

**Success Stories on
Sustainability**

Oil and Natural Gas Corporation Limited

India

Organizational Description

Oil and Natural Gas Corporation is a Government of India Enterprise, under the administrative control of the Ministry of Petroleum and Natural Gas. ONGC is ranked #1 in the E&P category and 21st overall as per S&P Global Platts 250. Its principal operations include exploration and production of crude oil and natural gas. Through various subsidiaries and joint ventures (JV), it also conducts downstream activities, like refining, petrochemicals, power generation, liquefied natural gas (LNG) marketing.

In its 62 years of operations, ONGC discovered 6 out of 7 producing basins in India. ONGC, started with an equity infusion of USD 54 Million by the Government of India, has today grown into a USD 30 billion Company.

ONGC operates in 20 countries worldwide through two geographical segments: India; and Outside India. Domestic Operations: ONGC has business activities pan India both on land and in sea (offshore – shallow and deep waters).

ONGC is having 31,065 permanent employees. At ONGC, Corporate Governance ensures trustworthy relations between the Company and its stakeholders with a view to percolate the values of fairness, transparency, accountability and responsibility among the stakeholders. Our CSR projects are selected taking in account the needs of the stakeholders in our operational areas and regions of backward districts identified by the government.

Corporate Governance

ONGC operates as per the guidelines of the MoU with the Ministry of Petroleum and Natural Gas (MoP&NG) and is governed by the Department of Public Enterprises under the Ministry of Heavy Engineering and Public Enterprises. The Chairman and Managing Director is at the apex of the governance structure within ONGC which formulates strategies, policies and also conducts a periodic review of the performance. To share the global experience and business strategies, Managing Director, ONGC Videsh is a permanent invitee to the meetings of the Board. All the board members are nominated by the Government of India. The Company is managed by the Board of Directors, which formulates strategies, policies and reviews its performance periodically. As on March 31, 2019, there were 17 Directors on the Board (including two women Directors) on the Board, comprising of 7 Executive Directors (including the Chairman and Managing Director) and 10 Non-Executive Directors- 2 Government Nominee Directors and 8 Independent Directors. The Board has been assisted by adequate Board level Committees (BLCs). The Company Secretary acts as the Secretary to all Board level Committee (s). There are 10 Board level committees to formulate and bring necessary changes in policies, monitor and review projects and recommend to the Board the parameters such as requirement of Human Resources and funds.

Stakeholder Engagement

ONGC Group believes that an effective engagement with stakeholders is crucial, which facilitates in identifying their needs and expectations. Our stakeholder engagement strategy enables us to identify internal and external stakeholders who are affected by our business operations and further affect our business, which enables us to develop platforms for stakeholder inclusive decision-making.

Key Stakeholders identified are Regulatory Authorities, Customers, Vendors/ Suppliers, Shareholders / Investors, Employees, Local Communities, Trade Associations, Media.

The engagement process consists of four key phases - Plan, Identify, Engage and Report.

Stakeholder engagement meets (for both external & internal) are conducted periodically to identify key materiality issues for the stakeholders and for the company. Materiality issues are the issues that are very important in the eyes of stakeholder as well as management to conduct the business in a sustainable way. In a mammoth size organization, like ONGC, there are innumerable social environmental and commercial issues that may affect stakeholders as well as the business. The key materiality issues are addressed on priority basis and

parameters related to these issues are disclosed through international platform like Global Reporting Initiative (GRI) based Sustainability Report for the benefit of stakeholders.

Environmental Initiatives

Some of the major initiatives taken for environmental protection and energy conservation are listed below:

- Around 2,07,000 LED lights have been installed so far across various work centres of the Company under implementation of LED lighting program.
- In order to improve its energy performance and reduce energy consumption, ONGC has also undertaken the implementation of Energy Management System ISO 50001:2011.
- Energy Audits were carried out in various rigs/ installations across the Company through in-house energy auditors, recommending measures for improvement in overall Energy efficiency.
- In a major energy efficiency improvement drive, ONGC has replaced inefficient and out-dated diesel engines of onshore drilling rigs with latest technology, state-of-the-art, fuel-efficient diesel engines.
- As a policy, ONGC strives to recover waste heat from processes. All the gas turbines in Hazira, Uran and CPF Gandhar plants are installed with Heat Recovery Steam Generators (HRSG) to produce steam and electricity.
- ONGC has installed Wind and Solar plants to utilise alternate source of energy and reduce carbon emissions.

Initiatives to Reduce Greenhouse Gas Emissions

- **Dynamic Gas Blending (DGB)**, Dual fuel technology, which enables to run diesel engines of drilling rig on a mix of diesel and gas, was implemented successfully on some rigs.
- **65 KW Micro turbine generator** commissioned in Lynch GGS of Mehsana Asset under flare gas reduction project.

Waste Management

- **Emissions** - Regular ambient air quality monitoring studies are carried out around Drill Sites, Production Installations & Plants as per statutory requirements to measure and monitor concentration of air pollutants in ambient air.
- **Solid Waste** - In ONGC, waste generated are being segregated as bio-degradable, non-biodegradable and domestic hazardous wastes in suitable bins. Further segregation of waste into dry & wet waste is also practiced.
- **Hazardous Waste** - The measures for handling and treatment/ disposal of hazardous generated in ONGC are given below:
 - Used Oil generated at the drilling site/ production installation in ONGC is sent to authorized recyclers for disposal.
 - For treatment of Oily Sludge from tank bottoms and oil soaked sand, the company has a rate contract with OTBL (ONGC Teri Biotech Limited) for its treatment. OTBL uses the bio-remediation technique for treatment of oily sludge wherein the oil eating bacteria reduced the hydrocarbon content and thereby prevent soil contamination.
 - Empty Barrels/ Containers contaminated with Hazardous chemicals/ wastes are sent to authorized recyclers for disposal.
 - Chemical Sludge from ETPs are sent to authorized TSDF for disposal.
- **Electronic Waste** - ONGC having widespread operations uses significant quantity of electronic machines and their accessories which after the end of their life cycle become disposable e-Waste. To address the disposal of e-waste, ONGC has a robust e-Waste policy. The e-waste is either being disposed through approved recyclers or through designated take back service provider of the producer.

Mitigation of Air Pollution

In ONGC, the sources of air emissions are mainly from flaring of natural gas, exhaust from running of DG sets, use of heavy equipment, construction activities, movement of vehicles etc. Gas Gen-sets have been installed in production installations to utilize low pressure gas for generation of electricity for internal consumption. For technical flaring, low NO_x burner and steam injection facility had been installed for reducing soot formation. Regular ambient air quality monitoring studies are carried out around Drill Sites, Production Installations & Plants as per statutory requirements to measure and monitor concentration of air pollutants in ambient air. In order to have complete combustion, additional O₂ is mixed in Uran and Hazira plant flaring system.

Mitigation of Noise Pollution

Regular noise monitoring is done to measure the sound levels around various equipment and machineries. Subsequently, high noise prone areas are clearly demarcated at workplace. Acoustic enclosures have been provided around all gen-sets to reduce noise levels to acceptable ambient levels. Personnel Protective Equipment (PPE) like ear muff/ plugs is being provided to personnel working in noise prone areas. Green belt development around major installations also contributes in mitigating noise pollution.

Waste Water Management

Effluent Treatment Plants have been installed in work centers to treat effluent generated during processing of oil and gas for discharge of treated effluent at surface/ subsurface. ONGC operates thirty two (32) nos. of Effluent Treatment Plants (ETPs) on Pan-India basis to treat the effluent generated from onshore Production Installations/ Plants.

Produced Water Conditioners (PWCs): Produced Water Conditioners (PWCs) have been installed for treatment of offshore effluent (produced water).

To avoid contamination of ground water, the waste water pits at all drilling sites are lined with HDPE lining. This helps in restricting the percolation of waste water into ground water and thereby protects the ground water quality.

Oil Spill Management: ONGC has Tier-I facility for combating oil spills around its offshore installations. For handling major oil spills, ONGC has an agreement with M/s Oil Spill Response Limited, U.K.

Nature, Scope and Effectiveness of Social Programs

As a responsible corporate citizen ONGC is imparting Apprenticeship training to about 3500 persons per year in diverse trades across its 23 work centres as per the "National Apprenticeship Promotion Scheme" of the Govt. of India. Although as per the Apprenticeship act, 1961 and its subsequent amendments from time to time, it is compulsory to impart Apprenticeship training by an organization to at least 2.5% of its total manpower, ONGC has gone out of the way and is imparting Apprenticeship training to about 10% of its total manpower.

One of the biggest concerns of ONGC is to ascertain the impacts of its activities in the surrounding areas and local communities. Crude oil, by nature, is not an environment and community friendly substance. ONGC believes that the interests of communities and surrounding environment are interrelated and both of them should be taken care of simultaneously.

Keeping the above-mentioned principle, ONGC does not carry out its activities in areas considered as environmentally sensitive. In other areas ONGC follows an Environment Management System based on the precautionary principle. ONGC carries out Environmental Impact Assessment (EIA) studies covering impact on biodiversity before initiating new projects, as per compliance requirements. During EIA study, the baseline environmental status of air, water, land and biological environment is carried out.

ONGC is the first PSU to have mandatory NABET-QCI accreditation for conducting EIA studies. The baseline status of biological environment is established by studying the distribution pattern, community structure, population dynamics, and composition of species of flora and fauna.

ONGC, in its quest for oil and gas, charters remote rural locations and is in a constant interface with underprivileged local communities which results in better understanding of the community and consequently an

enhanced sense of responsibility and accountability to the communities whose lives we touch. A well-defined set of objectives, clearly delineated beneficiaries, strategy and project activities characterize CSR projects undertaken to yield discernible, long-term, sustainable benefits for the communities in question.

Considering the broader needs of the society, ONGC has also widely contributed in the overall socio-educational development through its committed initiatives by encouraging entrepreneurship building, protection of environment, providing infrastructure support in our operational areas, protection and preservation of heritage, arts and culture, women empowerment, promotion of sports, water management, initiative for physically and mentally challenged, and sponsorship of seminars, conferences, workshops etc. Community group discussion helps in capturing the needs and expectations of diverse groups; hence an effective method to cross validate data gathered and to also make it representative for a larger population.

To improve the community healthcare, ONGC has taken following steps:

- The 362 bed **Multi-Specialty Hospital at Sivasagar** is the largest ever CSR project to be undertaken by ONGC. The hospital will be developed in three phases at a cost of INR 3,123.4 Million.
- Under **Varishthajana Swasthya Sewa Abhiyan**, 11 new Mobile Medical Units (MMU) were added in FY 17 for elderly citizen. The total project cost is INR 363.4 Million since 2010.
- ONGC-MRPL had contributed for the construction of a new wing in Government **Lady Goshen Hospital**, Mangalore with a total financial support of INR 216.7 Million. This hospital is exclusively dedicated to women patients.
- Supporting Integrated **Muscular Dystrophy Rehabilitation Centre (MDRC)** at Solan, Himachal Pradesh at a cost of INR 6.6 Million.
- More than 0.1 Million people have been benefited from the **eye care initiative** undertaken by the company in different states.
- The company is providing health care facilities in remote areas of Arunachal Pradesh. The financial implication of all these initiatives were INR 16.8 Million.
- The company is supporting **Indian Menopause Society** towards undertaking uro-gynaecological surgeries of the underprivileged women. The cost of the project is ₹ 1.98 Million and more than 90 such surgeries were carried out through this project.

Under Swachh Bharat' Mission, ONGC has undertaken following activities:

- Initiated Information, Communication and Education (IEC) activities under the School Led Total Sanitation (SLTS) in 5,592 schools across India costing INR 70 Million.
- Under the Open Defecation Free (ODF) initiative, 3540 individual household latrines had been constructed at a cost of INR 64.2 Million. Another INR 106.80 Million has been approved under this project for Assam.
- An innovative initiative called the Swachhata Initiative in the mountain ranges of Himalayas started in the last 2 years with a cost of INR 5.22 Million.
- Five community toilets had been constructed in Dharavi, Mumbai with a financial implication of INR 7.72 Million.

ONGC takes due cognizance of the fact that there has to be a greater emphasis on the value of ecosystem-based services, which would enable a more nuanced approach to developing resources in the areas that require sensitive management of the social and environmental impacts and risks. As a signatory of UN Global Compact 10 principles, ONGC has adopted a two-pronged approach to address the major issue of biodiversity:

- Assessing the risk and impacts of our activities.
- Managing biodiversity and integrating it into Environment Management System (EMS).

ONGC regularly organizes plantation drives where in a variety of species are planted as per bio-geo-climatic conditions for maintaining biodiversity and providing an aesthetic environment. Green belts are developed and maintained around major installations to retain the biodiversity of the surrounding areas. In addition, ONGC has some flagship initiatives to promote biodiversity conservation, which have been described below:

Ringal Plantation

To sustain the fragile ecosystem of the Himalayas, ringal plantation in the Upper Himalayan region is being carried out by ONGC in collaboration with the Uttarakhand Bamboo and Fiber Development Board, an autonomous organization under the Forest Department, Government of Uttarakhand in order to provide sustainable livelihood to the local communities. Apart from that it has an estimated carbon sequestering potential of 1.97 Million tonnes of CO₂ fixation per annum.

Mangrove Plantation

For protection and stabilization of the shoreline close to ONGC Assets, a mangrove plantation project along the shores of the Dhadar river on the West Coast, Gujarat is being carried out by ONGC. More than 2 Million mangroves have been planted in soil-erosion prone areas of Gandhar area and 0.15 Million near the Hazira plant.

Sustainability

The Board level committee on health, safety and environment is responsible for the following activities:

- To formulate and recommend to the Board draft policy on health, safety and environment;
- To review the policy implementation on health, safety and environment;
- To review the ecological impact of the operations of the Company and recommend to the Board accordingly; and
- To carry out any other function as may be assigned by the Board from time to time.

Apart from HSE committee three more Board level committees namely CSR Committee, Audit & Ethic Committee, Project Appraisal Review Committee are mainly responsible for monitoring Environmental parameters and the progress of projects related to environment. Board committees take stock of situations quarterly to monitor the compliance of statutory regulations and progress of various projects.

The Company is aware of the risks arising due to climate change. It has a dedicated Carbon Management & Sustainability Group (CM&SG) with a specific mandate to position the Company as the leading organization in Sustainable Development (SD) and to voluntarily take up carbon management as an activity to synergize all business activities with sustainable development particularly to address issues related to climate change risks and opportunities. The management has been active in engaging with national and international climate change forum to ensure that the organization stays current with global climate change negotiations.

Schneider Electric India Private Limited

Gurgaon

Organizational Description

Schneider Electric (SE) Industries SAS is a €26 Billion global specialist in energy management and automation, with 140,000 employees in over 100 countries. We develop connected technologies and solutions to manage energy and processes in ways that are safe, reliable, efficient and sustainable.

Schneider Electric India Private Limited (SEIPL) is a subsidiary of Schneider Electric Industries SAS, France, and is one of the major manufacturing and business hubs in the Schneider Electric worldwide portfolio. With more than 20,000 employees, 23 factories, 22 sales offices, 25 distribution centers, over 90,000 point of sales, and more than 2,600 partners, SEIPL has its presence in more than 160 cities in India. Our main products, solutions, and services are in the field of Medium Voltage & Low Voltage Power Distribution, Energy Management, Industrial Automation, and Data Centers.

We have been consistently ranked among the most sustainable corporations in the world and we have extended our commitment to civil society through community support and infrastructure development programs – Skill Development program for financially disadvantaged people; Access to Energy program for rural electrification; and Conserve My Planet program for teaching concepts and benefits of environment conservation to school children.

Corporate Governance

Mr. Jean-Pascal Tricoire is the global Chairman and CEO of SE, and Mr. Anil Chaudhry is the Zone President and Managing Director for SEIPL.

The board of SEIPL comprises of four directors. The board sets the direction for India Management Team (IMT) based on global strategies set by the global leadership team to achieve business performance goals and to set policies and governance for the same.

Based on the Board's direction, the IMT executes the policies in line with SE global policies like building leadership capabilities to support growth of the business, driving a high-performance culture, empowering managers, engaging employees, creating a differentiation in comparison to the competitors, cultivating a culture of safety and well-being, and ensuring that Life Is On everywhere, for everyone, at every moment.

Environmental Initiatives

At Schneider Electric, sustainability is a part of everything we do - every decision, every innovation, and every initiative. For us, sustainability extends far beyond a vague hope for a cleaner planet. We believe that access to energy is a fundamental right, and therefore a truly relevant vision for sustainability must consider human rights, ethics, and health and equity concerns.

As the global specialist in energy management, SE realized that to have a significant positive impact on the environment and to drive sustainable change, it is imperative to measure performance. Therefore, the Planet & Society Barometer, a composite indicator updated every quarter with a performance display panel; was launched in 2005.

In 2018, the Planet & Society barometer became the Schneider Sustainability Impact (SSI). SSI is Schneider Electric's transformation plan and steering tool for sustainability. It presents the Group sustainability objectives for 3 years and the quarterly results of the key performance indicators.

Materials and Products: In keeping with SSI, Green Premium, Schneider Electric's offer sustainability program, provides an enlarged portfolio of offerings, including eco-designed products, services, and solutions, to our customers. In 2008, we developed the Green Premium program to provide transparent information on hazardous substances, environmental impact and end of life instructions. In 2018, we released an upgraded program, to include eco-designed services and solutions, in addition to products.

Green Premium offerings guarantee customers support for their environmental policies, as it helps to:

- Calculate carbon footprint;
- Anticipate and ensure full regulatory compliance, especially chemicals;
- Make the eco-design of solutions easier by providing all necessary information; and
- Reduce the end of life cost of installation by optimizing recyclability.

Under Green Premium ecoLabel,

- Our products comply with REACh (Registration, Evaluation, Authorisation and Restriction of Chemicals), RoHS (Restriction of Hazardous Substances), Product Environment Profile (PEP), and End-of-Life instructions (EoLi). 75% of our product sales come from these products.
- Our services implement circular economy principles such as durability, upgradeability and recyclability to move beyond the “take, make and dispose” industrial model.
- Our solutions utilize connected products along with edge control and apps, analytics & services to manage the use of energy and other natural resources.

Energy & Water Consumption: One of the key initiatives under the SSI is the Schneider Energy Action (SEA) program which was launched in 2012. At Schneider Electric, we believe that the defining challenge for energy efficiency is that of visibility; as energy is invisible and efficiency is the absence of using energy. Therefore, we have been focusing on making energy use and performance visible, meaningful and actionable. This approach has been corroborated in our own internal program - Schneider Energy Action. SEA aims to promote energy efficiency at Schneider Electric sites using our own energy management solutions. Under the SEA program, our most energy intensive facilities were equipped with Schneider Electric’s own energy management solutions.

In India, our major facilities (accounting for ~70% of our nationwide energy spend) were targeted under SEA. Making energy use visible, meaningful and actionable has helped the company avoid more than 50% (more than 26 million kWh) in energy consumption at target sites in India from 2012 to 2018; as compared to the 2011 baseline. In addition, 13 SE India facilities have also attained the ISO 50001 Certification (global standard for energy management).

Another initiative, GREENERGY, was launched recently with an objective to move towards 100% renewable energy sources by 2025. This is also a part of the SSI, and the target for 2020 is 80% of the energy consumption at our facilities coming from renewable energy sources. In India, by 2018, more than 45% of the energy consumption at Schneider Electric’s most energy intensive sites comes from renewable energy sources.

With regards to water consumption, on average, at our major sites, 85% of our water consumption is provided by using recycled water. Moreover, all our major sites are zero discharge sites, the water is recycled through sewage treatment plants, and then is re-used in different processes.

Emissions, Effluents, and Waste Management: In keeping with the two initiatives mentioned above (SEA and GREENERGY), we avoided 3,888 tonnes of CO₂ emissions in FY 2018-19, as compared to FY 2017-18. Overall, corresponding to more than 26 million kWh of avoided energy use at target sites, we have avoided more than 21,600 tonnes of CO₂ emissions in the last seven years (2012-18).

Also, to minimize our environmental impact, we have adopted a “Circular Economy” approach in a variety of ways. Globally, we are a part of the Circular Economy 100 (CE100) program of the Ellen MacArthur Foundation. This brings together different companies all over the world to share innovations, partnerships and best practices in the circularity domain. At Schneider Electric, we run transformation programs which relate and map to the circular economy opportunities in 2 ways:

- Customer-Relationship circularity – refers to the continuation of our efforts to build products which last longer. Most of our product ranges today offer a lifespan of 10 to 40 years, and which come with a range of services for modernization and upgrades, retrofit, etc., thus prolonging their lifespan.

- Resource circularity – resource circularity relates to our efforts to use fewer, recycled and bio-sourced materials whenever possible.

On the resource and waste aspects, we work continuously towards wasting less and reusing more. Because waste is a major source of pollution but also a potential source of raw materials, waste management is a priority for our circular economy strategy. Our efforts in eco-design and industrialization also add to our ability to generate less waste and be smarter with our resource use. Most of the waste generated at Schneider Electric sites is solid waste. Continuous improvement plans have been deployed to manage this waste and this approach is fully in line with the framework of the ISO 14001 certification that all Schneider Electric production and logistics sites are required to follow. Schneider Electric India's major facilities have recycled around 92% of the generated waste in the last two financial years (FY 2018-19 & FY 2017-18).

Human Rights Performance

Principles of Responsibility: To ensure that Schneider Electric complies with the laws and regulations in force in every country where we operate, we published our Principles of Responsibility (PoR) in 2002. The Schneider Electric Group is committed to adhering to ethical conduct in all its operations. These Principles of Responsibility discuss the legal and ethical principles that must guide all of us in our work. We treat our PoR with utmost seriousness and ensure that every individual in the company adheres to these.

Freedom of Association: To enhance the freedom of association, we consider social dialogue as one of the important ingredients for a good governance in any professional organization. Schneider Electric India has cordial industrial relations throughout its factories. This harmony has been achieved through a time-tested collective bargaining process. Although there are no unions, this bargaining process is continued with elected Employee Committees, such as Welfare, Health & Safety, Canteen, Sports, Transport, etc., including a special committee for women employees (fully compliant to the Prevention of Sexual Harassment as per local laws, duly represented by an outside woman leader with legal background). The process of social dialogue also includes employee communication in small groups as well as through "Town Hall" communications on company performance.

Learning & Development: At Schneider Electric, we believe that learning is a never-ending process. The minimum hours stipulated for training per year per employee is 7 hours. My Learning Link, Schneider Electric's global learning platform that integrates e-learning, webinars, social learning, classroom learning, assessments and full certification paths, was progressively deployed in all countries in 2013 and took off in 2014. Academies and country-level courses are registered in My Learning Link:

- More than 15,000 modules of learning content are available in seven languages.
- 140,000 employees have access to the system.
- On average, 90% of employees went through at least one day of training (instructor led training and digital learning) in 2017 and 2018.

Customer and Society's Response

As mentioned in the Business Overview section, Schneider Electric extends its commitment to the civil society through its following community support and infrastructure development / investment programs:

- **Strategic Skill Development Program:** Schneider Electric India Foundation (SEIF) started its flagship Skill Building program in the area of Electrician Training in 2009. Since then, we have trained and made positive intervention in the lives of nearly 116,000 individuals from financially disadvantaged backgrounds. We have been able to scale-up this program to pan-India reach in 26 states, with 280 centers and 37 partner organizations at last count.
- **Rural Electrification Program:** As part of our inclusive growth agenda, we work towards providing clean and safe energy even to the most remote villages through skill development and rural electrification programs of SEIF. To date, we have been able to make a difference in the lives of more than 36,000 households in 720 villages, positively impacting the lives of more than 1,80,000 beneficiaries.

- **Conserve My Planet Program:** Through a systematic participative program, we teach young and impressionable minds about the various concepts and benefits of environment conservation, like energy efficiency, renewable sources of energy and their benefits, e-waste challenges and management, recycling of resources and the 3R model – reduce, reuse, and recycle. This program is being conducted in 11 major cities across India. Since the inception of the program, nearly 500 schools have registered across India since 2007. 1000 teachers have been inducted as “Change Makers” in the school campuses and 50,000 students in Indian schools have been enrolled as “Green Ambassadors”. More than 50,000 “Green Parents” were benefited by various energy saving campaigns.

Board’s Role in Promoting Sustainability

Stimulating Innovations: At Schneider Electric, we believe that “Innovation at Every Level” is important. All our endeavors have a strong emphasis on Innovation. Our leadership and culture commitments, vision and company programs have innovation as a strong pillar in driving our internal processes and reflect in our approach towards business. In the past we have had Innovation Summits being organized on subjects such as:

- Powering & Digitizing the Economy.
- Efficient buildings for a cooler planet.
- The new world of energy in 3Ds (decarbonization, decentralization, and digitization).
- Intuitive Industries.
- Data Center: In the Cloud and at the Edge.
- Redefining Power Distribution.

An Innovation and Technology Council meets 11 times per year, grouping all Business Chief Technology Officers and Global Functions involved in Offer Creation, to ensure cross-functional and cross-business coordination for innovation and offer creation.

Priorities for Aligning Internal Control and Risk Management: Schneider Electric India has an in-house internal audit department, which is an independent unit, responsible to provide reasonable assurance with regard to the effectiveness and adequacy of internal control system and processes. The in-house internal audit department, along with third-party audit firms, provides audit assurance on the end-to-end spectrum of the areas / processes of the company. It also adds value for improvement of the company processes through a systematic disciplined approach from inception, through fieldwork, to final reporting streamlined to fit in the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework to improve the effectiveness of risk management, control and governance processes. The audit plan for the year is based on business risk and internal control assessment, which is approved by the Board of Directors of the company. The company has set up a robust risk management and internal control assessment framework across the organization that facilitates identification, assessment, communication and management of risk in effective manner.

CSR Efforts: The board of Schneider Electric India Foundation (SEIF) provides strategic direction to the programs managed under the SEIF (mentioned in the previous section). The budgets for the various thematic areas are approved by the board and regular reviews happen on the progress made on various objectives. The board ensures that the thematic areas covered under the SEIF are aligned to the local needs of the country, matches the organization’s positioning to ensure the participation of the employees and are in line with the vision set by the Corporate Foundation, France.

Process of Board Monitoring Environmental Governance and Climate Change: As mentioned in the Environmental Initiatives section, Planet & Society Barometer (now known as Schneider Sustainability Impact), a composite indicator updated every quarter with a performance display panel; was launched in 2005. These results are the Group’s non-financial results; they are presented in an integrated manner, together with the Group’s financial information at the global level: by the CEO at the annual and half-year results, and by the CFO at the first and third quarters’ results, to institutional and SRI investors.

The results of the Barometer are followed in the global Sustainability Executive Committee, which decides the corrective actions potentially needed to achieve the objectives. Two times a year, this committee gathers four members of the Group Executive Committee – in charge of the Strategy, Global Supply Chain, Human Resources and Marketing functions.

This integrated communication demonstrates our commitment to making sustainability integral to the company's long-term strategy.

Economic Performance

Our goal is to make the Schneider Electric brand recognized everywhere by our customers and to drive the best customer experience by harmonizing our customer touch points. At Schneider Electric, we believe “Your brand is not what you say it is, it is what customers feel it is!”

In keeping with the above philosophy, we have formulated internal brand guidelines on the basis of:

- **Brand Essence:** Our brand manifesto, representing our promise to all the stakeholders – customers, partners, employees, influencers and shareholders. This guides our purpose, commitment and action.
- **Brand Values:** Our brand values define our high-performance culture ambition – from our mindset to our behavior. We express these values in the way we act everyday – with each other, with our customers, partners and all stakeholders.
- **Brand Attributes:** These are the core customer benefits that guide what we deliver, providing inspiration from our ingenious solution design to our R&D technology vision. We'll rally our collective focus to create competitive brand differentiation with four core attributes (Connectivity, Sustainability, Efficiency, Reliability and Safety), supported by the same consistent brand messaging.
- **Brand Stories:** These are the places where the stories of our distinctive competencies and experiences are brought to life – compelling stories that cover all of our businesses, segments and target audiences. This connection to real customer needs creates tangible Schneider Electric relevance.