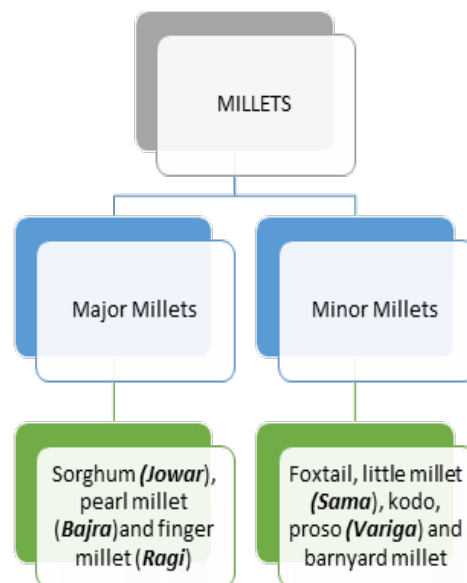


Moving the CSR needle Aligning with the National Priorities



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Sujoy Choudhury

Director (P&BD) with
additional charge of Director (HR), IndianOil

Dear Readers,

In the engaging world of Human Resources, HR Vista Magazine stands out as a unique platform driving innovation and igniting transformational conversations. I extend my hearty commendations to the editorial team for their tireless efforts in curating engaging and thought-provoking content that inspire transformation, not only among HR professionals but all readers alike.

HR Vista plays a vital role in capturing the essence of our industry, providing a platform for knowledge-sharing, innovation, and growth. It serves as a catalyst for transformation, enabling HR professionals to navigate the ever-changing landscape of our industry, address emerging challenges, and seize new opportunities.

In this edition, we unravel the compelling theme of 'Moving the CSR needle: Aligning with the National Priorities'. While CSR remains a critical element in the corporate sphere, the spotlight today is on the people behind these initiatives - our HR professionals and CSR team, the changemakers.

Mahatma Gandhi once said, "The best way to find yourself is to lose yourself in the service of others." This sage wisdom resonates in our actions, as we strive to enrich community life, maintain ecological balance, and preserve heritage, driven by a robust environmental conscience.

As HR professionals and members of the CSR team, we are uniquely positioned to identify opportunities for our organisations to make a difference. Our mission is to leverage our resources, skills, and expertise to impact society positively.

The recent past has seen an invigorated focus from the Indian Government on steering CSR activities towards national priorities like Health & Nutrition, Education, Skill Development, and Rural Development. Aligned with this, each of our organisations have been undertaking projects that create a meaningful difference in these areas.

These strides have been possible due to the collaborative efforts of our dedicated HR professionals, especially our CSR team. Today, the role of HR team transcends the traditional boundaries of managing employees and extends into actively fostering a culture of societal responsibility.

This edition of HR Vista Magazine, with its enriching perspectives, is bound to resonate with every reader. The stories, strategies, and ideas curated by the diligent editorial team serve as a treasure trove of knowledge and inspiration for us all. I hope that these valuable insights will empower us to learn, grow, and collectively shape a better future.

Happy browsing!

**Subimal Mondal****Editor-In-Chief, HR Vista***Executive Director (HR), IndianOil***Dear Esteemed Readers,**

Greetings and welcome to yet another compelling edition of HR Vista. As the Editor-In-Chief of this distinguished publication, I feel an overwhelming sense of gratification when I see the resonance that our magazine has found among its audience.

In this edition, we have decided to explore the riveting theme of, 'Moving the CSR needle: Aligning with the National Priorities'. It is a subject close to our hearts, considering that the ethos of PSUs is rooted in the principle of serving the nation and its people. I strongly believe that organisations can significantly impact society's trajectory, and our HR and CSR teams stand at the forefront of this transformative change.

CSR is not just a corporate function, it is a way of life, and the HR fraternity plays a pivotal role in driving this mission. Our HR team's role transcends traditional boundaries and extends into actively fostering a culture of giving back to society.

As we explore this theme in depth, we have curated an enriching collection of articles, insights, and stories. They

reflect on the broader role of corporates in the societal landscape and the unique role HR professionals play in aligning CSR initiatives with national priorities.

I encourage our readers to experience the depth of knowledge and inspiration offered within the pages of this magazine. HR Vista serves as a platform for knowledge-sharing, collaboration, and inspiration. Through the diverse perspectives and experiences shared by our contributors, we aim to provide a wealth of resources that ignite fresh ideas, spark meaningful discussions, and offer practical insights that can inspire action within our own organisations.

Before concluding, I thank our esteemed readers for their continued support. Team HR Vista looks forward to your insightful inputs, which help us continually improve and deliver relevant and enriching content. Our collective wisdom and action can undoubtedly shape a brighter and more equitable future for all.

Happy Reading!

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CSR beyond Compliance: Its the intent that matters!



By - **Bhanu Prakash Semwal, IOCL**
bpsemwal@indianoil.in



By - **Naveli Singh, IOCL**
singhn8@indianoil.in



The success of any democracy lies in its capability to be socially responsive towards its citizens. In this endeavour of sustaining a vibrant democracy, India strives extremely hard to extend necessities and benefits to all strata of the society despite its constrained resources.

Who can better understand the gravity and nuance of this situation than a decorated officer of the administration having an experience of more than 34 years in departments such as Finance, Elections, Industries, Education, Corporate Affairs, New & Renewable Energy. **Shri Praveen Kumar, a 1987 batch retired IAS Officer** of Tamil Nadu cadre assumed the charge of Director General and CEO of the Indian Institute of Corporate Affairs (IICA) in December 2021. As the chief of this think tank, capacity building, and service delivery institute under the Ministry of Corporate Affairs, Mr. Kumar is providing astute and credible intellectual leadership in corporate regulation, governance and running of sustainable businesses. Amongst numerous other accolades, he is also the recipient of the Prime Minister's Award for Excellence in Public Administration for the year 2019, for his role in acting as Prabhari Officer of the Aspirational District Virudhunagar in TN, which saw the district attain the number one position amongst all aspirational districts.

Read on to find out Mr. Kumar's thoughts on how organizations can play a constructive role in social rejuvenation, development and empowerment of unprivileged people as he sat down with us over a cup of tea.

In conversation with Bhanu Prakash Semwal and Naveli Singh.

Q: Charity, donation and contribution towards nation building are not new concepts for India. How do you define the concept of Corporate Social Responsibility (CSR) and its significance in driving national development?

As you rightly mentioned, philanthropy is not a new phenomenon in India. The culture of charity has always been in the ethos of Indian traditions and finds mention across various religious and literary texts. Mahatma Gandhi advocated the concept of trusteeship to establish social and economic equality. This concept has its origins in spirituality, in which a person voluntarily surrenders his surplus wealth, and entrusts it for the welfare of the poor section of the society.

However, the history of India's institutional philanthropy is much shorter and can be traced back to a few large organizations pre independence. The

initiative gained a little momentum in the mid-20th century when a large number of foundations and trusts were established and a significant portion of donations went to building institutions like universities, research centres, and hospitals. The movement, however, slowed down soon after this period, only to regain its momentum about a decade ago.

So, in response to this gap, the concept of Corporate Social Responsibility (CSR) was introduced. Voluntary at first, India became the first country in the world to make CSR mandatory as per Companies Act, 2013. The act mandated companies to spend a portion of their profit on CSR activities enlisted under schedule 7 of the act.

If you notice all the areas listed under Schedule 7 of the act such as eradicating hunger, promoting healthcare, gender equality etc. are national priorities. Any institution implementing projects under CSR is already aligned to national priorities and is driving national development.

Although the total CSR spend in India is limited to the tune of 20K crore, the impact of CSR activities is much more meaningful and profound. This is due to the fact that the choice and implementation of CSR projects by an organization is not rule bound and has a lot of scope for innovation. CSR projects work as a laboratory, providing room to pilot and test innovative solutions to an existing problem. If the experiments work out, the solution may be scaled up as a national program by the government.

Thus, CSR contributes tremendously to the cause of national development and it is much more than what the amount spent reflects.

Q: You have been a champion of the aspirational districts during your tenure at Tamil Nadu. But as a concept it is generally associated with the Government sector. Similarly, for PSUs there are certain CSR themes defined. Are there any specific areas or sectors where you believe private organizations should focus their CSR efforts? If so, what are they and why?

Section 135 of the act gives power to the board to decide which amongst the 12 laid down areas under Schedule 7 would the company want to take up any CSR activity in. This power is exercised through a committee of the board which recommends the CSR activity areas, amount of expenditure to be incurred on the selected areas and the overall CSR policy of the

company.

So, the companies have an option whether they intend to mould their CSR policy as per their business operations or whether they wish to focus on areas beyond their business or location. I'll give you an example. Suppose there is a mining firm which realizes that it should take up CSR activities for countering the effects of its operations, it may choose to implement interventions in climate conservation or population displacement or skill development. Alternatively, the company can take up a comprehensive area development approach, i.e., they may choose to develop an area, which may or may not be their area of operation, and invest in activities related to watershed development, disaster mitigation, education, health etc. It is entirely up to the Board to decide. Private sector organizations can also take a cue from what PSUs have done in the case of aspirational districts. They may choose an aspirational district and work in areas that have not been covered under any government scheme.

The latter approach has multiple benefits including the fact that it completes the circle of development. A holistic spread ensures that the population thrives locally. This can result in increased tourism and/ or employment opportunities for different areas. The community can achieve financial sustainability, which is at the heart of all the efforts.

Q: So while the CSR Act enlists the activities which may be included by companies in their CSR policies and elaborates the procedure to implement them, why do you think companies face challenges while implementing a holistic CSR strategy? How can these challenges be overcome?

I believe the most important factor for any philanthropic activity is intent. Companies generally face challenges in implementation of CSR when they treat it as a tick mark activity. Their intention is limited to being on the right side of the law. For few organizations, CSR stays on the fringes of corporate thinking, resulting in numerous challenges being faced while aligning and implementing their CSR projects with national projects. So, all you need is the right intent and focus. Once an organization realizes the importance and impact of CSR, things start to fall in place.

With the right intent the next important thing an organization needs to do is proper research. Before an organization engages in community-based work,

they need to understand their capacity for executing a CSR program. This must be accompanied with an assessment of what is needed in the community. Every CSR campaign must be grounded in strong knowledge of and connection to the community or area that one is looking to serve. Alongside, one needs to determine the purpose of their CSR program as it relates to the projected impact an organization wishes to have on society. The values and unique skill set of the organization must also aid and align with the kind of project one chooses.

Once an organization makes sense of its offering, a strategy has to be built around the needs assessment that has been conducted within the community the company is looking to serve. Next the organization needs to ensure the sufficiency of internal talent aligned with the organization's vision for CSR. Companies may also opt for talent outside their organization. Indian Institute of Corporate Affairs (IICA) provides a 9 months training program for certified CSR professionals.

Armed with that internal support, organisations can then start building relationships with external stakeholders such as community leaders or organizations to partner with them in CSR campaigns. Such partners are likely to know the law of the land better than the organization's team members.

A systematic due diligence procedure must be followed with third party agencies to develop mutual trust and transparency.

If the organization still feels that the magnitude of the intended job is beyond their internal resources, then they can opt to join resources with other companies. This must be followed up with a good monitoring and evaluation setup and timely course correction wherever required. If any implementing institution has these systems in place, then 9 out of times 10 they won't go wrong.

Q: Despite numerous well-intentioned CSR project implementations pan India, inequalities in CSR spending in the metropolitan like Mumbai and hilly areas of Northeast and eastern part of the country including Bihar, Jharkhand has been a burning issue for many years now. How can we solve this issue?

I believe the solution again boils down to awareness and intent. The preference to local area, as indicated in the Act, is only directory and not mandatory in nature. Thus, CSR projects can be taken up anywhere in the country as long as the spirit of the initiative is to work

towards national priorities and attain Sustainable Development Goals (SDGs). IICA as a government think tank undertakes various interventions to make companies aware about the fact that the essence of CSR is in the social responsibility, which expands its purview to every nook and corner of the country.

But I agree that as we scratch the surface, the asymmetry in focus starts appearing. Corporations prefer to work in populated cities where the projects are easier to implement and their impact more visible. Companies also in turn face challenges when they are headquartered in say a city like Mumbai, and wish to identify, implement, and monitor projects in far flung areas.

What helps in this situation is a good civil society partnership. The strength of organizations lies in project implementation, whereas need identification and monitoring is the forte of civil society institutions like NGOs etc. A strong partnership between the two can bring in the desired qualitative change.

Businesses need to move towards impact-driven social responsibility. Once an organization realizes the results of their interventions in remote locations, it has the potential to become a model location or project. To overcome these challenges, like-minded businesses should come together to undertake CSR initiatives in remote rural locations and aspirational districts aligning to government schemes.

If we are able to do something in this direction, we will realize that development is not limited to metros and bigger cities.

Q: Like you mentioned, the intent of companies needs to go beyond CSR compliance. But what is in it for the organizations? How can organizations measure and communicate the social and economic benefits derived from their CSR initiatives?

I think the best way to go about it is to be strategic about the way that companies do CSR. By taking a strategic approach, companies can determine the activities that they wish to devote their resources to, to become socially responsible and choose those which will strengthen their competitive advantage. It is about tying what you know best and what you do best to a positive impact on society and the environment.

When CSR is an integral element of an organization's strategy, it is also a way of maintaining the legitimacy of the organization's actions in the society by bringing stakeholders' concerns to the forefront. When

companies contribute in accordance with what they know and what they do best, they are able to be much more effective and benefit the community a lot more. Strategic communication of value created through CSR projects also helps organizations build a good reputation and brand equity. This moral capital built through investment in CSR helps develop consumer-organization trust and protects organisations from negative stakeholder assessments. When customers believe that an organization is trustworthy and behaves in a socially responsible manner, the evaluation of customers is positively affected.

The recently introduced concept of Environmental, Social and Governance (ESG) is going to be one step further to CSR. ESG is a sustainability assessment using Environmental, Social, and Governance metrics to evaluate how sustainable and resilient a company is to make it accountable for its sustainability claims. IICA is working on developing a framework for developing an indicator to measure ESG scores of entities. It is envisaged on the pattern of clean energy credits. So for e.g. in future, companies with ESG score greater than a particular value may get benefits like lower interest rates etc. In the short term there might be some expenses associated with such measures, but the future holds multiple benefits.

Q: How can companies effectively integrate the Sustainable Development Goals (SDGs) into their CSR strategies and initiatives?

The sustainable development goals and CSR thematic areas share a lot of overlap in terms of activities needed to achieve either. The CSR regulation sets a broad framework and guides for a better sustainable future. The SDGs set tangible as well as defined targets to measure the outcome of activities. The 12 national priority areas under Schedule 7 of the CSR policy brings an opportunity of collaboration as in SDG.

The SDGs draw a more elaborate plan with 169 goals and have a wide spectrum of targets to be achieved. For instance if an organization decides to work in the area of rural development (as listed in Schedule VII), it may link it to multiple SDGs like ending poverty, building resilient infrastructure, promoting sustainable industrialisation and promoting sustainable use of terrestrial ecosystems. So basically Schedule 7 explicitly gives overall direction to corporates and the SDG targets are measurable outcomes from the CSR projects.

Government schemes are generally spread out across the country and hence their impact is not easy to measure and emulate in a short span of time. CSR on the other hand has a strong role in implementing projects to achieve SDG at local level. Such projects act as a model solution for other areas with similar issues. For example, you would have heard about a village named Odanthurai, located in Coimbatore, Tamil Nadu. This village is popular globally for its development and often called as the smartest village in Asia. The village is 100% sanitised, self-sufficient, and equipped with solar panels, windmills, water supply and every amenity required for a comfortable lifestyle. It is a huge inspiration to other villages of India.

Now if similar development projects are carried out under the realm of CSR for other villages of India, it would contribute tremendously towards achievement of SDG goals of India.

Q: Sir, you have had such a long and illustrious career in administrative services where you have gone above and beyond the call of duty. What message would you like to give to our readers who are at various stages of their careers? What have been your motivations and learnings?

Learning is a lifelong journey. But yes, there are a few things that I would like to share.

Each profile and each project comes with a set of expectations. The important thing is that you should always try to maximize the efforts that you put in and your commitment should be up to your satisfaction. One should try to be self-actualized, i.e., take ownership of what you do and try to do it to the best of your ability.

Sometimes your efforts might be recognized, sometimes they may not. At times your colleagues might take the credit. The important thing is to keep up the good work. In the end reward comes to you, internally or externally. No matter who gets the credit, the satisfaction of good work is in itself a reward.

Secondly, don't do anything wrong or illegal. No matter who asks you to do it! And once people know that you don't do anything wrong, they will stop asking you to do it.

Third important thing is to maintain a work-life balance. I am not saying don't take your work home. But family should always be your priority.

It is also extremely important to have a healthy relationship with your colleagues. They may be competitive, but they can be your best support system. If you wake up knowing you're driving to a place where you enjoy the company of the people you work with, your satisfaction is going to be much higher. Exchanging experiences and weekend stories over a cup of tea has more value than you think.

And then enjoy what you do. Troughs will come, peaks will come. I always analyse the worst-case scenario because once you have a strategy to handle the worst case, then you have nothing to be afraid of.

So be honest, be clear and try to do your job to the best of your ability.

Unleashing the Power of Talent Management Lessons from History to Modern Day



By - Nilaya Mitash Shanker, IOCL
shankernm@indianoil.in

Abstract:

Talent management, a strategic process of attracting, developing, and retaining exceptional individuals, has been a crucial factor in the success of organizations throughout history. This article explores the evolution of talent management from ancient Indian kingdoms to modern-day corporations. It showcases examples from top organizations worldwide and highlights how talent management has shaped their growth and prosperity.

In ancient Indian kingdoms, talent management played a significant role in expanding territories. Chandragupta Maurya, the founder of the Maurya Empire, recognized the importance of nurturing capable individuals and established an advisory council comprising intellectuals and strategists. Their expertise contributed to the empire's expansion and prosperity.

Moving to modern times, organizations like Google, Microsoft, and Amazon demonstrate innovative talent management practices. Google encourages employees to spend time on passion projects, fostering creativity and innovation. Microsoft's leadership development program, MACH, identifies high-potential individuals and provides personalized development plans to nurture future leaders. Amazon employs data-driven hiring practices and focuses on cultural fit to build a strong foundation for growth.

The article also highlights the role of humour and cartoons in talent management, as they create a positive and engaging work environment. Humorous cartoons can address workplace challenges and deliver important messages while fostering camaraderie and improving morale.

In conclusion, talent management continues to shape the success of organizations worldwide. By attracting, developing, and retaining exceptional individuals, organizations gain a competitive edge, drive innovation, and achieve long-term success. Lessons from ancient kingdoms and examples from top organizations provide valuable insights into the

power of talent management in shaping our past, present, and future.

Introduction

Talent management, the strategic process of attracting, developing, and retaining exceptional individuals, has been a cornerstone of success for organizations throughout history. From ancient Indian kingdoms to modern-day corporations, the art of nurturing talent has played a pivotal role in expanding territories and driving prosperity. In this article, we will explore how talent management has evolved over time and delve into examples from both ancient and modern organizations.

Ancient Indian Kingdoms: Harnessing Talent for Empire Building

In the annals of history, we find fascinating examples of talent management practices employed by ancient Indian kingdoms. These dynasties recognized the importance of identifying and nurturing capable individuals to strengthen their empires. One such remarkable ruler was Chandragupta Maurya, who founded the Maurya Empire in the 4th century BCE.

Chandragupta Maurya, known for his sagacity, identified talent as the key to expansion. He established a dedicated advisory council comprising intellectuals, strategists, and scholars. By leveraging their expertise, he successfully expanded his empire and established a prosperous reign. This ancient approach demonstrates how talent management played a vital role in the growth of ancient civilizations.

Modern Talent Management Practices:

Fast forward to the present, and we witness how developed countries and top organizations have embraced talent management as a crucial business strategy. These practices focus on attracting, developing, and retaining high-potential individuals to fuel innovation and maintain a competitive edge.

Google's Unique Approach

Google, renowned for its innovative culture, has redefined talent management. The company recognizes the significance of creating an environment that fosters creativity and engagement. In addition to providing exceptional perks and benefits, Google encourages employees to spend 20% of their time pursuing their passion projects. This approach not only fuels individual growth but also promotes innovation within the organization.

Microsoft's Leadership Development Program

Microsoft's leadership development program, known as the "Microsoft Academy for College Hires" (MACH), is a prime example of how talent management can shape future leaders. The program identifies high-potential individuals and provides them with immersive experiences, mentorship, and personalized development plans. By investing in their employees' growth, Microsoft ensures a pipeline of capable leaders who can drive the company's success.

Amazon's Innovative Hiring Practices

Amazon, an e-commerce giant, understands the significance of hiring the right talent. To identify top performers, the company utilizes data-driven approaches, including structured interviews and assessments. Amazon also focuses on cultural fit, emphasizing its core values during the hiring process. By selecting individuals aligned with the organization's

values, Amazon builds a strong foundation for growth and success.

Humour and Cartoons

In the realm of talent management, a touch of humour can lighten the mood and engage employees. Some organizations have incorporated humour and cartoons into their talent management initiatives to create a positive and enjoyable work environment. These cartoons often highlight common workplace challenges or deliver important messages in a lighthearted manner, fostering camaraderie and improving overall morale.

Conclusion

Talent management, a practice deeply rooted in history, continues to shape the success of organizations around the world. From the ancient Indian kingdoms that harnessed talent to expand their territories to the innovative practices of modern corporations, the art of talent management has evolved and adapted to the changing landscape of business. By attracting, developing, and retaining exceptional individuals, organizations can create a sustainable competitive advantage, drive innovation, and achieve long-term success. The stories, case studies, humour, and anecdotes from top organizations of the world provide invaluable insights into the power of talent management in shaping our past, present, and future.

CSR Initiatives: The Key Drivers for India's Sustainable Development Growth



By - **Pranjal Maheshwari**
Production Engineer, Panipat Naphtha Cracker, Indian Oil Corporation Limited
maheshwarip@indianoil.in

Pranjal is currently working as a Production Engineer at the Naphtha Cracker Unit at Panipat Naphtha Cracker. He joined Indian Oil after completing his B.Tech as a Gold Medalist in Chemical Engineering from the Rajiv Gandhi Institute of Petroleum Technology. He is the recipient of the 2019 Donald F. Othmer Sophomore Excellence Award and the 2021 Honeywell UOP ScaleUp Sponsors Contest.

Abstract:

Indian culture and its core values have had social responsibilities and philanthropy engraved in the grassroots since ancient times. With the implementation of Clause 135 of the Companies Act, of 2013, the idea of Corporate Social Responsibility (CSR) emerged from being a voluntary to a statutory activity.

Corporate Social Responsibility can be referred to as an initiative to evaluate and take responsibility for the corporation's impact on socio-economic welfare and environment. India is the first nation to identify CSR expenditure along with an integrated network to tap potential CSR activities.

Recently, Gol has taken CSR activities from the regional to the national level for doing a world of good. There are major challenges in scaling the initiatives and the ray of hope for the well-being of the community at a larger scale.

After a V-shaped economic recovery from COVID, good health and adequate nutrition are the key drivers for any economy—19 crore and counting are undernourished people; therefore, there is a need to link CSR with Government policies and a unified interface. It is the need of the hour to combine Sustainable Development Goals (SDGs) targets and CSR.

Main Content

CSR activities can be primarily classified into 3 categories:

- Environmental Responsibilities
- Socio-Economic Responsibilities
- Ethical Responsibilities.

Under Schedule VII of the Companies Act 2013 [1] there are various activities like obviating hunger, malnutrition, poverty and strengthening environmental sustainability. After the impact of COVID, our health infrastructure was completely exposed and there is an urgent need to bridge the gap. In the past, CSR activities in the local regions have benefited the population to a much greater extent significantly; therefore, Gol has planned to scale the initiative for a bigger cause.

The Global Hunger Index (GHI) of 2022 was a major setback and an eye-opener for India as its rank continues to slip from 94 (2020) to 101 (2021) and 107 (2022) [2]. Although Gol has extensively implemented schemes like Antodaya Ann Yojna, Mid-Day Meal and Annapurna Scheme, the level and scaling of these projects need a boost [3]. As the booster dose, CPSEs have been allocated to scale the initiatives and regulate the mechanism for better health and adequate nutrition to the deprived community.

Various states like Chhattisgarh have done a commendable job in eradicating malnutrition. In the last 3 years, Chhattisgarh PRD under Mukhya Mantri Suposhan Abhiyan has taken 2.11 lac children out of the malnutrition cycle. Such initiatives should be studied and lessons could be scaled to the national level by designing a framework by CPSEs, Gol and Nonprofit organizations [4].

Main Challenges in steering CSR initiatives from regional to National Priorities:

- Lack of connection between Corporations and NGOs may act as a barrier towards the national goal; hence, the role and path should be made clear. Also, the

majority of NGOs are not recognized. So, there must be initiatives to join hands with NGOs in different parts of the nation.

- Lack of Community Participation as there exists little or no information about CSR within local bodies.

Roadmap for CSR to National Priorities:

- Unified CSR Platform: Urgent need for a centralized platform where all CPSEs and states can learn and list the potential projects.
- Formulation of a national-level agency to tap the areas and implementation at the ground level. Recently, UNGA has declared 2023 as the International Year of Millets due to their super nutritive characteristics such as high protein, rich fibre content and antioxidants [5]. Apart from their nutritive characteristics their special agronomy conditions, such as fitness for semi-arid zones. Millets are small-grain cereals cultivated in dry regions [6].

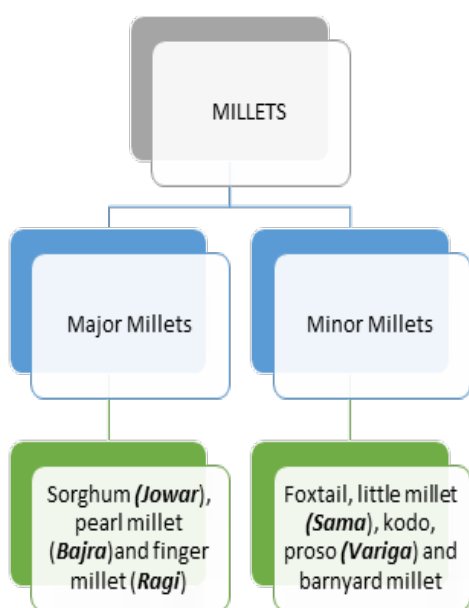


Figure: Groups of Millets in India

Millets could be the key to the initiative of CPSEs aligning with national interest in health and nutrition as it can obviate the scaling factor from region to region due to their agronomic features. These Nutrient-rich cereals require less amount of water to grow even in arid soils. There are also various constraints reported

in recent times to scale the millet consumption as there was a sharp decline in the cultivation area of millets from 35 million hectares to 15 million hectares in the last few years [7].

To boost millet production, GoI has launched various initiatives such as **India's Wealth, Millets for Health**; Millet Startup Innovation Challenge; Hiked MSP for Millets and declaration of millets as **Nutri-Cereals**[8].

In a nutshell, there is a lot to learn from past case studies from different regions to scale. Balancing regional differences across the nations is also a critical challenge but despite all odds, there is a hope to strengthen nutrition and health.

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Race



By - **N. Parthasarathy, IOCL**
psarathy@indianoil.in

Race As a child, we started running a race with joy. Later, without knowing, we became racehorses. We all are running for fame, money, success, happiness, etc., which never stops until it is stopped intentionally. In the race (life), many have lost health, happiness and peace. Some have developed stress, and some have lost their identity also. Whatever it is, if the race is run for necessity and as per our health conditions, it will be meaningful. Success is important, but peace is more important. If we realize the fact that running itself is bliss and success is only a result, we will be happy. Success, as such, has no meaning without failure.

Comparison brings worries. If the comparison is for our growth, then it is required. If it becomes a competition, stress may come uninvited. We have to assess the competitor before competing. If the competitor is stronger, we have to take strong people's support to succeed. If the competitors are equal, the success is determined by the time and situation. At the time of a race, the people competing with us are either more skilful or less skilful, which will determine our success. Similarly, our success is determined by a lot of factors. Time, the people around us, situation, money, etc. play a vital role in success.

Success is time-bound. What one achieves at a young age may not be a success after he or she grows up. The needs and desires change according to time and situation. Success differs from person to person. For a person who is born rich, being rich is a normal thing, whereas for a poor person, becoming rich is an achievement. Similarly, defeat also differs. For a rich person, losing some money is a defeat, and for those who commit suicide, money is life. Failures have made many achieve success, and success has made some fail.

Many of us run to make money. In the process, we fail to enjoy ourselves. Postponing the enjoyment is not a prudent thing. All of us are running the race of life without knowing that the goals are different. Before we stop (die), let us achieve our allocated goals.

Inclusion is a Way for Sustainable Business



By - **Shashikant B Kalyani**
skalyani@indianoil.in

An organization must have people from diverse backgrounds. Similarities and Diversity emerge from gender, age & cultural background which are obvious. However, certain similarities and diversity emerge from education, caste, socioeconomic status, abilities, and post-held, among other factors.

An effective organization is made up of a diverse group of people provided the diversity is promoted and well-accepted at all levels of the organization. A diverse group enables a high level of problem-solving ability, efficient work processes, innovative ideas, and of course strong business performance & competitiveness.

The first task for the organization is to hire people from diverse groups and then, promote diversity and create an environment for inclusion to be more effective & productive.

Two issues that need to be addressed to promote diversity are "biases" and "privilege." Bias is taking a stand in favour or against a person or group of persons compared with another mostly in an unfair or negative mode. The bias can't be avoided 100%. However, as a leader of the team, it is essential to identify the biases and diffuse them to create a cohesive team.

The second aspect is "privilege" which comes as an unearned advantage over others based on gender, caste, socioeconomic conditions, or any other factors. The privilege gives an advantage for some people to achieve their aspirations more easily than the unprivileged. The impact of privilege is worse than the bias. A leader's task becomes more complex to identify such privileges and fix the problem to promote diversity.

Why is inclusion essential? When people work with diverse team members, they tend to improve their thinking, abilities, creativity, and performance. A diverse team can come out with smart and creative ideas or business processes which shall be beneficial for the entire organization. This is possible only when the organization has ensured an environment of "inclusion" at all levels.

Everyone in the organization must feel belongingness, their voice is heard, valued, respected, authentic self, and have equal participation in the team's assignments. A leader must understand each team member as an "individual" and bring a sense of engagement and inclusiveness. A leader must ensure the following:

1. Create an environment that encourages, recognizes and rewards individuals for their contributions and ideas by making individuals feel safe when taking interpersonal risks.
2. Encouraging employees to be true to themselves. They are also empowered to view mistakes as learning opportunities. In company cultures built on authenticity, employees take responsibility for their actions and don't blame others for their mistakes.
3. Be empathetic to understand and share the feelings of another person. Be compassionate and wholeheartedly act on that understanding and help the team members.

To ensure the above, the leader must possess and demonstrate the following qualities:

1. Admitting a mistake or oversight that affects the team's work. Rather than trying to cover it up, the manager could address it openly with the team, acknowledge the mistake, and work on a way forward.
2. Admit the areas of learning.
3. Demonstrate ethics and value systems in all actions.
4. Be always self and natural at the workplace.

I conclude by saying that effectively address "biases" and "privileges" and be "empathetic" and "compassionate" to make each member feel included and work in a safe environment. This is not only true for the inclusion of employees but also for other stakeholders, such as vendors, channel partners, business associates, suppliers, contractors, and society at large.

Health & Wellbeing in the Organization

By - Avadhesh Kumar Singh
avadheshsingh@indianoil.in

Health and well-being are essential for both employees and organizations. They can improve productivity, performance, engagement, and resilience, as well as reduce stress, burnout, and turnover. However, many factors can affect the health and well-being of workers, such as the design of work, the work environment, the organizational culture, and the individual characteristics of employees.

In this article, we will explore some strategies that organizations can adopt to foster health and well-being among their workers based on the latest research and best practices.

1. Give workers more control over how they do their work.

Research indicates that having little discretion over how work gets done is associated not only with poorer mental health but also with higher rates of heart disease. Moreover, the combination of high work demands and low job control significantly increases the risks of diabetes and death from cardiovascular causes.

Therefore, organizations should empower their workers to have more autonomy and influence over their tasks, goals, methods, and pace of work. This can enhance their sense of ownership, responsibility, and satisfaction with their work. For example, a study in a customer service call centre found that giving its employees more training so they could take on new tasks and resolve more customer complaints on their own improved both the employees' well-being and their performance on the job.

2. Allow employees more flexibility about when and where they work.

Flexibility is another key factor that can affect employee health and well-being. Flexibility can refer to the ability to adjust one's work schedule, location, or hours to suit one's personal or family needs. Flexibility can help employees balance their work and non-work roles, reduce commuting stress, and accommodate individual preferences and circumstances.

Research shows that flexibility can have positive effects on employee well-being, such as reducing psychological distress, enhancing work-life balance, increasing job satisfaction, and lowering absenteeism. However, flexibility should be implemented with clear expectations, communication, and support from managers and co-workers to avoid potential drawbacks such as isolation, role ambiguity, or overwork.

3. Increase the stability of workers' schedules.

While flexibility can be beneficial for some workers, stability can be equally important for others. Stability refers to the predictability and consistency of one's work schedule. Many workers face unstable or irregular schedules that vary from week to week or day to day. This can create uncertainty, stress, and difficulty in planning for personal or family activities.

Research suggests that unstable schedules can have negative impacts on employee well-being, such as increasing anxiety, depression, sleep problems, and financial insecurity. Moreover, unstable schedules can also harm organizational outcomes such as productivity, quality, customer satisfaction, and retention.

Therefore, organizations should strive to provide stable schedules for their workers whenever possible. This can involve minimizing last-minute changes or cancellations of shifts, giving advance notice of schedules or changes, and allowing workers to have some input or choice over their schedules.

4. Provide employees with opportunities to identify and solve workplace problems.

Another way to improve employee health and well-being is to involve them in identifying and solving workplace problems. This can enhance their sense of competence, creativity, and empowerment. It can also foster a culture of learning, innovation, and collaboration within the organization.

Research indicates that providing employees with opportunities to participate in decision-making, problem-solving, and continuous improvement can have positive effects on their well-being, such as increasing self-efficacy, motivation, and commitment. It can also improve organizational performance, such as enhancing quality, efficiency, and customer satisfaction.

For example, one work-redesign initiative at the IT division of a Fortune 500 firm generated a positive ROI for the company because it reduced turnover costs by involving employees in identifying and solving technical issues.

5. Keep your organization adequately staffed - so workloads are reasonable.

One of the most common sources of stress for employees is excessive workload. Workload refers to the amount, complexity, and urgency of the tasks that

one has to complete within a given time frame. The workload can affect employee health and well-being in various ways, such as increasing physical strain, mental fatigue, emotional exhaustion, and burnout.

Therefore, organizations should ensure that they have enough staff to handle the work demands without overburdening their employees. This can involve hiring more workers, redistributing tasks, outsourcing non-core activities, or automating routine processes. It can also involve setting realistic and clear expectations, priorities, and goals for employees and providing them with adequate resources, tools, and support to accomplish their work.

6. Foster a supportive and inclusive work environment

The work environment can also have a significant impact on employee health and well-being. The work environment refers to the physical, social, and psychological aspects of the workplace that influence how employees feel and behave. Some of the key elements of a healthy work environment are:

Physical safety: ensuring that the workplace is free from hazards, risks, and accidents that can harm employees' health or well-being.

Social support: providing employees with emotional, informational, or instrumental assistance from managers, co-workers, or other sources when they face work-related or personal challenges.

Inclusivity: creating a culture of respect, diversity, and belonging where employees feel valued, accepted, and appreciated for who they are and what they contribute.

Research shows that a supportive and inclusive work environment can have positive effects on employee well-being, such as reducing stress, enhancing trust, and improving morale. It can also benefit organizational outcomes, such as increasing engagement, performance, and retention.

7. Promote healthy behaviors and lifestyles among employees

Finally, organizations can also improve employee health and well-being by promoting healthy behaviours and lifestyles among their workers. Healthy behaviours

and lifestyles refer to the habits and choices that employees make regarding their physical and mental health, such as eating well, exercising regularly, sleeping enough, managing stress, and seeking help when needed.

Organizations can encourage and support healthy behaviours and lifestyles among their employees by providing them with various resources and incentives, such as:

Health education: offering workshops, seminars, or online courses on topics, such as nutrition, fitness, mindfulness, or mental health.

Health screening: providing employees with access to regular check-ups, tests, or assessments to monitor their health status and identify any potential issues or risks.

Health benefits: covering or subsidizing the costs of health insurance, medical care, or wellness programs for employees and their families.

Health facilities: providing or facilitating access to on-site or nearby facilities such as gyms, fitness centres, or recreational areas where employees can exercise or relax.

Health policies: implementing or enforcing policies that support or protect employee health, such as smoke-free workplaces, flexible sick leave, or reasonable working hours.

Research suggests that promoting healthy behaviours and lifestyles among employees can have positive effects on their well-being, such as improving physical fitness, mental health, and quality of life. It can also benefit organizational outcomes, such as reducing absenteeism, presentism, health care costs, and turnover.

Conclusion

Health and well-being are vital for both employees and organizations. By adopting the strategies outlined above, organizations can create positive working environments where individuals and organizations can thrive. Good health and well-being can be a core enabler of employee engagement and organizational performance.

Total Productive Maintenance, a panacea for improving reliability of Plant, Equipment & profitability & optimizing the Human Resources



By -Rakesh Roushan, IOCL
rrakesh@indianoil.in

Brief about the Author:

Certified Energy Auditor & Manager from Beauru of Energy Efficiency, Ministry of Power

Certified CSR Professional from the Institute of Rural Management, Anand

More than 1.5 decades of experience in various fields of Refining, Maintenance, Operations of Gas Turbine and Thermal Power stations, Corporate Communications, CSR and Retail sales both at the Refinery & Marketing Division.

Joined IndianOil in 2007 and has been working for the last 15 years.

Total Productive Maintenance (TPM) has had great success as implemented by various companies worldwide. It has already paid a great dividend to the companies that have implemented the concept in its true sense. TPM is not a system but a strong tool which talks about Zeros (Zero accidents, Zero Breakdowns, Zero customer complaints, Zero losses and Zero defects). It has great potential to reduce the no. of breakdowns and hence to drastically reduce the maintenance cost, increase productivity & thus enhance profitability. TPM has 8 pillars of which Autonomous Maintenance is the heart of TPM, revolving around the Ownership concept of each working inside the plant and the philosophy of “I operate. I maintain”. The involvement of top and bottom-level employees ensures the reliability of all rotating and static equipment and plants. To ensure reliable and uninterrupted refinery operations, TPM was adopted at Various Refineries as an improvement tool.

Our organization- IndianOil Corporation Limited (IOCL), has a great success story after implementing TPM. In all TPM performance parameters (Productivity, Maintenance cost, Specific energy consumption and Safety), Our Refinery has made remarkable achievements over the last 11 years and **won various prestigious awards from JIPM (Japan Institute of Plant Maintenance), Japan.**

Total Productive Maintenance (TPM) is an approach that integrates both operation and maintenance functions to create a common area of understanding and functioning to bring in a change of working culture & mindset of people that finally results in increased overall equipment effectiveness, minimum downtime, and finally return on investment in multiple folds. It is “for”, “of” & “by” the people. TPM is a systematic approach that is highly effective for the improvement of productivity, mostly explained in terms of “Overall Plant Effectiveness (OPE)”, prolonging the economic service life of equipment and increasing life cycle profit. It is a cultural change in the working environment, which starts with cleanliness and orderliness of the workplace/equipment and ends with achieving and sustaining quality of work life with a well-pronounced emphasis on operator-driven reliability. Our Refinery adopted TPM to remain a dominant force in the Downstream Oil sector in the post-APM scenario with the following objectives.

- (1) Maximization of equipment availability
- (2) Increasing the effective service life of the equipment
- (3) Minimization of maintenance cost
- (4) Minimization of life cycle cost of equipment
- (5) Safety of equipment and personnel

TPM has a concept of eight pillars (Focused improvement, Autonomous Maintenance, Planned Maintenance, Quality maintenance, Office TPM, Early Management, Education & training and Health Safety and Environment Pillar) and 5 S (1st S- Sort out, 2nd S- Set in order, 3rd S- Shine, 4th S- Standardize and 5th S- Sustain), at its base encompassing all management tools which help in improving profitability of a company through focused loss-elimination and developmental programs for improving the bottom line of the company on the equipment front as well as on the human resources through ownership concept for improvement of morale of the employees. The idea is to generate the concept of “My equipment – My unit – My refinery”.

Our Refineries had adopted & implemented the concept of eight pillars along with 5" S" in the refinery with the major stress on Autonomous Maintenance, Planned Maintenance, Focused Improvement and Education & Training initially. The autonomous Maintenance ownership concept was introduced, while Planned Maintenance was to help the equipment owner with specialized maintenance only. Thus, the gap between Operation & Maintenance was bridged to a large extent by way of improvement of morale. Equipment owners were further facilitated with training and education while major improvement initiatives were taken up under the "Focused Improvement Pillar".

Under the pillar of Autonomous Maintenance (AM), the equipment owner has taken various steps like initial cleaning of equipment, Countermeasures against sources of contamination, Creation of tentative standards & General Standards, Autonomous Inspection, Standardization, etc., for abnormality identification & looking for solutions of the perennial problem by way of doing Kaizens, i.e., effective change in the existing system.

After the adoption of Autonomous Maintenance, A new concept of ownership came in as the relation between mother and child. No example of ownership can be better than that of how a mother owns her child. To change the mindset of people, management took a lot of initiative, discussed with employees at shop floors & convinced people that this system is meant to improve your workplace & subsequently you will benefit. A cleaner workplace will make your job easy & safe & arresting hydrocarbon/steam leaks will help you, as you are the primary people who will inhale the same. Employees initially who thought it was an additional burden took this in the very right spirit & actively participated, which is evident from the number of OPL (One Point Lesson) & Kaizen (Improvement idea), which took the quantum jump. Pillar activities also started, and TPM review meetings were being organized regularly wherein the steering committee (Top Management) reviewed the progress of the TPM implementation process. The review meeting had become a platform for sharing knowledge & discussion on key issues affecting the reliability and profitability of the refinery. Kaizens had been benefiting us either through the reduction of losses or through the improvement of housekeeping, whereas one-point lessons had bettered our understanding of small things, which matter a lot to us.

TPM culture has borne fruit - resulting in a reduction in plant interruptions & enhancing plant safety in addition to improved housekeeping & loss reduction all over the Refinery, which is demonstrated in all

facets of the Refinery. IOCL Refineries have adopted the LEAF concept (Lifetime Estimation Analysis based on Failure Mechanism) in process units, why and root cause analysis, thereby reducing interruptions and improving distillate yield and overall productivity. Refineries have also adopted the MAKIGAMI approach of continuous improvements in Office TPM, and the results of this are evident not only in the apparent improvements in work culture but also in the greater delight of both our internal and external customers.

Through internalizing the TPM way of life, Refineries have taken a focused approach to reduce losses progressively over the past few years and achieved the lowest ever MBN, which implies a significant reduction in energy consumption. Routine Maintenance costs have been reduced drastically. The breakdown of equipment has also come down, and Productivity has increased significantly

People have started owing the equipment & actively participating in reducing the losses. Through the inculcation of the TPM culture & strong commitment, and safety consciousness, Most Refineries have been able to achieve record no. of fire-free days and accident-free days.

With the improvement in all the indicators of TPM performance (PQCDSM), Our Refineries have challenged various TPM-related awards and successfully won many awards. The same journey continues for further improvement in refineries with the help of a panacea called "TPM".

Role of Office TPM in improving HR processes.

Office TPM is one of the most important pillars of TPM, which focuses on the improvement of office-related activities and provides administrative and support functions in the organization. The Human Resource Section of any organization is the main custodian of this pillar. The pillar applies the key TPM principles in eliminating waste and losses from all non-technical departments (Administrative departments) like Human Resources, Materials & Contract, Engineering, Education & Training, etc.

The Office TPM team implements office versions of Focussed Improvement, Autonomous Maintenance and the Training and Education pillars to establish sustainable, performing processes. They deploy a flexible policy to allow departments to manage peak workloads without overstaffing and a prioritized improvement program by loss analysis against the goals and objectives set in the preparatory activity phase.

Office TPM benefits organizations by eliminating losses in the administrative systems across the organization and into the extended supply chain. This delivers cost

reductions in the organization's overheads as well as supporting improvement and sustainability of the manufacturing process efficiency.

The application of Office TPM also benefits the organisation by developing support functions that react flexibly to changes in customer requirements and that ensure a strong brand image is maintained.

Improvements like visual management, file preservation methods & minimum file retrieval time, identifying and removing non-value added activities in the process, eliminating wastes generated in the office, simplification of employee-related work processes, reduction in the lead time of procurement, reduction in paper works, multi-skilling in office functions, timely bill payment of vendors, timely settlement of claims of employees, OT reduction, optimizing the manpower deployment, benchmarking the office strength etc are being done in various organization by implementing Office TPM in true sense

Lesson Learnt from TPM & why company should go for TPM:

As TPM is a cultural change, this can be brought through changing the mindset of the people rather than

enforcing the same. The change shall not be brought all of a sudden rather than in phases. So, refineries first selected one of the units as a pilot model plant, practised TPM & showed people that it has improved a lot w.r.t. safety, productivity and quality after adopting TPM. People now started doing TPM & requested management to introduce TPM in their respective areas. Over some time, TPM was being practised across refineries. A healthy competition started within Units & employees to make it better with each other in terms of housekeeping, Visual management & Hydrocarbon & Steam leak minimization. TPM can be implemented in any industry/organization, whether it is the Oil sector, Automobile sector, FMCG sector, manufacturing sector, etc., and has a great potential to give rich dividends to them. So, those companies who want to achieve Zeros (Zero accidents, Zero Breakdown, Zero customer complaints, Zero loss and Zero Defects) & 100 % (Overall Equipment effectiveness and Overall Plant Effectiveness) by involving every employee should go for TPM.

From Surviving to Thriving: Building a Culture of Employee Well-being



By - **L. Madhavi**
lmadhavi@indianoil.in

Abstract:

In this modern Era of demanding work environments, prioritizing the health and well-being of employees is crucial for organizations to foster a thriving workforce and sustainable success. This article explores the importance of adopting a holistic approach towards employee well-being, encompassing physical, mental, and emotional aspects. By recognizing the interconnectedness of these dimensions, organizations can create a supportive and inclusive environment that promotes employee engagement, productivity, and overall happiness. The abstract of this article highlights the significance of holistic well-being, the benefits for both employees and organizations, and the need for comprehensive strategies that address diverse employee needs. Additionally, it emphasizes the role of leadership and organizational culture in fostering a thriving work ecosystem that prioritizes employee health and well-being.

Main Content

In the modern, fast-paced work environments of today, it is crucial for organizations to give importance to the well-being and health of their employees. The relation between employee well-being and overall organizational performance is undeniable and significant. Organizations that make the well-being of their employees a priority by implementing comprehensive well-being initiatives experience numerous benefits, such as increased productivity, enhanced engagement and retention, improved collaboration, reduced absenteeism, and a positive employer brand. By recognizing and investing in the well-being of their employees, organizations set in motion a virtuous cycle that leads to improved organizational performance and sustainable success.

Creating a culture that values and supports employee well-being requires a holistic and continuous effort. By giving priority to leadership commitment, effective communication, comprehensive well-being programs, work-life balance, recognition, training, employee involvement, and measurement, organizations can foster a culture where employee well-being is

genuinely valued and nurtured. When employees feel supported in their well-being, they become more engaged, productive, and loyal, thereby contributing to the overall success of the organization.

The growing significance of mental health in the workplace cannot be overstated. Mental health concerns have become more prevalent, and organizations have a responsibility to create a supportive environment that addresses these issues. Recognizing and addressing mental health in the workplace is of paramount importance. By acknowledging the impact of mental health on individual well-being, organizational performance, legal obligations, and employee engagement, organizations can establish a supportive work environment. Prioritizing mental health through awareness, resources, training, and leadership support not only benefits employees but also enhances productivity, reduces turnover, and fosters a positive work culture.

Implementing initiatives for physical wellness demonstrates an organization's dedication to employee health and well-being. By offering fitness programs, wellness challenges, ergonomics support, wellness benefits, active breaks, health screenings, and educational opportunities, organizations can encourage employees to adopt healthier lifestyles. These initiatives contribute to increased physical activity, reduced health risks, improved employee morale, and overall well-being, resulting in a more engaged and productive workforce.

Work-life harmony plays a vital role in enhancing employee well-being by reducing stress, improving job satisfaction, promoting work-life balance, supporting mental health, increasing productivity, and attracting and retaining talent. Organizations that embrace work-life integration demonstrate their commitment to the overall well-being of their employees, leading to a healthier, happier, and more engaged workforce. By providing flexibility, support, and a culture that values work-life integration, organizations can create an environment that fosters employee well-being and ultimately contributes to their own success.

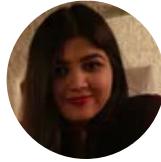
By prioritizing employee health and well-being, organizations can cultivate a positive and thriving work environment. HR professionals have a vital role to play in implementing comprehensive well-being initiatives that address physical, mental, and emotional aspects. Embracing the opportunity to create a culture that values and supports employee well-being will result in improved productivity, engagement, and overall organizational success.

Recognizing and rewarding employees' efforts toward their own well-being is crucial for fostering a healthy and engaged workforce. It motivates employees, reinforces positive behaviours, contributes to a healthier work environment, enhances organizational performance, and improves employee satisfaction and loyalty. By valuing and appreciating employees' well-being, organizations create a culture that supports the holistic development of their employees, leading to long-term success for both individuals and the organization as a whole.

We in Indian Oil understand that the well-being of our employees is paramount. We firmly believe that a happy and healthy workforce is the foundation of a successful and flourishing company. We wholeheartedly believe in nurturing the well-being of our employees. That's why we have implemented a range of programs and initiatives designed to support their holistic development and enhance their work-life balance.

One of the key initiatives we have introduced is a series of engaging webinars, special talks and interactive Satsangs. By implementing these, we strive to create an environment that supports their personal and professional growth, while fostering a strong sense of community, opportunities to learn, grow, and connect with one another on a deeper level. These initiatives serve as a reminder that we are a company that values its people and is dedicated to their overall well-being.

It Is The Teamwork That Matters: Stand by each other



By – Swetha Rathod, ISB
rathods@indianoil.in



When you see geese flying along in a "V" formation, you might consider what science has discovered as to why they fly that way. People who share a common direction and a sense of community can get where they are going more quickly and easily because they are travelling on the thrust of one another. When a goose falls out of formation, it suddenly feels the drag and resistance of trying to go it alone and quickly gets back into formation to take advantage of the lifting power of the bird in front. Geese honk from behind to encourage those up front to keep up their speed. Improving teamwork increases productivity and performance, which indeed benefits the organization.

Solid Waste Management -A dire necessity



By - N J Bora, IOCL
boranj@indianoil.in

Author has the experience of converting a disorganized waste disposal system to a full flagged waste free township/society by proper management of the generated household wastes, making complete use of rejected household materials/wastes through recycling, thereby no dumping in landfills for protection of mother earth.

The concept of the three golden rules of sustainability i.e., **Reduce**, **Reuse**, and **Recycle** and its benefits both to us humans and to the environment is well proven. **Refuse** is the fourth "R" which is a value addition to it. Since, last 3 decades, people are more comfortable with single use items and hence, generation of household wastes (?) has gone up uncontrollably. We have very clear responsibilities to protect our environment from the damage being done by these household used items. So, the concept of "4R" has been given prime importance by environmentalists worldwide. Dumping of generated household waste at designated landfills has become the biggest threat to our environment.

What is solid waste management?

It is the process of managing our household wastes/rejects in such a way that our generated wastes do not harm our mother earth. Solid Waste Management is a very well desired functionality in our society to adopt all 4Rs'. Though, lots of persuasion on this requirement has already gone into our society, Recycling of generated household rejects (not waste) is far behind in India. Here, it is very clear that any items which have a useful life in any other form, should be referred as rejects and not wastes. Wastes have no useful life. However, solid waste generation can be reduced to a considerable scale by incorporating stringent policies where recycling needs more emphasis with prime importance.

As our society is more or less familiar with "3Rs": Refuse, Reduce & Reuse, however, by adopting of these "3Rs" only, we can minimize the generation of household wastes of both bio-degradable & non-biodegradable but we can't resolve the issues cropped

up by generation of household waste and its harmful effects on mother earth unless we opt for Recycling of resources (household Wastes, rejects: Resources). A dire necessity.

What is recycling of household wastes:

Recycling is the process of separating, collecting, and remanufacturing or converting used or waste products into new materials. But if we want to truly focus on recycling, it's important to change the way we address it both on a personal and on a societal level. Even as we live in a consumer-driven world, with a growing appetite for new things, if we begin to look at the waste created by this level of consumption in a different light, we might turn our problem into an opportunity. Whether it's plastic, paper, or aluminium, the products and materials that can be used after they fulfil their original purpose are far from worthless. In fact, most materials have great recycling value. It is estimated that up to 75% of all the waste can be recycled or repurposed, a figure that shows how impactful the process can be if done right. Almost everything we see around us can be recycled, although different materials require different techniques when they are recycled. Most of the commonly recyclable materials include batteries, biodegradable waste, clothing, electronics, garments, glass, metals, paper, plastics, and a lot more. Recycling is much more than just reducing the amount of waste sent to the landfill, with a long list of benefits that aren't limited to the environment. Recycling helps extend the life and usefulness of something that has already served its initial purpose by returning it to its raw materials and then using those materials to produce something that is usable. Virtually all the planet is impacted by how much we recycle. However, in this write up, we limit ourselves to the household generated wastes only and their secondary treatments as an activity to environmental sustainability. Improving recycling behaviour within the household can reduce environmental problems by significantly cutting down on waste being sent to the landfill, the key to successfully transitioning to comply with this new ordinance is residents participation in recycling programs, to change residents' current recycling behaviour and encourage more recycling

in the household, it is necessary to have a thorough understanding of what motivates residents to recycle and segregate the household waste in its own, it's our own responsibility not to harm our mother earth, a small contribution means a lot.

Why is recycling of household waste necessary?

Why is it important for the environment?

What actions are required to promote recycling?

- Recycling keeps trash out of the landfill and prevents waste from pollution
- Recycling reduces our need for new raw material.
- Recycling creates opportunities for unemployed.
- Enhances economic growth
- One person can make a big difference-Waste segregation at source

Impact of non-segregation, Non-recycling of household wastes:

Lack of proper segregation, collection, and transportation of un-segregated mixed waste to the landfills has an impact on the environment. When we segregate waste, it reduces the amount of waste that reaches landfills, thereby taking up less space. Not properly segregating the waste can additionally lead to difficulty for recycling. Separation of hazardous and

non-hazardous waste is important as hazardous waste requires special handling. Pollution of air and water can be considerably reduced when hazardous waste is separated and treated separately. It is essential that waste is put in separate bins so that it can be appropriately dealt with, for recycling. Waste poses a threat to public health and the environment if it is not stored, collected, and disposed of properly. It's high time we change the perception of 'waste as an unwanted material with no intrinsic value' to 'waste/ rejects as a useful resource' with proper management/ through recycling

way forward :

A mass awareness on " Need of waste segregation and its recycling" should be generated in society, especially amongst the school children and homemakers. Entrepreneurs should be encouraged for more recycling businesses. Various entrepreneurship/startup programs should be sponsored by organizations. Need to explore scopes in CSR, CER activities.

Summary

Seeing the earth sinking by the generated wastes and deteriorating environment, which made us to think differently and to contribute to make this world a better place.

Delivering Happiness through CSR



By – **Rajeev Goel, HPCL**
rajeevgoel@hpcl.in

The idea of Corporate Social Responsibility is not new to India. In olden times, wealthy business owners would ensure the welfare of deprived communities around them. Corporations have always taken pride in considering the socio-economic development of the nation as a shared responsibility. Different religions have been encouraging their followers to take up acts of charity and ensure the well-being of those in need.

Ours is a vast country with a huge scope of development. Working in this diverse ecosystem, CSR practitioners are bound to wonder whether their efforts would amount to something substantial. Even the projects run by Hindustan Petroleum Corporation Limited, one of the top 30 CPSEs to contribute towards CSR, are eventually but a drop in the ocean. When such thoughts arise in the mind, I am reminded of a folk story that was sung by Saint Kabir and also has its roots in the Buddhist culture.

Once upon a time, a parrot used to live on a tree in a forest. One day, the woods caught fire which started spreading rapidly. The animals and the birds of the region began to flee. However, the parrot could not bring himself to fly away from his beloved tree. In a desperate attempt, the parrot flew to the lake nearby and filled his beak with water to pour on the tree. He flapped his tiny wings and started flying back and forth. The birds around started asking him, "How will your efforts ever make a difference?" to which he responded, "I must do the best I can in the given situation."

The conversation was witnessed by the rain God who happened to be passing by. Watching the parrot's relentless commitment, he was deeply moved. A tear trickled down his cheek and we all know what happens when the rain God cries! It rained like it had never rained before in the region and the entire forest fire was doused! The efforts of one small bird made a difference to the entire ecosystem.

While working in the CSR ecosystem, we must always remember the story and work with the attitude -I must do the best I can in the given situation.

Currently, our country is uniquely positioned in terms of its demographic composition. Almost half of our population is less than 25 years of age which has the capacity to transform the destiny of the nation. It is pertinent to present this section with support and opportunities to live up to its full potential. With an ambition to create the required ecosystem and tackle developmental challenges, India became one of the first countries to roll out a regulation on CSR through the introduction of Section 135 of the Companies Act, 2013 on April 1, 2014. The effectiveness of bringing this regulation can be assessed from the fact that more than Rs 1.27 trillion were dedicated towards CSR efforts in the country from 2014-15 till 2020-21.

Over the years, the Government of India has been working at fine-tuning the approach towards CSR. There is a focus to leverage the strengths of the industry rather than limiting its role to financial contributions. In 2018, The Department of Public Enterprises (DPE) organized a CPSE Conclave. Based on one of its recommendations, it was decided to adopt a central theme each year for the implementation of CSR activities by CPSEs.

HPCL has always acted as a Responsible Corporate Citizen. Much before it became a legal mandate, we have been implementing well-designed CSR projects for the upliftment of marginalized communities. These activities have touched thousands of lives across the length and breadth of the country. We are driven to maximize the impact of our projects till the last-mile.

In HPCL's experience, the common themes have acted as a wonderful anchor. They bring focus and synergy in the developmental efforts made by CPSE and align them with the national priorities. In turn, these national priorities are considered as drivers to achieve the Sustainable Development Goals in India.

The themes for CSR activities by CPSEs for the last three years revolved around Health and Nutrition. It became especially relevant during the unprecedented times of Covid. CPSEs were able to extend quick and effective healthcare support during the time-period

through CSR. HPCL extended Covid relief initiatives like Supply and Installation of Pressure Swing Adsorption Oxygen Generation Plants in various states, Operation and Maintenance of Covid Care Centres, Installation of Medical Ventilators, Distribution of Oxygen Concentrators in the affected areas to save many lives and families from distress.

Proper and adequate healthcare facilities are still inaccessible to many sections of society. HPCL has sought to address the issue through some strategic interventions ensuring basic healthcare facilities for the less privileged.

In our country, there are many areas where basic medical facilities are not accessible to those who cannot afford them. Under "Project Dhanwantari", medical needs of people residing in remote rural areas are met through Mobile Medical Vans. These vans have medical professionals to offer consultation/referral as per each case.

Another significant intervention is "Project Dil without Bill" which provides support to conduct free-of-cost heart surgeries. Saving the life of one person can make a considerable difference in the lives of many, especially in the case of an earning member of the family. The project is run for patients with weaker socio-economic backgrounds, giving preference to children. Awareness and follow-up camps are also conducted in various cities and towns to reach out to the needy patients.

To see the ability beyond the disability and ensure equal opportunities and dignity to the differently-abled requires effort, awareness and mobilization. It is in this spirit that HPCL through this program supported the therapeutic needs, inclusive education and vocational training of differently-abled children through Project ADAPT.

"I always knew that I wanted to become a doctor, and pursuing that dream brought me from Kargil to Srinagar. I got to know about the Super 50 programme through an advertisement," shares Ms Taslima Naaz, a proud beneficiary of our Kargil Ignited Minds Project.

HPCL supports education endeavours in the field of medical and engineering in the Kashmir valley, Leh and Kargil Districts. We have joined hands with the Army to provide mentoring and coaching to aspiring students. This year, 128 of the students coached under these Super50 projects qualified for NEET 2023 (Medical). "My sister is an engineer and I am so glad I made her and my family proud," Ms Naaz exclaims with eyes full of dreams.

Our field locations have been working on creating enhanced Healthcare facilities at various District Hospitals and Primary Healthcare Centers. Initiatives

to support construction of toilets, provision of clean drinking water, creation of sanitation infrastructure etc. are undertaken regularly.

Corporation also enthusiastically participates in 'Swachh Bharat Abhiyan' to create awareness around hygiene and cleanliness. HPCL involves all stakeholders through a multi-pronged strategy involving the entire value chain of HPCL business such as customers, employees, dealers and distributors, suppliers etc. Innovative initiatives such as installation of bio-toilets, garbage collection tri-cycle rickshaws, Swachhta Rath etc. were undertaken.

Such a focused approach towards the theme has assisted our Corporation to create a sustainable impact. While working on these projects, we have had certain realizations. The diversity of our country demands a tailored approach for addressing the same issue in different regions of the country. It is also important that the CSR efforts of different Corporates do not get concentrated in certain pockets of the country.

The cumulative CSR Expenditure in the first seven years of the country was reported to be the highest in Maharashtra. Nearly Rs.18,608 crores were spent in the state which is the highest contributor to India's GDP. The five states of Maharashtra, Karnataka, Gujarat, Tamil Nadu, and Andhra Pradesh together account for one-third of the CSR expenditure in the country. Therefore, the Government of India could consider allocation of geographical regions to different CPSEs for balanced and sustainable development of the country.

Additionally, we must share our best practices and relevant stories to empower others. HPCL has been actively using its communication channels including social media handles to this effect.

The awards bestowed on HPCL in the past year include National CSR Awards 2020 by Ministry of Corporate Affairs, Govt. of India and Swachhta Award 2022 by MoPNG, ET Ascent National Award for excellence. They bear testimony of the immense benefits reaped by our society through the CSR efforts undertaken by HPCL.

The efforts made under CSR would multiply multifold when citizens adopt ISR i.e. Individual Social Responsibility. We should not only depend on institutions and ecosystems to make a change, but rather hold ourselves accountable for it. Such a change of behaviour will have a rippling effect.

As Mahatma Gandhi once said, "Man becomes great exactly in the degree in which he works for the welfare of his fellow men."

Decoding the 'Digital Personal Data Protection Bill 2022'



By – Sonia Sahijwani Saini, IOCL
sainisonia@indianoil.in

This article written not just from a legal officer's perspective but also from the viewpoint of a common man and a consumer of goods and services and attempts to explore the need of this law, its various features and what challenges the government might face in its implementation

OBJECTIVE BEHIND DRAFTING THIS BILL



A citizen's perspective:

The way technology has advanced globally and in our country in particular makes me kind of feel old since we come from the generation where television, PCs and landline phones were considered a luxury then. I remember the time when we would go to the nearby 'cyber cafes' to browse through the internet or arrange print outs for our college assignments and projects. Not to forget the excitement and charm of holding a mobile phone the very first time. Being a Nokia loyalist, I almost had 6 diverse models of Nokia mobile phones until it lost out in the smartphone segment which deeply saddened me. Cut to the last decade, presumably 2014 onwards wherein digital media and smart phones started ruling our lives. The biggest impact of demonetization and the Covid Pandemic brought into the lives of the common man alias the consumer is the need to be digitally aware and store most of his/her information online. Gone are the days we would check twice if we were carrying the wallets in our bags. Today, we can make most payments with apps like PhonePe, Gpay, Paytm, etc reducing even the need of having debit/credit cards barring few big retailers or online sites which prefer card payments

or internet banking. Today, most of us prefer to shop online thereby saving time, energy and getting us various discounts as well.

Considering how our lives are completely occupied throughout the day and with OTT platforms at our disposal 24/7, the only reason we perhaps go out is for dinner or to meet our loved ones. ***The reason I mentioned all of the above is that the more we and our lives are relying on technology and digitization, little are we realizing how much of ourselves and our personal information is out there in the world with hundreds of stakeholders who are constantly scrutinizing and analysing our information and our preferences based on the last website we browsed through.*** We have tons of passwords for umpteen websites, internet banking, and we keep such information stored in our laptops, hard drives which is altogether another risk to our personal data. There is no dearth of the promotional and business calls we get each day and one has to understand that a lot of our personal information is being shared most of the time without our consent which nurtures the various kinds of cyber crimes and frauds we keep hearing of every single day. ***In today's times, whether we like it or not, our privacy is constantly at risk.***

I believe it is with the above mentioned reason, motive and background that the Government ought it extremely necessary to draft a law which not only protects personal data of an individual but also gives him a right to know for what purpose his information is being used for also giving them a right to give and withdraw consent at any point in time. We are talking about the draft Digital Personal Data Protection Bill 2022 released by the Ministry of Electronics and Information Technology which released this bill in November 2022 for public feedback.

A Legislator's perspective:

Currently, India does not have a standalone specialized law on personal data protection. The usage of personal data is in fact regulated under the Information Technology (IT) Act, 2000, however it was felt that this piece of legislation was not sufficient to ensure the protection and safety of personal data. In 2017, the central government constituted a Committee

of Experts on Data Protection chaired by Justice B. N. Srikrishna to examine issues relating to data protection in the country, which submitted its report in July 2018. Based on the recommendations of the Committee, initially, the Personal Data Protection Bill, 2019 was introduced in Lok Sabha in December 2019. The Bill was referred to a Joint Parliamentary Committee which submitted its report in December 2021. However, in August 2022, the Bill was withdrawn from Parliament. **Subsequently, in November 2022, the Ministry of Electronics and Information Technology released the Draft Digital Personal Data Protection Bill, 2022 for public feedback.**

Businesses as well as government entities process personal data for delivery of goods and services. We all are aware that such processing and analysis of personal data allows understanding preferences of individuals, which may be useful for customization, targeted advertising, and developing recommendations. Sometimes, it may also aid law enforcement. It is often seen that unchecked and unregulated processing may have adverse implications for the privacy of individuals, which has been recognised as a fundamental right under the Indian Constitution. It may subject individuals to harm such as financial loss, loss of reputation, and profiling. **Hence, the objective of this bill is to protect and safeguard personal data of individuals while also allowing freedom to businesses for using such data albeit abiding by certain rules and regulations.**

LET'S TALK ABOUT THE DIGITAL PERSONAL DATA PROTECTION BILL

Now, let's delve into the key aspects and highlights of this bill.

A. KEY TERMS

- **Personal information-** information/data that relates to an identified or identifiable individual.
 - **Processing** has been defined as an automated operation or set of operations performed on digital personal data. It includes collection, storage, use, and sharing.
 - **Data fiduciary:** The entity determining the purpose and means of processing.
 - **Data Principal:** An individual whose data is being processed.
- B. The Bill will apply to the processing of digital personal data within India where such data is collected online, or collected offline and is digitised. It will also apply to such processing outside India, if it is for offering goods or services or profiling individuals in India.

- C. . Personal data may be processed only for a lawful purpose for which an individual has given consent. Consent may be deemed in certain cases.
- D. Data fiduciaries will be obligated to maintain the accuracy of data, keep data secure, and delete data once its purpose has been met.
- E. **Rights and duties of data principal:** An individual, whose data is being processed (data principal), will have **the right to:** (i) obtain information about processing, (ii) seek correction and erasure of personal data, (iii) nominate another person to exercise rights in the event of death or incapacity, and (iv) grievance redressal. Data principals will on the other hand have certain duties as well. They must not: (i) register a false or frivolous complaint, (ii) furnish any false particulars, suppress information, or impersonate another person in specified cases. Violation of duties will be punishable with a penalty of up to Rs 10,000.
- F. **Obligations of data fiduciaries:** : The entity determining the purpose and means of processing, called data fiduciary, must: (i) make reasonable efforts to ensure the accuracy and completeness of data, (ii) build reasonable security safeguards to prevent a data breach and inform the Data Protection Board of India and affected persons in the event of a breach, and (iii) cease to retain personal data as soon as the purpose has been met and retention is not necessary for legal or business purposes (storage limitation). The storage limitation requirement will not apply in case of processing by government entities.
- G. **Transfer of personal data outside India:** The central government will notify countries where a data fiduciary may transfer personal data. Transfers will be subject to prescribed terms and conditions.
- H. **Penalties:** : The schedule to the Bill specifies penalties for various offences such as: (i) up to Rs 150 crore for non-fulfilment of obligations for children and (ii) up to Rs 250 crore for failure to take security measures to prevent data breaches. Penalties will be imposed by the Board after conducting an inquiry.
- I. The central government will establish the Data Protection Board of India to adjudicate non-compliance with the provisions of the Bill.

CHALLENGES IN IMPLEMENTATION OF THIS BILL

If I currently keep aside the fact that I am an Indian citizen who is fortunately from a legal background and is aware of the nitty-gritties of this bill and the protections it gives to an individual, the biggest challenge to this bill once it becomes an Act which I

strongly feel about is the **AWARENESS** aspect. In our country, unfortunately most citizens are unaware of their basic rights and legal remedies. In such a scenario, the first and foremost task for the government and the executive is to bring the knowledge of this law to the common man. Unless people are not informed and aware about the protections this bill gives them, organizations and businesses shall continue to misuse personal data without any fear. Simultaneously, the need is also for the data fiduciaries i.e. entities who seek personal information to know about their duties under this new legislation and the penalties which they may be liable to pay in case they breach any of its provisions. **Hence, the government has a dual task of sensitizing both sides about their respective duties and rights so that the law can actually be implemented in spirit.**

The second challenge under this bill which I feel is of paramount importance is the various **exemptions given therein which can cause a huge risk to the right to privacy. A bare reading of the draft bill reveals that personal data processing by the State has been given several exemptions under the Bill.** As per Article 12 of the Constitution, the State includes: (i) central government, (ii) state government, (iii) local bodies, and (iv) authorities and companies set up by the government. The bill states that Rights of the data principal and obligations of data fiduciaries (except data security) will not apply in specified cases including prevention and investigation of offences, and enforcement of legal rights or claims. The central government may, by notification, exempt certain activities from the application of provisions of the Bill. **These include: (i) processing by government entities in the interest of the security of the state and public order, and (ii) research, archiving, or statistical purposes.** Exemptions to data processing by the State on grounds such as national security may lead to data collection, processing and retention beyond what is necessary. This may in turn violate the fundamental right to privacy.

In addition to the above, it is also prima facie clear that the Bill accords differential treatment on consent and storage limitation to private and government entities performing the same commercial function such as providing banking or telecom services. The Bill provides that consent will be deemed to have been obtained for processing of data to provide benefits and services by the State and its instrumentalities. We have already seen the definition of State as per the Constitution. Requirement of consent gives individuals a certain amount of control over the extent of data collection and processing. Government and public sector utilities owned by it provide various services to individuals such as health, banking, telecom, and

electricity therefore, government health departments and companies such as SBI, BSNL, etc need not take consent from individuals for processing their data. This may violate the right to equality of the private sector providers. A data principal does not have a choice to refuse consent if he needs the benefit or service. In such a situation, the idea of requiring consent is meaningless and is merely on paper. It is unclear why such an exemption has been extended to all services provided by the State, including commercial services. **The question remains: Whether consent requirements should also apply where government agencies provide commercial services?**

Independence of the Data Protection Board of India: The Bill requires the central government to set up the Data Protection Board of India. It provides that the Board will function as an independent body, however, the composition, terms of appointment, and manner of removal of the members will be prescribed by the central government. The question is whether these details should be provided in the principal legislation to ensure the independence of the Board. Often, government entities may be subject to such investigations, as they process a significant amount of personal data. This may raise questions whether the Board will be able to function independently in such matters.

Another interesting aspect of this bill is that it requires all data fiduciaries to obtain verifiable consent from the legal guardian before processing the personal data of a child. To comply with this provision, every data fiduciary will have to verify the age of everyone signing up for its services. This may have adverse implications for anonymity in the digital space which contradicts the very purpose for which this bill is being enacted at the first place i.e. protection of personal data.

Conclusion: looking forward

Despite the challenges and the aspects mentioned above which need a re-look, I personally welcome this bill for it was much needed considering the amount of personal information of each individual which is out there in the digital space in our country and globally as well. I hope that the government promotes this new law in all forms of print, web based and electronic mediums, FM, radio, television, etc so that each and every citizen gets to know about its provisions and how they need to protect their personal details in public space. As legal officers and persons having knowledge of the law, it is our duty to inform those around us at least our near and dear ones about all the latest legislations benefitting the common man. In my own small way through social media, I am doing my bit in creating news about it on various platforms. Are you...Are you...

How to make Innovation an integral culture of an Organization



By - **Rajiv Bandyopadhyay**
rbandyopadhyay@indianoil.in

Abstract

For ushering in organizational excellence, innovation is a very potent tool, though certainly not the only tool. To harness its true creative potential, organizations need to incorporate Innovation as an integral part of its culture. However this is easier said than done. This requires commitment of a special genre to involve a large number of people through training, motivation, visible encouragements like felicitations, etc. This has to be top-driven and carefully handled with a strong message to the target group so as to convince them that innovation matters, that there is no 'bad suggestion' and most importantly drive home the point that everyone can and needs to ideate, suggest, and innovate for organizational benefits. However, suggestions once coming in the system also need to be evaluated with utmost sensitivity and care so as not to discourage the suggestor or the potent suggestor subsequently. This article attempts to deliberate on how innovation can be incorporated as part of organizational culture.

How to make Innovation an integral culture of an Organization

The rather shrill, chilling assertion that "culture eats strategy for breakfast" would make each one of us sit up and think, probably with unease.

But first thing first. Why is innovation at all important? Well, if that is really a serious enough question, the answer is really simple: for a mature industry or an organization, this or the absence of it could be the real, tangible differentiator in either direction.

So the mute point of this article is what we need to do to usher in a culture of innovation in an organization or more importantly our organization. Is the existence of a formal structure like a Suggestion Scheme enough?

But what is 'culture' after all?

The definition/description that "culture is the consistent, observable patterns of behaviour in an organization" has many takers. So let's stick to it. It can be reminded that the grand old Aristotle had also averred similarly that "We are what we repeatedly do."

However, before we attempt to explore how we can usher in an innovation culture, it would definitely be worthwhile to remind ourselves what holds us back from innovation. [But wait, is anyone whispering now about what defines 'Innovation'? Ohh ..Very simple; something new vis-à-vis the routine that adds value. This would be good enough for the starters.]

- **Quick decision-taking:** Often we mix up a smart, quick decision taker as innovative. This could be a trap. Often decisions are taken in haste without thinking through all aspects thereby compromising on the possibility of a more value-accretive, maybe innovative, outcome.
- **Comfort zone:** We are all aware about the various conveniences of this approach. It is popular, most people are happy with least controversies/questions associated with this approach. It comes from the underlying assumption that since this way has worked in the past, it would work in the present and probably future as well! But the real issue is whether the best outcome is possible through this approach, if it can be called as one.
- **Path of least resistance:** Again an all-too-familiar choice! But often not killing an obstacle from the root and going round it in the pursuit of the path of least resistance could be to the detriment of the organizational well-being in the long term.
- **Another thing:** In the term 'another' is embedded a sense of dismissiveness. If this is the approach towards innovation, then pursuing this as a meaningful initiative would be nearly impossible.

Let's always remind ourselves that INNOVATION as an approach or to incorporate this as an integral subset of organisational culture would require special care that demands long-term commitment, steadfast focus, passionate zeal and massive efforts.

So what really can be tangibly done?

Honestly, much. Because when it comes to INNOVATION, the gap between aspiration and accomplishment seems to be as big as ever. So, how to address this? The solution lies in systemically building a culture for innovation.

Innovation culture is made up of practices that support and strengthen innovation as a significant aspect of progress and growth. It includes all structures, habits, processes, instructions, pursuits and incentives that institutions implement to make innovation happen. It values, drives, and supports innovation as a prime initiative for success.

Let's now deliberate on some of the possible concrete steps that can be pursued in this regard.

- **Innovation has to be top-driven:** There can't be any debate about this. Unless the topmost hierarchy wants this to happen, any drive originating elsewhere would surely fizzle out.
- **People need to be trained and energized for innovation:** It's well proven by now that the ability to innovate is not a preserve of the ill-perceived 'genetically competent' few, as has been and is still made out now...that too often. Anybody and everybody has this innate ability to innovate. All that's needed in this regard is to train and energize a massive number of people in this area with special focus on it's limitless possibilities. And this is to be done repeatedly for palpable reinforcements to make it a movement....to impact the mindset.... to insert it in the 'genes' of the organization.
- **To encourage employees to think 'out-of-the-box' and create a structure/outlet to capture the stream of ideas:** Team-members are to be encouraged to think unconventionally. They are to be convinced that their ideas matter to the organization genuinely and that there is no 'bad idea' as such and hence no idea should be dumped before careful analysis from all possible perspectives.

It is critically important to create a robust platform to 'capture' all these ideas, to evaluate for implementability and actual implementation (obviously the most vital part). The value-adding suggestions also need to be encouraged through handsome and visible felicitation of the suggestor(s) to usher in a cascading effect. A formal Suggestion Scheme is a very common tool and a potent one in this regard. However, this is only as good as it is administered; neither better, nor worse.

A Suggestion Scheme, handled with an appropriate mixture of mind and heart would do wonders in making innovation culture firmly resilient in the organization. In fact this might make innovation a pan-organisation movement in the most powerful sense of the term. On the other hand, a Suggestion Scheme, just maintained as a showpiece that operates only for the sake of it

with occasional spurts of activism and without the effort to get to the pulse of the idea/suggestion is a sure shot tool to kill any scarce innovation streaks that might be there within.

So the 'prescription' here is to be persevering with at least those suggestions that are elaborate, put up with obvious efforts but may not have many takers immediately. What can be done with these? At least give the suggestor a patient hearing through personal invitation to place the case in front of the evaluators. The challenge for the coordinator here would be to persuade both the suggestor and the evaluators to broaden their own horizons through objective, not passionate or biased, interactions among themselves.

This is definitely a tough task but richly worth the investment in terms of time and efforts that would be put in by all concerned. Such a suggestion 'accepted' after this type of process would convince the suggestor about the seriousness of organization in this matter, about the strong institutionalized innovation-culture prevailing and the word would spread thick and fast to usher in a virtuous cycle. On the other hand also, if the suggestion isn't considered acceptable after such a detailed process, the suggestor can be thanked for the efforts put in for generating the suggestion and made convinced about the reasons for this. Through this process, a mature suggestor won't feel bad. In short this process would be a win-win proposition.

Conclusion

In today's world, we can't solve many of the contemporary problems with old solutions. These are to be confronted through the wide-angle lenses of innovation. Some positive symptoms are obvious. Innovation unleashes energy, confidence, good vibes, sense of pride; helps in outwitting competition; to repeat, it adds tangible value to organization/business.

Of course innovation isn't the only tool to create value. There are other well-known means like productivity-enhancement, re-engineering, Six Sigma etc in this regard.

But innovation can be done more sustainably, at a predefined pace, involving more willing personnel and seamlessly. We have already adopted it as one of our core values. It's now time to take it to the next level and insert it as an integral and definitive part of our culture.

Let's just do it and be excited to witness our organization's next phase of excellence, growth

Holistic Inclusivity: The Third Gender



By – Himanshu Baliyan
baliyanh@indianoil.in

Abstract

Article meant to kick-in inertia to the discussion to reaffirm terms as Gender and Inclusivity. With visibility comes debate, and with debate reform. On this Transgender day of remembrance, this piece intends to take initial few steps towards us having an inclusive work environment bereft of any form of discrimination based on gender.

Preface

Recently I took the Gender Sensitization course in Swadhyaya, the e-learning module of IOCL. With a resounding emphasis towards the awareness of what constitutes sexual harassment at workplace for employees, the course serves its purpose. The modes of redressal and associated nitty-gritty of the official channels are elaborated with candor. That is, if we limit the vision towards the issue of POSH for women employees only. Though the critical distinction between Sex and Gender is taken up in one of the slides, it feels unjustified and not elaborative enough for readers of an almost entirely cisgender community to grasp the objective.

The author of the course is not to take blame for this. Anything that is different, unconventional, and non-general needs a little more regression.

After successfully completing all the questions in the assessment section, I was left with a few questions of my own. Why was a bi-gender approach taken? Do the policies imply the same for transgender staff? How does IOCL, and in turn other PSUs, treat transgender people abreast with the other two genders?

Another input that fortified these questions even more was the abrupt removal of the new training manual on inclusion of transgender children in schools by NCERT from their website following outrage on social media and a letter from NCPDR asking NCERT to “take appropriate action in rectifying the anomalies present in the document”.

The training manual highlighted practices and strategies including the provision of gender-neutral toilets and uniforms, sensitization on non-teaching staff, discontinuing practices that segregate children into various school activities based on their gender,

inviting members of transgender community to speak on campus, among others.

The drafting committee of the manual included delegates from The Department of Gender studies of NCERT, University of Delhi, Transgender Resource Centre, Centre for Law and Policy Research (CLPR), and others. With such diverse and rightfully entitled people from all facets of society involved in the drafting of the document, the entire third gender has been robbed of a very legitimate opportunity towards removal of neglect, discrimination, and ostracization from a very young age.

Boby

It is established that education is the road that leads us towards social reform. Despite many important judgments such as the NALSA vs. UOI judgement 2014, the Transgender Persons (Protection of Rights) Act 2019, and the National Education Policy 2020 (NEP2020); the ground level work towards sensitization is still just in conception.

With both medicine and law backing the fact the alternative gender and sexual orientation at natural, the gauntlet needs to be shifted to a progressive workplace where people are celebrated for their differences. Inception begins at educational institutions – houses, schools, and colleges. With the majority of the entrance exams favouring the appearance of female/PWD/ SC/ ST candidates by providing abated fees, the candidature of (almost all) transgender people are pushed to “All other candidates”. Reservation policies follow similar incongruities.

Back in 2021, the Delhi Govt. has made it mandatory for all public buildings under all the departments, autonomous bodies, PSUs, corporations, and local bodies of Government of NCT Delhi to have separate and exclusive washrooms for transgender persons. The Delhi government has given a maximum time of two years to all agencies to build these exclusive toilets. Policies like this, though small, create a sense of validation.

The very preamble of the HR policy of IOCL to ensure Equal Opportunities at workplace has the undertaking of ensuring that gender plays no role

in the employment of a person. The HR department, HODs and all employees are equitably responsible for ensuring that the policy is abided. Employees are given the right to be treated indifferently and provided aid wherever it is required. These aids include access to basic amenities, assistive technical devices, and accessibility among others.

While this policy has done a wonderful job in creating a welcoming and paralleled work environment for PwD, religious and social minorities, a great scope of betterment remains towards being inclusive of sexual minorities of the LGBTQ+ community. A dedicated for Gender welfare, holistic implementation of POSH, Gender-neutral washrooms, awareness, and sensitization workshops for the much more visible and valid LGBTQ+ community are some of the aspects that the corporate world is already practising.

Corporate did undertake another great initiative last year with the launch of annual HR survey: Pratidhwani. In one of the latter questions, employees were asked if they feel that the organization treats them indifferent irrespective of their sexual orientation. With policies that affirm to cisgender heteronormative lifestyle, “fully agree” was just not the appropriate response. But hopefully with proper reforms, the universal response could be shifted.

The published report “A manifesto for trans inclusion in the Indian workplace” by Godrej India Culture Lab is a great resource to understand and imbibe inclusivity at the workplace. The document provides detailed insight into the plausible challenges and strategy to mitigate them considering the legal and socio-economic aspects of the sophisticated Indian society.

Majority of Fortune 500 companies have already made concrete changes in their corporate policies towards becoming inclusive in the real sense of the word. 83 % prohibit discrimination based on gender identity, 66% having Transgender-Inclusive Benefits, and 72% being Organizational LGBTQ Competent as per Human Rights Campaign Foundation’s Corporate Equality Index

Shell, Total Energies, Cisco, Wipro, and Godrej are just names that have joined the pride march towards inclusive workplaces.

Conclusion

With a large chunk of the workforce now consisting of Gen Z and Millennials, drastic reforms are a matter of “must be” and not mere “should be”. Non-conventional has become such a norm that archaic conventions need to be shattered and reinvented if we wish to continue being amongst the list of employers that make it to the list of best workplaces.

A very frequent acronym in our work-life is VAPT that tests the security robustness of an IT application. Using it in current perspective, we could make the four pillars of inclusivity as:

- **Validation:** Creation of a Gender cell for welfare to the LGBTQ+ community. Interventions and campaigns with the aim to create awareness and reduce queerphobia and make everyone feel included and valued.
- **Acceptance:** Indifferent attitude towards all employees in the field of work and HR policies. Corporate medical benefits should extend gender transition support and extend policies & benefits for same sex partners for all spousal benefits.
- **Protection:** Corporate POSH should be gender neutral. Equal opportunities and the right to not be discriminated against or harassed need to extend to one and all.
- **Training:** Gender sensitization training needs to include the concept of the third gender and should be mandated to all employees. International Women’s Day should celebrate the womanhood of cisgender and transgender women with parallel zeal.

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Learning by Mistake



By - **Karan Gupta, IOCL**
karang@indianoil.in

Have you ever bought "Economic Times"? Considered as one of the best financial dailies of the country, I found the majority of my finance and Corporate friends glued to it.

So, once I was in Jamnagar (Gujarat), when a very senior industry delegation was visiting our installations near the Gulf of Kutch. I received a call from one of the organizing team-members that they require 10 copies of Economic Times urgently for the members of the delegation. I was out in the city checking some arrangements. I immediately got down at a small newspaper shop. The outlet was minute with numerous newspaper copies being displayed in such a manner that it catches the attention of all kinds of readers be it a Sports lover, a Politics enthusiast, a Bollywood fan etc. The shop has numerous local Gujarati dailies too. In a very quick tone, our conversation began:

Me - Please give me 10 copies of Economic Times.

Shopkeeper (in an astonished manner) – Hope, you know it costs Rs. 10 per copy today i.e. on a Saturday.

Hearing this, I was taken aback. Simultaneously, I felt as if he thinks I can't buy 10 newspapers at a time with this price.

Therefore, in a very straight tone, I replied with a 100 rupee note in my hand, "Take this and give me 10 copies. I don't have much time"

To this, the shopkeeper laughed out loud and replied "Oh sir, I didn't mean this. All I want to say is that this is a small place where such expensive newspapers are bought by very few and therefore, I bring limited copies for my regular Economic Times Readers"

I felt so stupid hearing this. How can I expect so many copies at any single outlet? However, the shopkeeper was kind enough to give me 4 copies and further, guided me to a couple of other near-by shops where I could get the remaining copies.

Till date, I had a hearty laugh remembering this incident. It has taught me that the value of little things is mostly learnt at the time of their scarcity. It was a beautiful experience that I could have never encountered in any big city, however, staying in smaller cities teaches you numerous lessons that are unique to their identity.

Such an enriching experience that I had that day on the road still tells me that learning can take place in our lives in any form. With this, let me bring yet another adventure of my Official life "Learning by Mistake " that made me a lifetime learner.

It was just the beginning of my professional life - My 1st week at the job. The initial days are typically like roaming around in a shopping mall where you see different stalls (oops cubicles I should say) juggling between excel, emails and earphones.

But what caught my attention was an interdepartmental issue. The issue has created quite a buzz among both departments with everyone giving their viewpoints on the same. Suddenly, we were informed that a small meeting had been called in the cabin of our Executive Director, Mr. RP Singh. Mr. Singh, a very learned fellow, who likes to interact with the team on a regular basis to brainstorm.

We all entered his cabin. It was a decent cabin with 03 chairs placed in front of Mr. Singh and a separate sofa in the corner. All seniors sat on the chairs and me along with the remaining colleagues took their seats on the sofa.

Thereafter, Mr. Singh straightaway informed the group about the agenda of this interaction to have a frank discussion on that critical issue. He wanted to have an in-depth conversation by understanding all the transactional aspects, to have a clear picture of the whole process. Listening to him was very inspirational as it was very interesting to listen to such a senior leader speaking from his heart to bring solution to an existing business problem in such a collaborative manner.

Then began the brainstorming exercise and everyone started giving their views. In between, Mr. Singh called his secretary to arrange for tea/coffee and snacks for the team. Like always, I requested a Masala Tea. The discussions were mid-way and the beverages arrived. As soon as I was placing my cup on the table in front of me, somehow, some tea spilled on the table. I got very scared. Thankfully, everyone was engaged in the discussion, and nobody noticed it. It would be too embarrassing for me if anyone would have seen how I had made a mess of my tea especially in ED sir's cabin.

I slowly picked one of the newspapers, placed it on the side of the table and tactfully, placed it on the table to ensure that all the spilled tea gets sucked on the newspaper. And yes, luck was on my side, and nobody noticed it. Moreover, with so many newspapers there, it won't make much of a difference to any visitor, I felt.

Later me and another colleague were discussing Singh sir about his leadership style, his openness to new ideas and his welcoming attitude towards the juniors. He also mentioned that he is an avid reader and they have heard that every day after lunch, he reads Economic Times in his cabin. Hearing the name of the newspaper, I felt nervous as I realized that it was the front page of Economic Times only that I have soaked in my masala tea and how that pink coloured journal must have become a torn piece of paper by now. I even imagined Singh sir eagerly opening that newspaper and his subsequent reaction.

I was getting anxious. One thought came to my mind - "Nobody would know that I've done this. I better not look nervous". However, the inner me was not ready to accept it. I took a deep breath and with all the courage, I went to Singh Sir's cabin and straightway told him the truth. To my utter surprise, he had a big smile on his face and said, "Youngster, I'm glad to see this truthfulness in your attitude. It is very brave of you to come forward and accept your mistake. And no need to worry, I have already read today's Economic Times in the morning only".

I came out of the cabin with a big smile on my face and a big relief in my heart and yes, with one of the most important learnings of my lifetime that I've learnt by mistake – ***"Mistakes will always happen, but to have the courage to accept them shall make all the difference."***

Addressing the Cyber Security Skills Gap in India



By - Anand Venkatraman
anandv@deloitte.com

The problem

Cyber Security is one of the most sought-after skills in the market today. Understandably with the uptick in the digital technologies and all things digital across every aspect of our day-to-day life, Cyber Security and awareness has become a critical component to protect ourselves and our organizations from fraudsters and organized hacker groups.

With the competition heating up for cyber security skills in tier 1 and tier 2 cities, the remunerations have started skyrocketing and there is a dearth of good quality cyber security professionals at affordable salaries for organizations. On the other hand, there are more and more qualified engineers who graduate out of engineering colleges, and end up in jobs that do not leverage either their engineering skills or their problem-solving skills.

Innovation solution

While many organizations such as ours who hire Cyber Security professionals in large numbers have been fighting the battle in the job market for good talent, we embarked on a journey to find an innovative solution to address the Cyber Security skill gap issue. This journey led us to a non-profit organization iAspire Mind Foundation Mind Foundation that was looking to address cyber security skill gap issues by upskilling engineering students coming from humble backgrounds and towns where they do not get the opportunity to flourish. Next, we wanted a good campus to execute the Cyber Security training program and our search ended with Skill Development Institute, Bhubaneswar (SDI-B), a not-for-profit Society involved in 'skilling unemployed youth and enhancing livelihoods'. iAspire Mind Foundation Needed an industry partner who would provide these students

with assured jobs after completing their training. Deloitte willingly assumed the role of industry partner and agreed to contribute towards refining the training curriculum as per industry needs.

Training program

The training program was designed to be a 6-month residential program for the students at SDI-B. SDI-B Provided all the required infrastructure including high-end computers, subsidized boarding, and lodging facilities at their training campus in Bhubaneswar. The training program constituted 6 days-a-week with first 2 days for theory and 2 days of practical application on each of the cyber topics in the curriculum followed by assessment on the 5th day on the same topic to monitor the progress of the students. Saturdays were generally an industry connect day which included Cyber Security leaders in the industry mentoring the students in person or thru' video conference by sharing their latest industry views, experiences, and their growth paths. Deloitte also conducted a structured soft skills training program on Saturday along with mentoring from Cyber Security leaders from Deloitte. After 6 months the students are currently trained and have cleared the industry certification from NASSCOM on Cyber security and ready to join Deloitte. We are very thrilled to welcome them shortly as they prepare for final days of their transition from being a student to a cyber security professional. Deloitte, being a people-friendly organisation and true to our values of impacting our communities, these students will be offered the role of Senior Analysts as their starting designation and will not have any kind of bond or lock-in period. In our own way, we would like to provide the opportunity for bright young Indians in search of the start which could shape not only their career and life but also their family's.

Gaining Wisdom from the Mahabharata: Corporate Social Responsibility (CSR) and Individual Social Responsibility (ISR)



By - **Bibhas Biswas, IOCL**
bibhasb@indianoil.in

The Mahabharata, an ancient epic of India, offers profound learning on various aspects of life and principles of management, including aspects of Corporate Social Responsibility (CSR) and Individual Social Responsibility (ISR). Despite being an ancient text, it contains timeless wisdom that can be applied to modern-day management practices. While these contemporary management terms are not explicitly mentioned in the epic, the stories, characters and their actions within it provide valuable lessons that can be applied to modern day's organizations.

One such example in the Mahabharata that illustrates CSR is the RajasuyaYagna. Yudhishtira, one of the Pandava brothers, organized this grand ceremony to establish his authority as the emperor and receive homage from different kingdoms. Yudhishtira is depicted in the epic as Dharmaraja or king of righteousness. Through this event, Yudhishtira demonstrates his commitment to the well-being of his stakeholders and his responsibilities as a ruler. During the ceremony, he distributes wealth, gifts, and resources to attendees, including Brahmins, sages, and common people. His emphasis on fair distribution and the welfare of his subjects exemplifies CSR at a societal level. It also depicts that even though modern organizations are having their winning strategy for profit making and gaining market leadership, they should also take care of their stakeholders. Despite companies benefiting society by being socially responsible, it may come at economic cost to them. However, through creating shared value, it actually benefits both parties and not imposing any cost to one or the other.

Another significant incident in the epic is Arjuna's moral dilemma on the battlefield prior to the great Kurukshetra war. Arjuna finds himself torn between fighting against his relatives/family, friends and gurus, who are on both sides of the conflict. In this crucial moment, Lord Krishna imparts the teachings of the 'Bhagavad Gita' to Arjuna, emphasizing the importance of fulfilling individual responsibilities and duties. Lord Krishna exemplifies both Corporate and

Individual Social Responsibility through his guidance and actions in the whole epic.

When Arjun inquired about the ritual offering or Yagyan while receiving guidance from Krishna, Krishna explained about four types of Yagyan first being dravyaYagyan. The word yagya comprises two words, 'yaj' and 'ya'. 'Yaj' means "worshipping or rendering service" and 'ya' means "whom". When an individual utilizes their wealth for the betterment of society, it is referred to as dravyaYagyan. Similarly, as a professional, one has significant actionable responsibility to allocate a portion of their earnings towards benefiting society. This is giving back to the roots and called Individual Social Responsibility (ISR). Krishna advises Arjuna to fight for justice, righteousness, and the well-being of society, highlighting the significance of ISR even in the face of difficult choices.

As a trusted advisor to the Pandavas, on various occasions Krishna counsels them on righteousness, justice, and the greater good. He plays a pivotal role in guiding them towards their responsibilities and fulfilling their duties as leaders and individuals. Krishna's teachings and his ultimate role demonstrates the importance of a visionary leader in guiding and uplifting society through means of CSR and ISR.

Bhishma, also known as Pitamaha, Gangaputra, and Devavrata, is a major respected and revered character in the Mahabharata. 'Bhishma' means 'He of the terrible oath', referring to his vow of life-long celibacy. Devavrata became known as Bhishma because he took the bhishana pratigya, the vow of life-long celibacy and of service to whoever sat on the throne of Hastinapura and pledges loyalty to the throne. Despite witnessing the unjust actions of the ruling Kauravas, Bhishma remains loyal to his oath and fights on their side during the war. His actions reflect a sense of individual responsibility and integrity as he honours his commitments despite the moral conflicts involved. Bhishma's loyalty represents the responsibility of those in positions of power or the leadership to uphold justice, maintain social order, and

safeguard the welfare of the kingdom (stakeholders). The Leadership of any organization is accountable for fulfilling the civic duty, and they must maintain a balance between economic growth, the welfare of people & the environment. Through maintaining this equilibrium, organizations can accomplish social responsibility.

Draupadi, the wife of the Pandavas, experiences severe injustice when she is publicly humiliated in the royal court. Nevertheless, she displays remarkable strength, dignity, and composure in the face of adversity. Her actions highlight the individual responsibility to maintain grace and resilience when confronted with injustice. Draupadi's strength becomes an inspiration for individuals to uphold their values and integrity, even in challenging circumstances. It represents that each professional has a responsibility to act in a manner that is beneficial to society and ensure just/ethical implications of a decision/action.

These stories offer valuable lessons in leadership styles, decision-making, conflict resolution, and inspiring others. The principles of ethical leadership derived from these epics can guide modern leaders in navigating challenges and fostering sustainable and

socially responsible practices.

By exploring the teachings of the Mahabharata, we can gain valuable insights into the principles of CSR and ISR. The epic emphasizes the importance of societal welfare, individual responsibilities, ethical conduct, and the need for organizational leaders to guide and inspire individuals. These timeless lessons from the Mahabharata can serve as a guiding compass, showing us the right direction in integrating CSR and ISR into both our personal and professional lives. By doing so, we can contribute to the foundation of a more compassionate, responsible, and just society.

In this aspect, the HR professionals have a crucial role in promoting CSR within organizations. By creating a culture of social responsibility and fostering ISR among employees, HR can contribute to both the company's success and the betterment of society. Incorporating ethics and social responsibility into daily actions and decisions, as well as learning from ancient epics like the Mahabharata, can further strengthen the commitment of organizations and individuals to CSR and ISR, ensuring a more sustainable and responsible future.

Elephants and Cheetahs: The Beauty of Operations

By - **Mr. Rishabh Bhatia, IOCL**
rishbhatia@indianoil.in

Book Review: "Elephants and Cheetahs: The Beauty of Operations"

By Prof. **Saral Mukherjee**

"Elephants and Cheetahs: The Beauty of Operations," written by the esteemed Prof. Saral Mukherjee, presents a refreshing perspective on operations strategy through the lens of nature's metaphors. This unique and insightful book delves into the captivating world of strategic choices, skilfully revealing their inherent allure and their profound impact on the essence of organizations. With a deep admiration for the diverse qualities that shape business models, Prof. Mukherjee offers an enlightening exploration of operations from a fresh and engaging perspective.

One of the notable aspects of this book is the endeavour to infuse aesthetics into a field often perceived as dry and quantification-focused. By drawing parallels between operations systems and elements from nature, literature, and arts, Prof. Mukherjee brings a refreshing perspective to the subject. He delves deep into case studies, identifying core issues that run through organizations, and seeks meaning within seemingly mundane aspects of existence.

Prof. Mukherjee's expertise in operations shines through as he explores the intricacies of business models and strategies. The book introduces the concept that organizations possess a soul—a greater system that transcends the sum of its parts. Through flawless interaction and inherent complexity, this system undergoes transformations influenced by various constraints. The author challenges conventional operations managers to consider the possibility that organizations can have a purpose beyond profitability and shareholder satisfaction.

Prof. Saral Mukherjee presents strategy as the art of closing doors and embracing self-imposed constraints. He argues that organizations, like individuals, must make conscious choices due to limited resources. By reflecting on the existential aspects of business, the book prompts top management to contemplate essential questions related to identity, purpose, customer service, value creation, differentiation, and shareholder value.

The book is divided into four parts, each providing valuable insights. Part I explores the idea of operations systems with souls and how constraints contribute to their complexity. Part II delves into understanding a firm's strategy and its impact on transformations, interactions, and organizational culture. Part III characterises the elephants (representing cost leadership) and the cheetahs (symbolizing time responsiveness) while addressing critical aspects like cost-cutting, design, quality, flexibility, and risk minimization. The last part glorifies the beauty of operations way beyond the realm of rolling up the sleeves and getting hands dirty in quest to bring some things into existence.

Author's metaphorical exploration expands beyond elephants and cheetahs, encompassing a wide range of animals such as turtles and leeches. He highlights the presence of smaller, insect-like firms that compete through cost-cutting measures and operate with minimal fixed costs. These firms prioritize serving customers inexpensively without aiming for significant growth, emphasizing contentment as a shared philosophy within their ranks.

The book also includes captivating case analysis of McDonald's Corporation, ZARA: Fast Fashion & Jiro Dreams of Sushi, as Appendix. This case analysis offers a practical illustration of the issues discussed in the book and enhances the readers' comprehension beyond theoretical concepts.

Recognized as one of IIMA's most awarded professors and a recipient of the Marti Mannariah Gurunath Outstanding Teacher Award, Prof. Mukherjee effectively conveys the importance of understanding operations management for effective organizational management and encourages readers to think deeply and prompts business leaders to contemplate existential questions while encouraging them to embark on a transformative journey of self-reflection. This thought-provoking book is a must-read for anyone seeking a fresh and inspiring perspective on the world of operations



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