



**OIL AND NATURAL GAS CORPORATION LIMITED**  
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**CODE OF CONDUCT  
FOR  
BOARD MEMBERS AND SENIOR  
MANAGEMENT PERSONNEL**

**OIL AND NATURAL GAS CORPORATION LIMITED**  
**CODE OF CONDUCT**  
**FOR**  
**BOARD MEMBERS AND SENIOR MANAGEMENT PERSONNEL**

**VISION**

**To be the global leader in integrated energy business through sustainable growth, knowledge excellence and exemplary governance practices.**

**MISSION**

**World Class**

- Dedicated to excellence by leveraging competitive advantages in R&D and technology with involved people.
- Imbibe high standards of business ethics and organizational values.
- Abiding commitment to safety, health and environment to enrich quality of community life.
- Foster a culture of trust, openness and mutual concern to make working a stimulating and challenging experience for our people.
- Strive for customer delight through quality products and services.

**Integrated In Energy Business**

- Focus on domestic and international oil and gas exploration and production business opportunities.
- Provide value linkages in other sectors of energy business.
- Create growth opportunities and maximize shareholder value.

**Dominant Indian Leadership**

- Retain dominant position in Indian petroleum sector and enhance India's energy availability.

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**ETHICS & COMMITMENT STATEMENT**

- We commit to realise the corporate vision of making ONGC a World-Class Oil and Gas Company integrated in Energy business with dominant Indian leadership and Global presence.
- We treasure integrity and transparency as the core value in all our business dealings.
- With our Core Competence - Courage to Explore, Knowledge to Exceed and Technology to Excel, we shall work towards sustained growth of our Organization.
- We are responsible for the assets and the business of the Company in fair, diligent and ethical manner.
- We must act within the bounds of the authority conferred upon us, and make and enact informed decisions and policies in the best interests of the Company.
- We shall act in compliance with applicable laws and regulations, in a manner that excludes considerations of personal advantage, and will not compromise our commitment to honesty and integrity in all aspects of our business.
- We are committed to the pursuit of excellence, in all our endeavours.

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**A Message from the CMD**

Dear Colleagues,

Our corporate objective is to secure sustain growth with pursuit of excellence in performance and ethics in transactions. To reinforce our organizational culture, a Code of Conduct had been formulated, and approved by the Board of Directors in its 148<sup>th</sup> meeting held on 05.12.2005 and adopted w.e.f. 01.01.2006. The Code was applicable to all Members of the Board and all Senior Management Personnel. We must recognize that compliance of the Code is essential for promoting stakeholder confidence in our organization. Consequent to the notification of Companies Act, 2013 and amendment of the Listing Agreement, this code has been amended to incorporate the relevant provisions of the said Act and Listing Agreement. Therefore, every member of the Board and Senior Management Personnel is expected to mandatorily comply with the amended Code.

With Best Wishes

**Dinesh Kumar Sarraf**  
**Chairman & Managing Director**

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## **1. INTRODUCTION**

**1.1** This Code of Conduct (hereinafter referred to as “**Code**”) is applicable to the Members of the Board (hereinafter referred to as “**Directors**”) and Senior Management of **Oil and Natural Gas Corporation Limited** (the “**Company**”) and its unlisted subsidiaries. It reflects the Company’s underlying ethical values and commitment to lay standards of integrity, transparency, fairness, accountability and pursuit for excellence.

**1.2** The purpose of this Code is to demonstrate the ethical and transparent process in managing the affairs of the Company, and thus to sustain the trust and confidence reposed in the Management by the stakeholders and business partners. Directors and Senior Management are expected to understand, adhere to, comply with and uphold the provisions of this Code and the standards laid down hereunder in their day-to-day functioning.

**1.3** The principles prescribed in this Code are general in nature and lay down broad standards of compliance to ***Department of Public Enterprises Guidelines on Corporate Governance, the Companies Act, 2013*** and Clause 49 of the Listing Agreement with the Stock Exchanges, where the shares of the Company are listed for trading.

**1.4** The Company currently has in place the Conduct, Discipline & Appeal Rules, 1994 as amended from time to time (the “**CDA Rules**”), which govern the conduct of all employees of the Company including Whole-time Directors. The CDA Rules provide for good conduct and discipline as well as provide for penalties in the case of violations and the appeal mechanism.

**1.5** It is clarified that this Code is applicable to all Directors and Senior Management, including the Non-Whole Time Directors. In case of Whole - Time Directors and the Senior Management Personnel, this Code is applicable over and above the CDA Rules of the Company.

**1.6** The amended Code has come into force with effect from the date of approval of the Board i.e **29<sup>th</sup> day of April 2015**.

**1.7** All Directors and Senior Management shall sign the acknowledgment form at **Appendix-I** and return the form to the Company Secretary indicating that they have received, read and understood the provisions of the Code, and agree to comply with the same. All Directors and Senior Management shall be required to affirm compliance with this Code on an annual basis, within 30 days of close of every financial year to the Company Secretary, in the form annexed at **Appendix-II**.

## 2. DEFINITIONS & INTERPRETATION

2.1 In this Code, unless repugnant to the meaning or context thereof, the following expressions, wherever used in this Code, shall have the meaning assigned to them below:

**“Directors”** shall mean all the members of the Board of Directors of the Company, *including the Government Directors and Non official part-time Directors i.e Independent Directors.*

**“Company”** shall mean the Oil and Natural Gas Corporation Limited.

**“Group”** shall mean the ONGC group of companies.

**“Whole-time Directors”** shall mean the Board Members who are in whole-time employment of the Company.

**“Independent Directors”** shall mean the Board Members as defined under Section 2 (47) read with 149(5) of the Companies Act, 2013

**“Senior Management”** means all **“Key Executives”** of the Company as identified by the Executive Committee of the Company from time to time.

**“Relative”** shall mean ‘relative’ as defined in Section 2(77) of the Companies Act, 2013 read with The Companies (Specification of definitions details) Rules, 2014 as reproduced in Appendix-III hereto.

2.2 In this Code, words importing masculine shall include feminine and words importing singular shall include plural or vice versa.

## 3. APPLICABILITY

3.1 This Code shall be applicable to the following persons:

- (i) All Directors; and
- (ii) Senior Management

## 4. KEY REQUIREMENTS

The Directors and Senior Management shall act within the authority conferred upon them in the best interests of the Company and will:

- act in the best interest of, and fulfill their fiduciary obligations to the Company and its shareholders;

- act honestly, fairly, ethically and with integrity;
- conduct themselves in a professional, courteous and respectful manner and not take improper advantage of their position;
- act in good faith, responsibly, with due care, competence and diligence, without allowing their independent judgment to be subordinated;
- use their prudent judgment to avoid all situations, decisions or relationships which give or could give rise to conflict of interest or appear to conflict with their responsibilities within the Company;
- not exploit for his/her own personal gain, opportunities that are discovered through use of corporate property, information or position, unless the Company declines to pursue such opportunity for its business interest(s);
- avoid conducting business on behalf of the Company except with the prior approval of the Board; with (a) a relative (b) a Private Limited Company in which he or his relative is a Member or a Director (c) a Public Limited Company in which he **along** with his relative holds more than two per cent of its paid-up share capital; and (d) with a firm in which he or his relative is a partner;
- disclose and avoid having any personal and/or financial interest in any business dealings concerning the Company;
- avoid any dealings with a Contractor or Supplier that compromises the ability to transact business on a professional, impartial and competitive basis or influence decision to be made by the Company;
- not hold any positions or jobs or engage in outside businesses or other interests that are prejudicial to the interests of the Company; and
- inform the Board, at the earliest opportunity, any existing or potential conflict of interest situation.

It is clarified that it would not be a conflict of interest for the Director & Senior Management of the Company or members of their immediate family to have dealings in normal course with and to obtain services from persons or entities who also deal/provide services to the Company, including legal, accounting or brokerage services, loans & services from banks or insurance from insurance companies etc., at rates customary for similarly situated customers.

## **5. OTHER DIRECTORSHIPS**

Unless specifically permitted by the Board, the Board Members shall not serve as Director of any other Company or as Partner of a Firm that is engaged in a competing business with the Company. This clause is not applicable to Ex-officio Government Nominee Directors.

Senior Management Personnel shall obtain prior approval of the Chairman and Managing Director/Competent Authority for accepting Directorship of any other company or partnership of a firm.

## **6. GIFTS AND DONATIONS**

The Directors and the Senior Management shall neither receive nor offer or make, directly or indirectly, any gifts, donations or comparable benefits which are intended to or perceived to obtain undue favours in the transactions detrimental to the interest of the Company, except for nominal value, which are customarily given and are of commemorative nature for special events and should never be of a kind that could create an appearance of impropriety.

## **7. PUBLIC REPRESENTATION**

The Company honours the information requirements of the public and its stakeholders. In all its public appearance with respect to disclosing information in relation to the Company's activities to public constituencies such as the media, the financial community, employees and shareholders, the Company or the Group shall be represented only by specifically authorised directors and employees. It will be the sole responsibility of these authorised representatives to disclose Company related information.

## **8. INSIDER TRADING**

The Directors and Senior Management shall comply with the Code of Internal Procedures and Conduct in dealing with the securities of the Company as applicable from time to time.

## **9. CONFIDENTIALITY OF INFORMATION**

Any information concerning the Company's business, its customers, suppliers, etc. to which the Directors and Senior Management have access or which is possessed by the Directors and Senior Management, must be considered privileged and confidential and should be held in confidence at all times, and should not be disclosed to any person, unless

(i) specifically authorized; or (ii) the same is part of the public domain at the time of disclosure; or (iii) is required to be disclosed in accordance with applicable laws.

## **10. REGULATORY COMPLIANCE**



Every Director and Senior Management shall, in his or her business conduct, comply with all applicable laws and regulations, both in letter and in spirit, in all the territories in which he or she operates. If the ethical and professional standards set out in the applicable laws and regulations are below that of the Code, then the standards of the Code shall prevail.

## **11. HEALTH, SAFETY AND ENVIRONMENT**

The Directors and Senior Management shall be committed to prevent the wasteful use of natural resources and minimize any hazardous impact of the development, production, use and disposal of any of its products and services on the ecological environment.

## **12. PROTECTION OF ASSETS**

The Directors and Senior Management of the Company shall employ the assets of the Company and for the purpose of conducting the business for which they are duly authorised. These include tangible assets such as equipment and machinery, systems, facilities, materials, resources as well as intangible assets such as proprietary information, relationships with customers and suppliers, etc.

## **13. AMENDMENTS TO THE CODE**

The provisions of this Code can be amended/ modified by the Board of Directors of the Company from time to time in line with any changes in law, changes in Company's philosophy, vision, business plans or otherwise and all such amendments/ modifications shall take effect from the date stated therein. All Directors and Senior Management shall be duly informed of such amendments and modifications.

## **14. PLACEMENT OF THE CODE ON WEBSITE**

Pursuant to Clause 49 of the Listing Agreement, this Code and any amendments thereto shall be posted on the website of the Company.

## **15. ENFORCEMENT OF CODE OF CONDUCT**

All Directors and/or Senior Management shall be accountable for fully complying with this Code.

## **16. ADDITIONAL REQUIREMENT FOR INDEPENDENT DIRECTORS**

***In addition to the compliance of this Code, Independent Directors are also required to adhere to the Code of Conduct (in line with Schedule-IV of the Companies Act, 2013) meant for Independent Directors of the Company(Appendix-IV)..***

## **17. CONSEQUENCES OF NON- COMPLIANCE OF THIS CODE**

**17.1** In case of breach of this Code by the Directors, the same shall be dealt with by the Board of Directors for initiating appropriate action, as deemed necessary.

**17.2** In case of breach of this Code by the Senior Management, the same shall be dealt with by Chairman & Managing Director in accordance with the CDA Rules of the Company.

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**APPENDIX-I**

**OIL AND NATURAL GAS CORPORATION LIMITED**

**CODE OF CONDUCT  
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**ACKNOWLEDGEMENT FORM**

I ....., have received and read the Company's "CODE OF CONDUCT FOR BOARD MEMBERS AND SENIOR MANAGEMENT PERSONNEL ("this Code"). I have understood the provisions and policies contained in this Code and I agree to comply with this Code.

**Signature :** .....

**Name :** .....

**Designation :** .....

**Date :** .....

**Place :** .....

**APPENDIX-II**

**OIL AND NATURAL GAS CORPORATION LIMITED  
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**ANNUAL COMPLIANCE REPORT\***

I .....do hereby solemnly affirm to the best of my knowledge and belief that I have fully complied with the provisions of the **CODE OF CONDUCT FOR BOARD MEMBERS AND SENIOR MANAGEMENT PERSONNEL** during the financial year ending 31<sup>st</sup> March .....

**Signature** :.....

**Name** :.....

**Designation** :.....

**Date** :.....

**Place** :.....

\* To be submitted by 30th April each year.

**APPENDIX-III**  
**OIL AND NATURAL GAS CORPORATION LIMITED**  
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**EXTRACT OF SECTION 2(77) OF THE COMPANIES ACT, 2013 AND RULES  
THEREUNDER**

**Meaning of “relative”**

*“relative”, with reference to any person, means anyone who is related to another, if—*

- (i) they are members of a Hindu Undivided Family;*
- (ii) they are husband and wife; or*
- (iii) one person is related to the other in such manner as may be prescribed;*

*The Companies (Specification of definitions details) Rules, 2014-para 4 prescribed as under:*

*List of relatives in terms of clause (77) of section 2.- A person shall be deemed to be the relative of another, if he or she is related to another in the following manner, namely:-*

- (1) Father: provided that the term “Father” includes step-father.*
- (2) Mother: Provided that the term “Mother” includes the step-mother.*
- (3) Son: Provided that the term “Son” includes the step-son.*
- (4) Son’s wife.*
- (5) Daughter.*
- (6) Daughter’s husband.*
- (7) Brother: Provided that the term “Brother” includes the step-brother;*
- (8) Sister: Provided that the term “Sister” includes the step-sister.*

## **APPENDIX-IV**

### **SCHEDULE IV**

[See section 149(8)]

#### **CODE FOR INDEPENDENT DIRECTORS**

The Code is a guide to professional conduct for independent directors. Adherence to these standards by independent directors and fulfilment of their responsibilities in a professional and faithful manner will promote confidence of the investment community, particularly minority shareholders, regulators and companies in the institution of independent directors.

##### **I. Guidelines of professional conduct:**

An independent director shall:

- (1) uphold ethical standards of integrity and probity;
- (2) act objectively and constructively while exercising his duties;
- (3) exercise his responsibilities in a *bona fide* manner in the interest of the company;
- (4) devote sufficient time and attention to his professional obligations for informed and balanced decision making;
- (5) not allow any extraneous considerations that will vitiate his exercise of objective independent judgment in the paramount interest of the company as a whole, while concurring in or dissenting from the collective judgment of the Board in its decision making;
- (6) not abuse his position to the detriment of the company or its shareholders or for the purpose of gaining direct or indirect personal advantage or advantage for any associated person;
- (7) refrain from any action that would lead to loss of his independence;
- (8) where circumstances arise which make an independent director lose his independence, the independent director must immediately inform the Board accordingly;
- (9) assist the company in implementing the best corporate governance practices.

##### **II. Role and functions:**

The independent directors shall:

- (1) help in bringing an independent judgment to bear on the Board's deliberations especially on issues of strategy, performance, risk management, resources, key appointments and standards of conduct; (2) bring an objective view in the evaluation of the performance of board and management;
- (3) scrutinise the performance of management in meeting agreed goals and objectives and monitor the reporting of performance;

(4) satisfy themselves on the integrity of financial information and that financial controls and the systems of risk management are robust and defensible;

(5) safeguard the interests of all stakeholders, particularly the minority shareholders;

(6) balance the conflicting interest of the stakeholders;

(7) determine appropriate levels of remuneration of executive directors, key managerial personnel and senior management and have a prime role in appointing and where necessary recommend removal of executive directors, key managerial personnel and senior management;

(8) moderate and arbitrate in the interest of the company as a whole, in situations of conflict between management and shareholder's interest.

### **III. Duties :**

The independent directors shall—

(1) undertake appropriate induction and regularly update and refresh their skills, knowledge and familiarity with the company;

(2) seek appropriate clarification or amplification of information and, where necessary, take and follow appropriate professional advice and opinion of outside experts at the expense of the company;

(3) strive to attend all meetings of the Board of Directors and of the Board committees of which he is a member;

(4) participate constructively and actively in the committees of the Board in which they are chairpersons or members;

(5) strive to attend the general meetings of the company;

(6) where they have concerns about the running of the company or a proposed action, ensure that these are addressed by the Board and, to the extent that they are not resolved, insist that their concerns are recorded in the minutes of the Board meeting;

(7) keep themselves well informed about the company and the external environment in which it operates;

(8) not to unfairly obstruct the functioning of an otherwise proper Board or committee of the Board;

(9) pay sufficient attention and ensure that adequate deliberations are held before approving related party transactions and assure themselves that the same are in the interest of the company;

(10) ascertain and ensure that the company has an adequate and functional vigil mechanism and to ensure that the interests of a person who uses such mechanism are not prejudicially affected on account of such use;

(11) report concerns about unethical behaviour, actual or suspected fraud or violation of the company's code of conduct or ethics policy; (12) acting within his authority, assist in protecting the legitimate interests of the company, shareholders and its employees;

(13) not disclose confidential information, including commercial secrets, technologies, advertising and sales promotion plans, unpublished price sensitive information, unless such disclosure is expressly approved by the Board or required by law.

#### **IV. Manner of appointment:**

(1) Appointment process of independent directors shall be independent of the company management; while selecting independent directors the Board shall ensure that there is appropriate balance of skills, experience and knowledge in the Board so as to enable the Board to discharge its functions and duties effectively.

(2) The appointment of independent director(s) of the company shall be approved at the meeting of the shareholders.

(3) The explanatory statement attached to the notice of the meeting for approving the appointment of independent director shall include a statement that in the opinion of the Board, the independent director proposed to be appointed fulfils the conditions specified in the Act and the rules made there under and that the proposed director is independent of the management.

(4) The appointment of independent directors shall be formalised through a letter of appointment, which shall set out :

(a) the term of appointment;

(b) the expectation of the Board from the appointed director; the Board-level committee(s) in which the director is expected to serve and its tasks;

(c) the fiduciary duties that come with such an appointment along with accompanying liabilities;

(d) provision for Directors and Officers (D and O) insurance, if any;

(e) the Code of Business Ethics that the company expects its directors and employees to follow;

(f) the list of actions that a director should not do while functioning as such in the company; and

(g) the remuneration, mentioning periodic fees, reimbursement of expenses for participation in the Boards and other meetings and profit related commission, if any.

(5) The terms and conditions of appointment of independent directors shall be open for inspection at the registered office of the company by any member during normal business hours.

(6) The terms and conditions of appointment of independent directors shall also be posted on the company's website.

#### **V. Re-appointment:**

The re-appointment of independent director shall be on the basis of report of performance evaluation.

#### **VI. Resignation or removal:**

(1) The resignation or removal of an independent director shall be in the same manner as is provided in sections 168 and 169 of the Act.



(2) An independent director who resigns or is removed from the Board of the company shall be replaced by a new independent director within a period of not more than one hundred and eighty days from the date of such resignation or removal, as the case may be.

(3) Where the company fulfils the requirement of independent directors in its Board even without filling the vacancy created by such resignation or removal, as the case may be, the requirement of replacement by a new independent director shall not apply.

#### **VII. Separate meetings:**

(1) The independent directors of the company shall hold at least one meeting in a year, without the attendance of non-independent directors and members of management;

(2) All the independent directors of the company shall strive to be present at such meeting;

(3) The meeting shall:

(a) review the performance of non-independent directors and the Board as a whole;

(b) review the performance of the Chairperson of the company, taking into account the views of executive directors and non-executive directors;

(c) assess the quality, quantity and timeliness of flow of information between the company management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

#### **VIII. Evaluation mechanism:**

(1) The performance evaluation of independent directors shall be done by the entire Board of Directors, excluding the director being evaluated.

(2) On the basis of the report of performance evaluation, it shall be determined whether to extend or continue the term of appointment of the independent director.