

CORPORATE SOCIAL RESPONSIBILITY: INTERVENTIONS OF OIL AND GAS CENTRAL PUBLIC SECTOR ENTERPRISES IN INDIA

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Abstract Oil and gas companies have immensely contributed to India's growth. Considering the nature of operation, there is a growing need for research in the area of CSR initiatives of these companies to commensurate the damages caused by them to environment, people and other stakeholders. The paper provides a platform to explain the various guidelines on CSR applicable to oil and gas public sector enterprises in India and intends to elaborate the need for CSR practises by oil and gas sector. The study is an exploratory research based on secondary data collected from seven major oil and gas sector companies in India to identify the various social and environmental interventions undertaken as CSR. The paper acts as a framework for further researches on assessment of the CSR impact of oil and gas companies in India for environmental sustainability and social upliftment. The paper identifies the future thrust areas of CSR and elaborates the need for collective sectoral effort in initiating CSR activities.

Keywords Corporate Social Responsibility, Central Public Sector Enterprise, Oil and Gas Sector, Metric, India.

INTRODUCTION

“CSR is a company's commitment to operate in an economically, socially and environmentally sustainable manner, while recognizing the interests of its stakeholders”

-DPE Guidelines on CSR for CPSEs, India, 2010

There is a growing realization that long-term business success can only be achieved by companies that recognize corporate social responsibility (CSR) as part of the process of wealth creation and as providing a competitive advantage. Advocates of the concept of CSR believe that organisations receive a social sanction from society that requires that they, in return, contribute to the growth and development of the society. Despite differences of opinion about the efficacy of CSR, there is a general consensus among academicians, policy makers, and practitioners that corporations should operate within the norms and mores of the societies in which they exist.

World Business Council for Sustainable Development (2002) defined CSR as the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community, and society at large to improve their quality of life, in ways that are good for international development. Business being part of the society has numerous stakeholders. Carroll and Buchholtz (2003) classify some major stakeholder groups into primary and secondary categories. Primary stakeholders

include shareholders, employees, customers, business partners, communities, future generations, and the natural environment. The secondary stakeholders include the state, local and federal government, regulatory bodies, civic institutions and groups, special interest groups, trade and industry groups, media, and competitors.

Years after independence, India has seen the growth of giant oil and gas companies. The contribution of oil and gas companies in the growth of the nation is immense, yet due to its nature of operation the sector has tremendous negative impact on environment and society. The various impacts can be categorized as human, socio-economic and cultural impacts, atmospheric impacts, aquatic impacts, terrestrial, and ecosystem impacts. In view of the tremendous damages caused to society and environment, there is a lot of hue and cry by social activists, NGO's, government, and other stakeholders in recent times questioning the social responsibility of this sector.

Recognising the importance of CSR as a strategic tool for sustainable development, the oil and gas sector companies across the globe have initiated focused efforts for championing CSR to gain social sanction and goodwill. Oil companies have successfully implemented various CSR initiatives to mitigate the environmental risks, yet their absolute impact on industry environmental footprint remains questionable. Blowfield and Murray (2008) questioned the importance of 'indirect' impact in determining the role played by the oil companies in sustainable development.

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Table 1: Summary of CSR Policies and Initiatives by Company

	CSR Policies			CSR multi-stakeholder initiatives			
	Reductions in CO2 emissions	Community development projects	Government revenue transparency	United nations Global Compact	Voluntary principles on security and human rights	Extractive industries transparency initiative	World business council for sustainable development
Shell	YES	YES	YES	YES	YES	YES	YES
BP	YES	YES	YES	YES	YES	YES	YES
Exxon	YES	YES	YES	NO	YES	YES	NO
Chevron	YES	YES	YES	NO	YES	YES	YES
Petrobras	YES	YES	YES	YES	NO	NO	YES
Indian Oil	NO	YES	NO	YES	NO	NO	NO
PDVSA	NO	YES	NO	NO	NO	NO	NO
Kuwait Petroleum	NO	YES	NO	NO	NO	NO	NO

Source: Frynas, G. J. (2009), *Beyond Corporate Social Responsibility, Oil Multinationals and Social Challenges*, Cambridge University Press, UK p-25

Companies contemplating the triple bottom line approach have also initiated interventions for social inclusiveness.

It has been observed that organisations have been using CSR as a tool for brand building. It should rather be used as a tool to engage with stakeholders using the triple bottom-line approach. Organisation's commitment towards the stakeholders is reflected by the CSR initiatives bringing in a social, economic, and environmental impact. Reporting also enhances the organisation's ability to integrate CSR and sustainability into its business and decision processes through the identification of material issues, risks, and opportunities.

In the backdrop of the above discussion highlighting the significance of CSR in oil and gas sector, there exists a significant scope for studying the CSR interventions for environmental sustainability and social inclusiveness. The paper aims at discussing the CSR interventions in oil and gas sector in India with special reference to Central Public Sector Enterprises (CPSEs). The paper explains a metric that can be utilized for the assessment of the CSR initiatives of the companies.

NEED FOR CSR IN OIL AND GAS SECTOR: GLOBAL PERSPECTIVE

Global companies which include primary operations of extraction and refining of oil and gas resources, mainly British Petroleum, Shell, ExxonMobil, and Total, display similarity which are used to characterize the industry. IEA (2002) has highlighted the importance of the oil and gas industry in managing the global energy consumption. Olje- og energidepartementet (2005) has explained that oil

and gas cause immense environmental impact, both when produced and used. IPCC (2001) report has raised concern with regards to release of greenhouse gases causing climate change. Crude oil constitute of substances with high toxicity and eco-toxicity (EPA, 2004). Thus, the oil and gas industry is a high risk industry, both in safety and environmental perspective.

Tebebba (2003) has talked about the geographical limitations of oil and gas resources and has discussed about the large scale of environmental and social challenges related to new extraction fields. The classical utilitarianism concept justifies a higher need for implementation of CSR practices by organisations as it is expressed that an action is right if and only if it produces the greatest balance of pleasure over pain for everyone. Utilitarianism is a general term for any view that holds that actions and policies should be evaluated on the basis of the benefits and the costs they will impose on society. Ismail (2009) explains that the utilitarianism concept suggests that the corporation needs to accept social duties and rights to participate in social cooperation.

There are numerous issues closely connected to the output of the production process of oil and gas companies. Issues such as release of volume of hazardous materials and chemicals contaminate water bodies have long-term impact on marine environment. Waste disposal, impact on wetland, greenhouse gas emission, soil degradation, health impact, depletion of natural resources and decrease in forest area are also disturbing the eco-system. The production process also is increasing the surrounding temperature due to flare, release of dust fumes, gas, mist, odour, smoke and vapours causing harm to the existence of nature. Some of these issues are also associated to unexpected incidents, i.e. oil

spills. Managing spills have much in common with safety management, failing in which leads to consequences of impacting the environment.

Based on the research by Frynas (2009) it is identified that Shell, BP, Exxon, and Chevron support policies such as CO2 emission reductions, community development projects and transparency of revenues paid to governments. All four companies support broad initiatives such as the voluntary principles on security human rights and extractive industries transparency initiative (See Table 1). Every initiative involves numerous implementation issues. Similarly the implementation of CSR involves numerous broad constraints such as:

- Country and context specific issues
- Failure to involve the beneficiaries of CSR
- Lack of Human Resources
- Social attitudes of oil company staff/ focus on technical and managerial solutions
- No integration into a larger development plan

CSR in India with special reference to Central Public Sector Enterprises (CPSE)

The oil and gas sector in India has contributed to the development of the nation, yet simultaneously causing hazards both socially and environmentally. Oil and gas production imposes significant costs on society, cost including air pollution, oil spills, injuries and deaths. It is also sometime associated with second order cost including social dislocation and conflict. Thus, societies look to oil and gas companies to self-regulate to do more to guard against risks to societies than merely comply with the law. Perhaps more so than in any other industry, people demand CSR more from oil and gas companies (Spense, 2011). The Department of Public Enterprises (DPE) is the nodal agency for CPSEs in India and it has come up with its latest comprehensive guidelines on CSR in March, 2010 vide F.No.15 (3)/2007 -DPE (GM) GL 99 dt: 9th April 2010 for the Central Public Sector Enterprises in India with respect to the concept, planning, research, documentation, advocacy, promotion, funding aspects, documentation and monitoring the CSR activities. The concept of CSR as per the latest guidelines emphasizes on sustainable development and clearly states that 'CSR is a company's commitment to operate in an economically, socially and environmentally sustainable manner, while recognizing the interests of its stakeholders.' This commitment is beyond statutory requirements. CSR is, therefore, closely linked with the practice of sustainable development. The Department of Public Enterprise has further revised the guidelines which shall come into effect on 1st April, 2013. In line with the international practice,

in the revised guidelines CSR and sustainable development have been clubbed together in one set of guidelines for CSR and sustainability.

Some of the significant points from the revised guidelines on CSR and sustainability have been discussed below to highlight the prominence of CSR as a part of business in public sector enterprises in India and the government's commitment to make it ingrained in the very culture of organisations in India.

REVISED GUIDELINES ON CSR AND SUSTAINABILITY FOR CPSEs IN INDIA (WITH EFFECT FROM 1ST APRIL, 2013)

Planning the CSR agenda

Company specific Corporate Social Responsibility strategies should be developed that mandate the design of Corporate Social Responsibility Action Plan (long-term, medium-term and short-term), with a shift from the casual approach to the project based accountability approach. At least 80% of the annual budget earmarked for CSR and sustainability activities have to be spent on implementation of activities in the project mode.

Although CPSEs may select their CSR and sustainability projects from a vast range of available options, priority should be accorded to activities pertaining to: i) inclusive growth of society, with special attention to the development of weaker sections of society and the backward districts of the country, and ii) environment sustainability. Hence, it will be mandatory for all CPSEs to select one project in each of the two categories of CSR and sustainability activities mentioned above.

CSR and sustainability initiatives should focus on capacity building, skill development, and infrastructural development for the benefit of the marginalized and under privileged sections of the local communities and also in the backward regions so that avenues are created for their employment and income generation, and they also experience empowerment and inclusion in the economic mainstream. The backward districts referred to here are those which have been identified by the Planning Commission, Government of India for its Backward Region Grant Fund (BRGF) Scheme. Each CPSE will have to select one such backward district for initiating CSR and sustainability projects with a prior assessment of the expected level of beneficial impact on the largest number of stakeholders from the budget and other resources at its disposal for such a project. Weaker sections would include SC, ST, and OBC, minorities, women and children, BPL families, old and aged, physically challenged, etc.

Table 2: Funding of CSR activities based on revised DPE CSR and Sustainability Guidelines

S No.	PAT of CPSE in the previous year	Range of Budgetary allocation for CSR and Sustainability activities (as % of PAT in previous year)
2.	Less than Rs. 100 crore	3% -5%
3.	100 crore to Rs.500 crore	2% - 3%
4.	500 crore and above	1% - 2%

Source: Revised DPE Guidelines April, (2013): CSR and Sustainability Guidelines

Funding

The CSR budget will be mandatorily created through a Board Resolution as a percentage of net profit in the following manner

Henceforth, CPSEs will have to disclose the reasons for not fully utilizing the budget allocated for CSR and Sustainability activities planned for each year. Besides, the unspent amount of the budget allocated for CSR and sustainability activities for a year will have to be spent within the next two financial years, failing which, it would be transferred to a 'Sustainability Fund' to be created separately for CSR and sustainability activities.

Impact Assessments

The ultimate test of the success of any CSR and sustainability activity/ project is the social, economic or environmental impact thereof. It is against such perception and expectation of impact that the completed activity/ project should be measured to ascertain the degree of its success, or failure. In fact, it is at the time of impact assessment that a well-documented and detailed baseline survey or need assessment study done at the commencement of the activity, comes in handy for comparison of data.

Monitoring

The two-tier structure, comprising of a Board level committee headed by either the Chairman and/ or Managing Director, or an independent Director, and a group of officials headed by a senior executive of not less than one rank below the Board level – which the CPSEs are mandated to create, is expected to have the authority and influence to be able to steer the CSR and sustainability agenda of the company.

The expenditure incurred on baseline survey/ need assessment study, on capacity building programs such as training, workshops, seminars, conferences, etc. and on corporate communication strategies for engagement of all stakeholders, whether internal or external, to implement

the CSR and sustainability agenda of a company, would be accounted for as CSR and Sustainability expenditure from the budget allocated for this purpose

Sustainability Reporting

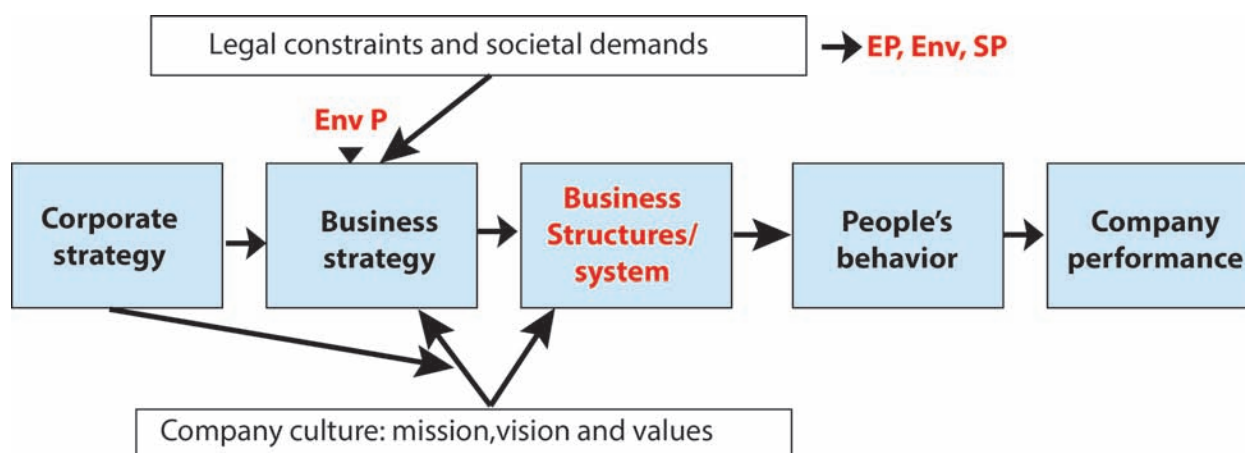
What lends impetus to sustainability reporting is the policy directives of the Securities and Exchange Board of India (SEBI) that all listed companies have to report on their environmental, social and governance (ESG) initiatives in their Annual Reports. To begin with, it has been made mandatory for the top 100 companies in terms of market capitalization to submit their Business Responsibility Reports. For the others, it is still a voluntary disclosure and reporting at this stage, but from the discernible trend-setting it appears that it would be made mandatory for other companies also in a phased manner. Therefore, Sustainability reporting and disclosure of all CSR and Sustainability activities undertaken by a CPSE is mandatory.

MOU Evaluation

Therefore, in the revised guidelines, CPSEs are required to submit details of only 2 projects for scrutiny for the purpose of annual MoU evaluation. Only the Maharatna companies which have larger resources for CSR and Sustainability activities will have to submit details of one additional project for evaluation.

More specifically they would be judged by:

- i) The degree of involvement of the employees and the top management in internalizing the CSR and sustainability agenda within the organisation;
- ii) The degree of success in implementing the CSR and sustainability projects they undertake during the year;
- iii) The expenditure they incur on these activities (vis-à-vis the annual budgetary allocation);
- iv) The effectiveness of the two-tier organisational structure in the process of planning, implementing, and monitoring the CSR activities;

Figure 1: Assessing Sustainable Performance of a Company

EP = economic performance, Env=environmental performance, SP = social performance

Source: Francisco, S. and Marianna, K. (2005) Responsible leadership and corporate social responsibility - Metrics for sustainable performance, *European Management Journal*, 23(6): 628–647.

- v) The efforts made and the success achieved in the engagement of key stakeholders through adoption of a good corporate communication strategy;
- vi) The adoption of sustainability reporting and disclosure procedures and practices.

The weightage assigned to each of these non-functional performance indicators of companies would be decided during the MoU task force meetings. It is thus important for all public sector undertakings to seriously plan and execute the CSR activities of their respective companies as it is now a part of the MOU guidelines and the status of the company depends on the effective implementation of CSR initiatives.

Other guidelines which are to be followed by the public sector enterprises in India include 'The Social, Environmental and Economic Responsibilities of Business, Ministry of Corporate Affairs, July, 2011 and the Companies Bill 2012'.

METHODOLOGY OF THE STUDY

The paper is based on exploratory research on the CSR initiatives of the seven companies as mentioned below.

Sample Organisations:

1. Oil and Natural Gas Corporation Ltd. (ONGC)
2. Indian Oil Corporation Ltd. (IOCL)
3. Oil India Ltd. (OIL)

4. Bharat Petroleum Corp. Ltd. (BPCL)
5. Hindustan Petroleum Corporation Ltd. (HPCL)
6. Gas Authority of India Ltd. (GAIL)
7. Numaligarh Refinery Ltd.(NRL)

Secondary data were collected from the published CSR reports of the sample organisations and were studied for identifying the CSR activities of each organisation. The data have been collected from the annual reports, official websites, journal and magazines and CSR reports.

THE CONCEPTUAL FRAMEWORK OF THE STUDY

The study is approached from the sustainable performance perspective as described in Figure 1. The parameters/metrics of sustainable performance include social sustainability, economic sustainability, and environmental sustainability.

It is essential to understand that CSR initiatives of a company have greater impact on the performance and sustainability of the business at large. Thus, more and more organisations are strategising CSR from the triple bottom line perspective. Hence, the study is approached from the perspective of triple bottom-line concept and focuses on the CSR metrics of business sustainability including social metric, economic metric and environmental metric. The paper makes an attempt to develop a metric to assess the sustainable performance of the oil and gas sector companies in India (See Table 3).

Table 3: Metric for Sustainable Performance

Social Metric	Labour and employment issues	Health and safety , education, training, Industrial relations, wages, benefits, employee retention
	Community initiatives	Involvement in local community, contribution to the local economy, ensuring local wealth and skills
	Corporate Philanthropy	Donations, Pre-tax profits and grant programs
Environmental Metric	Pollution prevention	Water pollution and waste disposal, greenhouse gas emission
	Environmental Safety	Oil spills, after-math effect handling
	Climate Change	Energy conservations, emissions, flaring, global warming
Economic Metric	Impact on Government	Corporate governance, Tax payments, subsidies, policies and regulations
	Financial Performance Indicator	Net profit / earning , Total revenue, Investment in R & D
	Impact on Communities	Job creation, infrastructure and technology development, social and economic inclusion, women empowerment

Table 4: Comparative view of Social, Environmental initiatives of Oil and Gas CPSEs in India

Name of Organisation Understudy	Reduction in CO2 Emissions	Community Development Projects	United Nations Global Compact	SA 8000 (Social Accountability)	ISO 14001 (Environmental management system)	Global Reporting Initiative
ONGC	YES	YES	YES	YES	YES	YES
IOCL	YES	YES	YES	YES	YES	YES
OIL	YES	YES	YES	YES	YES	NO
BPCL	YES	YES	YES	YES	YES	YES
HPCL	YES	YES	NO	YES	YES	YES
GAIL	YES	YES	YES	YES	YES	YES
NFL	YES	YES	NO	YES	YES	NO

Table 4 reflects upon the various social, environmental initiatives of oil and gas CPSEs in India. It is by and large clear that organisations are aware of the social and environmental impact of their operations and are taking initiatives to make operations sustainable. All the companies are engaged in community development because they realize the fact that the negative impact is maximum borne by the community surrounding the area of operation. Organisations are taking initiatives in terms of reduction of CO2 and other greenhouse gases. Organisations barring few like HPCL, BRPCL, and NFL are members of the United Nations Global Compact, India chapter. All the companies under study are certified under the SA 8000 and ISO 14001. The sample companies are not certified under any other international reporting standards.

Legends:

H – Health

E – Education

RID - Rural Infrastructure Development

L / SD – Livelihood / Skill Development

WE - Women Empowerment

ES - Environmental sustainability

DM - Disaster Management

A and C - Promoting dying Art and Culture

WM – Water Management

Table 5 elaborates the thrust areas of CSR initiatives of each sample organisations which includes health, education, rural infrastructure development, livelihood/ skill development, women empowerment, environmental sustainability, disaster management, promoting dying art and culture and water management. It is observed that organisations are required to take up more initiatives in the area of water management in view of reshaping the future global water scarcity. It is reflected from the present study that a number of organisations are not taking required initiatives in the area of disaster management. The trend of more frequent global natural disasters calls for greater initiative and participation by these organisations in the area of disaster management. The study also highlights that the companies have taken numerous initiatives in the area of health, education, women

Table 5: Comparative study of CSR interventions of Oil and Gas CPSE's in India

Name of Organisation Understudy	H	E	RID	L / SD	WE	ES	DM	A & C	WM
ONGC	√	√	√	√	√	√	√	X	√
IOCL	√	√	√	√	√	X	X	√	X
OIL	√	√	√	√	√	X	X	X	X
BPCL	√	√	√	√	√	√	X	X	X
HPCL	√	√	X	√	√	√	X	X	X
GAIL	√	√	√	√	√	√	√	X	X
NFL	√	√	√	√	√	√	√	√	X

empowerment, and livelihood generation. It is noteworthy that the above thrust hold areas of CSR and the level of dedication by companies if synchronized can bring the dream of inclusive growth.

It is important to identify the required area of CSR intervention yet it is equally important to develop an appropriate model for implementation of CSR initiatives of companies. To emphasize the point few case studies highlighting the PPP (Public – Public Partnership / Public - Private Partnership) success model is discussed below.

PPP (Public — Public Partnership / Public - Private Partnership) — An outlook of Oil and Gas companies

Attempts of the government to provide rapid and inclusive growth in the past have often been made difficult due to lack of infrastructure. The role of Public – Public Partnership / Public - Private Partnership in development of the infrastructure required for promoting inclusiveness in India has been recognized to be crucial.

Case of Rajiv Gandhi Institute of Petroleum Technology (RGIPT): Bharat Petroleum has been associated as one of the founding members along with The Ministry of Petroleum and Natural Gas (MOP and NG), Government of India to set up the RGIPT deemed university through an act of Parliament. RGIPT is co-promoted as an energy domain specific institute by six leading oil public sector units (ONGC, IOCL, OIL, GAIL, BPCL, and HPCL) in association with the Oil Industry Development Board (OIDB). The prime objective of the institute is to provide world class education, training, and research to roll out efficient human resources to meet the growing requirements of the petroleum and energy sector.

Case of Gandhi Gramin LPG Vitrak Yojana: GAIL is supporting integrated livelihood programmes in villages especially for small and marginal farmers. GAIL along

with other oil PSU's is contributing towards provision of liquefied petroleum gas (LPG) connections to below poverty line (BPL) families under Rajiv Gandhi Gramin LPG Vitrak Yojana. This collaborative combined effort of the oil PSUs has made a large impact on the upliftment of weaker sections of the society.

Case of Hindustan PreFab Ltd.: Cloudburst at Leh, India (August, 2010) had caused severe casualties in terms of life and property. Thousands of people were left homeless and basic infrastructure was destroyed. 10 CPSEs in India as part of social responsibility took the initiative of relief work at the drastic weather conditions of sub-zero temperature between -10°C to -25°C at Leh.

As construction in such environment is not easy, they undertook a PPP model with Hindustan Prefab Ltd. (HPL) to make the constructions possible. HPL qualifies as specialized agency under Clause 3.3.xi of guidelines on CSR for CPSEs for carrying out CSR projects on behalf of other CPSEs. 170 one-room expandable prefab houses at Solar Colony, Choglamsar, Leh (J&K) have been successfully completed in a record time of 41 days and handed over to the beneficiaries through District Administration, Leh (HPL, 2011). Many more such infrastructures like hospital, houses, schools were constructed in record time. Oil sector companies like ONGC, IOCL and GAIL has been part of this initiative. This is a classic case of use of PPP model to bring in an inclusive growth.

CONCLUSION

There are clear rules and broad understanding of measuring the economic pulse of a company at any given point in time. The sustainability performance of a company is generally measured by assessing three aspects of sustainability: economic, social and environmental performance.

The assessment of environmental performance is still very limited since it is mainly based on primary environmental impact such as natural resource depletion, land degradation,

pollution emissions, energy consumption and waste generation. What really needs to be done and is missing is a long term perspective where-in organisations should study the impact assessment of their business and work upon to mitigate the negative impact of the business caused to the environment.

The study identified that oil and gas sector is undertaking a number of activities under the social sustainability parameter. Yet, what needs to be addressed is the impact of such activities on societal development. In this regard, the concept of CSR audit needs to be implemented and is recommended to be conducted by a liable external third party. The CSR activities also need to be well documented to ensure transparency.

It is observed that most of the organisations have incorporated community development or peripheral development as one of the thrust areas of CSR. In this regard, organisations have focused in terms of providing facilities such as schools or hospitals for the community around the vicinity of the organisation. The real issue lies in providing a sustainable source of income generation for the community at the same time basic infrastructure such as road, electricity, safe drinking water, health, and education needs emphasis. In case of tribal community, organisations should work upon to bring these communities to the mainstream by the way of private public partnership or public-public partnership model.

The emphasis on MoU system and requirement of abiding the DPE guidelines has led the oil and gas CPSEs in India to make great strides towards doing business in a most sustainable and socially responsible way. The business of exploring for and producing oil and gas entails environmental cause and social challenges. Therefore, governments, NGOs and people will continue to pressure oil and gas companies to respond to the evolving social and regulatory norms. The oil and gas CPSEs require will and passion to serve the society by CSR activities. When companies will is present and the CSR challenge can be reduced to distinct quantifiable technical and managerial tasks, oil companies can perform CSR tasks to a high standard.

SUGGESTIONS

For the success of any CSR activities following points need to be emphasized and implemented:

- Leadership and Vision: Key top managerial staff must be committed to the CSR objectives and companies must ensure that sustainability values and mission are not only integrated into the business strategy, policies and culture, but also communicated to all employees.
- Stakeholder Engagement: Engagement with internal and external stakeholders as well as with sectorial

and multi-stakeholder initiatives enhances credibility, commitment, and innovation. Reporting and communicating CSR investments and achievements helps demonstrate transparency and seriousness of intent and rewards staff and partners for their inputs into such initiatives. It is a mean to build trust with the employees, customers, suppliers, and other stakeholders by demonstrating company's openness and willingness to be accountable for its actions and impact on society.

- There is a high need to train employees in areas of planning, funding, implementing, documenting monitoring, evaluating CSR for the employees of CSR department.
- Companies need to realize the fact of initiating more needed and relevant CSR projects.
- There is a need to establish clear and user-friendly methodologies and tools to measure the progress that companies are making towards sustainability
- The oil and gas companies should together approach CSR in a holistic and systematic manner.
- Though the organisations' processes aim at enhancing business efficiency, fulfilling expected or current regulatory requirements and/ or international agreements/ commitments and responding to stakeholders concerns, yet the CSR activities should be aimed for the three broad areas of social, environmental and economic development.
- The objectives and issues are more or less the same for all oil sector companies, but vary in responding to stakeholders concerns and fulfilment of regulatory requirements. Thus, there is scope for companies to work in the areas to have transparency and commitment towards stakeholders and regulatory requirements.

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