of posting and department, to the extent possible

### Manpower Positioning and Succession Planning

Based on our business requirements and the need to provide as adequate and skilled solution for the same, we follow a systematic approach towards manpower





positioning. Accordingly, a manpower estimate is prepared based on the projections for meeting the requirements of a cycle of two years.

As part of our succession plan, we identify key positions and associated success factors of such key positions. Based on the performance on various parameters, we identify the potential and start grooming the employees as Future Leaders from an early stage of their career progression through multifarious assignments, postings and supplementing their functional and developmental skills through advance training courses.

### Social Security Benefits Scheme

For providing Social Security, following benefits are available to our employees:

- Contributory Provident Fund
- Gratuity
- Group Linked Insurance Scheme
- Rehabilitation Scheme
- Employees' Pension Scheme-1995
- Superannuation Benefit Fund Scheme
- Compensation on death or permanent total disablement

### Benefit Schemes for Employees

- Subsidised canteen facilities
- Housing facility
- Festival advance
- Leave Travel Concessions and Holiday Homes
- Long Service Awards
- Computer Advance for workmen
- Schools
- Rationalisation adjustment cum skill up-dation expenses
- Cable TV charges
- Transport facility
- House Building Advance
- Conveyance Advance
- Medical facilities
- Liberal leave for female employees
- Furniture Advance
- Sports / Club facilities
- Incentive scheme for higher education
- Conveyance running and maintenance expenses
- Children Education Assistance
- Protective clothing

