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*Indian Standard*

**ORGANIZATIONAL ACCOUNTABILITY AT THE WORK PLACE -  
REQUIREMENTS**

ICS 03.040; 03.100.01

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**BUREAU OF INDIAN STANDARDS**  
MANAK BHAVAN, 9 BAHADUR SHAH ZAFAR MARG  
NEW DELHI 110002

September 2007

**Price Group**

## **FOREWORD**

This Indian Standard was adopted by the Bureau of Indian Standards, after the draft finalized by Social Responsibility Sectional Committee had been approved by Management and Systems Division Council.

All organizations, irrespective of type, size, ownership or geographical location, have an established way or system of conducting their activities, including interacting directly or indirectly with people, within and outside the organization. During the course of conduct and discharge of established activities, all organizations should follow applicable national legal, statutory, regulatory requirements. They are also expected to follow established international conventions/guidelines, especially which India has ratified.

A list of applicable national statutory and regulatory requirements, which is not exhaustive, is given in Annex A for information purposes. Though efforts have been made to include as many applicable laws as possible, each organization is responsible for the identification and implementation of applicable laws relating to its activities.

This is a certifiable standard which deals with the accountability of an organization with regard to effective discharge of its various functions and responsibilities at workplace. In the context of this standard, the word 'organization' is used in a wider perspective which does not only entail a business establishment but any organization, be it Government, Academic, Charitable Trust or Society, Consumer, Co-operative, NGO and Associations of any other kind, which engages personnel for discharge of its duties on a regular or contractual, paid or honorary basis.

In this standard, core elements, which are specific to Indian conditions and relate to the workplace, have been identified and included. The implementation of this standard would promote good practices at the workplace which go beyond mere compliance with the applicable national statutory, regulatory and legal requirements.

For an organization to work effectively, it has to identify and manage numerous linked activities or processes. Quality Management Systems approach helps the organization in not only improving its effectiveness but also enhancing employee satisfaction and improving working environment. Accordingly, it was decided that this standard should be based on Quality Management System approach for promoting organizational accountability at workplace.

The following stakeholders were involved and consulted during the formulation of this standard:

- a) Government,
- b) Labour associations,
- c) Consumer bodies,
- d) Non-governmental organizations,
- e) Corporate, and
- f) Academician and others.

The Committee responsible for the formulation of this standard is given at Annex B.

## *Indian Standard*

# **ORGANIZATIONAL ACCOUNTABILITY AT THE WORK PLACE - REQUIREMENTS**

(ICS 03.040; 03.100.01)

## **1. SCOPE**

**1.1** This standard specifies requirements to enable an organization to,

- a) establish, maintain and implement policies, procedures and practices concerning issues relating to organizational accountability at the workplace within its sphere of influence; and
- b) demonstrate to stakeholders that its policies, procedures and practices are in conformity with applicable national legal, statutory, regulatory requirements and requirements specific to the organization and of this standard.

**1.2** It shall be applicable to all organizations irrespective of type, size, ownership or geographical location.

## **2. TERMS AND DEFINITIONS**

**2.1 Accountability** – The principle that organizations are responsible for their actions and may be required to explain them to others.

NOTE – It is a systematic process in which the organization becomes answerable to its stakeholders in terms of being held to account (where compliance to relevant laws is concerned); where the organization is obliged to give an account (addressing issues concerning right to information and transparency); and, where the organization takes proper account (by being systematically responsive to all stakeholders).

**2.2 Corrective Action** - Action to eliminate the cause of a detected non-conformity or other undesirable situation.

### **NOTES**

1 There can be more than one cause for a non-conformity.

2 Preventive action is taken to prevent occurrence whereas corrective action is taken to prevent recurrence.

3 There is a distinction between correction and corrective action.

**2.3 Employee** – A person employed, directly or by or through any agency (including a contractor), whether for remuneration or not, for carrying out activities of the organization or any part thereof, incidental to or connected with those activities, in pursuance of the organization's stated objectives.

**2.4 Equal Opportunity** – means that each person is provided equal opportunity based on,

- a) competence that is qualification, skill and experience; and
- b) demonstrable attitude and behaviour in terms of ethics, conduct, team building.

It shall not be discriminated on grounds of caste, creed, religion, gender, age, disability, ethnic background, membership of any legal associations/organisations, marital status & sexual orientation, HIV status or any other health related concern.

**2.5 Organization** - Group of people or facilities with an arrangement of authorities, relationships and responsibilities.

Example – Company, corporation, firm, enterprise, institution, charity, sole trader, association, or parts or combination thereof.

**NOTES**

1 The arrangement is generally orderly.

2 An organization can be public or private.

**2.6 Top Management** – Person or group of persons, who directs and controls an organization at the highest level.

**2.7 Stakeholder** - Individual or group concerned or interested with or impacted by the activities of the organization.

**2.8 Work Place** - Place(s) where activities of the organization are carried out in pursuance of its stated objectives.

### **3. Applicability**

Any exception to this standard must clearly demonstrate its legitimacy due to the intrinsic nature of the job on offer or be based on the stated policy of the organization to safeguard the interests of vulnerable/marginalized section(s) of society.

## **4 MANAGEMENT SYSTEMS**

### **4.1 Documentation Requirements**

**4.1.1** The organization shall establish and maintain documentation which shall include

- a) Organizational accountability policy;
- b) Organizational accountability objectives;
- c) The list of applicable national legal, statutory, regulatory requirements, international conventions and requirements specific to the organization;
- d) Responsibility and authority of personnel at relevant levels within the scope of this standard;
- e) Documented procedures required by this standard; and
- f) Other documents, needed by the organization for effective planning, operation and control of its organizational accountability related processes, or reference thereof.

### **4.2 Control of Documents**

**4.2.1** All the documents required by this standard shall be

- a) approved for adequacy prior to issue;
- b) reviewed periodically, updated as necessary and re-approved. The changes made shall be identified; and
- c) legible and identifiable indicating their current revision status.

**4.2.2** The organization shall

- a) maintain a master list of all documents related to the scope of this standard which also identifies their current revision status;

- b) maintain distribution list of all such documents;
- c) ensure that the current versions of applicable documents are available at points of use;
- d) ensure that obsolete documents, if retained for any purpose, are suitably identified to prevent their unintended use; and
- e) ensure that the documents of external origin are identified and their distribution controlled.

**4.2.3** A documented procedure shall be established to define the controls needed for the above.

### **4.3 Control of Records**

Records (including files) shall be established and maintained to provide evidence of conformity to requirements and for the effective operation of the management system for organizational accountability. The records shall remain legible, readily identifiable and easily retrievable. The method of identification, storage, protection, disposition of each record, their retention time and responsibility for each of these activities shall be established in a documented procedure.

## **5 MANAGEMENT RESPONSIBILITY**

### **5.1 Management Commitment**

Top management shall

- a) establish the organizational accountability policy,
- b) ensure that organizational accountability objectives are established,
- c) conduct management reviews, and
- d) ensure the availability of resources.

### **5.2 Organizational Accountability Policy**

**5.2.1** Top management shall ensure that the organizational accountability policy

- a) is documented;
- b) is appropriate to the purpose of the organization;
- c) includes a commitment to comply with applicable national legal, statutory, regulatory requirements, international conventions and requirements specific to the organization and continual improvement of the effectiveness of the system;
- d) is communicated and understood across the organization;
- e) is easily accessible in a comprehensive form, including local language where applicable, and made available to all stakeholders; and
- f) is reviewed for continuing suitability.

**5.2.2** The organizational accountability policy shall provide a framework for establishing and reviewing organizational accountability objectives.

### **5.3 Objectives**

Organizational accountability objectives shall be consistent with the organizational accountability policy and shall be established at relevant functions and levels within the organization. All the objectives shall be measurable and documented.

**5.4** When establishing the above policy and objectives, the following factors shall be taken into account:

- a) Input of employees and other stakeholders;
- b) Relevant applicable national legal, statutory, regulatory requirements and other universal conventions/guidelines; and
- c) Financial, operational and organizational requirements.

## **5.5 Legal and Other Requirements**

The organization shall establish, implement and maintain a procedure,

- a) to identify and have access to the applicable legal and other requirements to which the organization subscribes related to its organizational accountability, and
- b) to determine how these requirements apply to its workplace.

The organization shall ensure that these applicable legal and other requirements to which the organization subscribes are taken into account in establishing, implementing and maintaining its organizational accountability management system.

## **5.6 Responsibility, Authority and Communication**

**5.6.1** Top management shall ensure that the responsibilities and authorities are established at relevant functions and levels, related to the scope of this standard, and are communicated within the organization.

### **5.6.1.1** *Management and non-management representatives*

Top management shall appoint a member of its management as management representative who, irrespective of other responsibilities, shall ensure that the requirements of this standard are met.

The top management shall also provide for selection of a representative by non-management personnel, from amongst their group, to facilitate communication with management on matters related to this standard, irrespective of the other responsibilities.

### **5.6.2** *Internal Communication*

Top management shall ensure that appropriate communication processes are established within the organization so that effective communication takes place at all levels for the various processes related to organizational accountability.

## **5.7 Management Review**

**5.7.1** Top management shall review the organization's management system for accountability procedures and policies at planned intervals to ensure their continuing suitability, adequacy, efficiency and effectiveness. This review shall include assessing opportunities for improvement and the need for changes in various policies, procedures and objectives, based on amendments in laws, experience gained, technological developments and feedback received. The records of management reviews shall be maintained.

**5.7.2** The inputs to management review shall include information on,

- a) follow up actions from previous reviews;
- b) results of audit;
- c) feedback received including from both internal and external sources;
- d) review of effectiveness of process performance of organizational accountability measures including policy, procedures and practices;
- e) technological changes;
- f) amendments in statutory, regulatory and legal requirements;
- g) amendments in international conventions and guidelines; and
- h) recommendations for improvement;

**5.7.3** Review output shall include any decisions and actions related to,

- a) improvements in organizational accountability procedures;
- b) improvement in management systems needed for organizational accountability planning and implementation; and
- c) resources needed;

## **6 RESOURCE MANAGEMENT**

**6.1** The organization shall ensure that all personnel working for or on behalf of the organization are aware of the importance of conforming to the organizational accountability policy and the requirements of this standard, their role and responsibilities within the framework of organizational accountability management system.

**6.2** The personnel undertaking activities relating to organizational accountability shall be competent in meeting the requirements of organizational accountability management system. The organization shall ensure that personnel performing organizational accountability activities have the required competence, which shall be identified based on their experience, skill and qualification.

**6.3** The organization shall provide appropriate training to both new and existing employees on a continued basis to ensure that the personnel,

- a) understand the requirements of this standard for its effective implementation at all levels of the organization;
- b) are aware of their responsibilities and authorities;
- c) are aware of applicable national legal, statutory, regulatory requirements; applicable international conventions/guidelines; and requirements specific to the organization;
- d) are aware of the health and safety requirements needed for effective discharge of their duties and responsibilities; and
- e) are sensitized to deal with gender, disability, health and other such issues, as covered in 7.

**6.3.1** The training records shall be maintained.

**6.4** The organization shall determine and provide resources for effective implementation of management system for organizational accountability and the requirements of this standard. The resources shall include human resource, infrastructure and work environment.

## **7 CORE ELEMENTS**

## 7.1 Child Labour

**Principle** - *The organization shall not engage services of a child, paid or unpaid.*

**Requirement**

No persons below the age of 15 years shall be directly or indirectly engaged or employed by the organisation.

## 7.2 Community Engagement

**Principle** - *The organization shall engage with local communities to empower and encourage its people to improve their quality of life, where possible, in areas such as, health and hygiene, education, and skill development, etc.*

**Requirement**

The organization shall take measures in the following:

- a) Health and hygiene:
  - i) Access to sanitation facilities,
  - ii) Waste Management in the immediate vicinity,
  - iii) Health and sanitation awareness, and
  - iv) Access to primary medical facilities.
  
- b) Education:
  - i) Providing educational facilities/services to children including those of employees and others.
  
- c) Skill development:
  - i) providing opportunities and facilitating programmes for skill, employability and capacity enhancement, wherever possible; and
  - ii) providing opportunities for engaging local people in the supply chain, wherever possible.

## 7.3 Discrimination

**Principle** - *The organization shall provide equal employment opportunities and maintain equality of opportunities during the course of employment.*

**Requirement**

When engaging personnel, the organization shall not discriminate between candidates on grounds of caste, creed, religion, gender, age, disability, ethnic background, membership of any legal associations/organisations, marital status & sexual orientation, HIV status or any other health related concern. Further, there shall be no discrimination on the above grounds during the period of employment.

## 7.4 Employment freely chosen

**Principle** - *The organization shall not engage Forced or Bonded Labour or any form of involuntary labour, paid or unpaid.*

***Requirement***

In compliance to the above principle, no organization shall indulge in any practices which are exploitative and/or coercive.

**7.5 Employment Relationship**

***Principle*** - *The organization shall clearly define and communicate in writing the full identity of the employing authority, and the scope and nature of the employment to prospective employees working for or on behalf of the organization.*

***Requirement***

The organization shall clearly define and communicate in writing full particulars of the employing authority, and the scope and nature of the employment to prospective employees working for or on behalf of the organization. This shall include:

- a) Name and identity of the employer
- b) Scope and nature of the employment
- c) Wages and benefits
- d) Applicable leave provisions including holidays
- e) Rules and regulations of the employer's organization

Any changes to the above will be communicated by the concerned employer to the employee in writing and shall be explained to them in a language that they understand.

**7.6 Employees' Welfare Measures**

***Principle*** - *The organization shall provide facilities for the welfare of its employees and their families.*

***Requirement***

The organization shall, in consultation with employees, provide facilities for their welfare and their families.

NOTE - In providing the above, the organization shall also consider special needs of employees and their families, such as facilities for disabled persons.

**7.7 Freedom of Association**

***Principle*** - *The organization shall respect the right of its employees to form or join associations which represent their interest.*

***Requirement***

The organisation shall uphold the freedom of association and the effective recognition of the right to collective bargaining.

**7.8 Health and Safety at the Workplace**

***Principle*** - *The organization shall provide an environment that is safe, hygienic and humane.*

***Requirement***

The organization shall make provisions for the following:

- a) Safety
  - i) Premises including emergency exits,
  - ii) Fire,
  - iii) Machinery,
  - iv) Toxicity,
  - v) Electrical,
  - vi) Explosion, and
  - vii) Radiation.
  
- b) Health and hygiene
  - a) Segregated and convenient access to sanitation facilities including for persons with disabilities;
  - b) Clean air;
  - c) Potable water;
  - d) Temperature;
  - e) Ventilation;
  - f) Lighting;
  - g) Work station ergonomics;
  - h) Noise;
  - i) Eating place;
  - j) Washing area; and
  - k) First aid facilities.
  
- c) A humane workplace

***Principle** - A humane workplace is characterised by recognition of the fundamental human rights and respect for the dignity for all.*

***Requirement***

This shall include provisions for;

- a) Child care,
- b) Women safety and privacy, and
- c) Persons with disabilities.

**d) Legality of the work place structure**

***Principle** - The work place structure shall be on land designated for commercial and industrial use.*

***Requirement***

The work place structure shall be on land designated for commercial and industrial use. In case, the population is displaced because of the activities of the organization, it shall facilitate their rehabilitation.

**7.9 Harassment, Abuse and Inhumane Treatment**

***Principle** - The organization shall not tolerate any form of harassment, abuse or inhumane treatment to any of its employees by officials of the organization or by co-workers. The organization shall not place any of its employees at risk of any harassment, abuse and inhumane treatment in the discharge of their official duties. The organization shall take full responsibility to ensure that none of its representatives harass, abuse or treat inhumanely any third party.*

***Requirement***

The organization shall put in place mechanism(s) to demonstrate that no harassment, abuse or inhumane treatment takes place at the workplace. It shall also have a mechanism in place to enable employees to report instances of harassment, abuse or inhumane treatment. It shall include:

- a) Harassment and abuse
  - i) Physical abuse and harassment,
  - ii) Psychological /mental harassment,
  - iii) Any form of verbal abuse and harassment, and
  - iv) Sexual harassment.
  
- b) Inhumane treatment
  - i) Infringement of right to celebrate a festival and enjoy other cultural rights, and
  - ii) Any act by the organizations that prevents employees from participation in important events, functions, rituals related to marriage, death and any other important functions related to employee's immediate family.

**7.10 Wages and Benefits**

***Principle*** - *The organization shall ensure timely payment of adequate wages to meet basic needs and economic security of the employees and their families*

***Requirement***

- a) The organization shall ensure timely payment of wages to its employees with proof of receipt of payment. Such payment shall be accompanied by a wage slip to at least indicate:
  - i) breakup of wages paid including additional payments like, overtime, advances, allowances etc.
  - ii) deductions made, including both statutory like provident fund, insurance etc, and others like, loan repayments, half-pay/ leave without pay, etc.
  
- b) The organization shall also ensure provision of employment benefits to its employees as per the applicable national legal, statutory and regulatory requirements and those specific to the organization, including;
  - i) Medical Facilities for employees and their families,
  - ii) Insurance cover for occupational hazards,
  - iii) Superannuation benefits,
  - iv) Maternity/paternity leave benefits, and
  - v) Employee transfer and relocation benefits.

**7.11 Working Hours**

***Principle*** - *The organizations shall take cognizance of the work-life balance of its employees. No organization shall demand or require any of its employees or those working on its behalf to work beyond the statutory maximum.*

### ***Requirement***

An organization shall ensure compliance to statutory requirements. However, wherever employees work voluntarily beyond normal working hours, they shall be suitably compensated.

**7.12** Records for the above shall be maintained.

## **8 IMPLEMENTATION, MONITORING, MEASUREMENT AND IMPROVEMENT**

### **8.1 Implementation**

**8.1.1** The organization shall ensure that the applicable national legal, statutory, regulatory requirements, specific requirements of the organization and the requirements of this standard are understood and implemented at all levels of the organization.

**8.1.2** The organization shall ensure and provide relevant and correct information to interested parties seeking verification of conformity to the requirements of this standard, wherever required by contract. The organization shall include a provision of making available similar information by the organization's suppliers/sub-suppliers in its contracts.

**8.1.3** The organization shall ensure that the confidentiality of the information pertaining to the personal information of the employees is maintained.

**8.1.4** The organization shall promote effective employee participation through appropriate forums to scrutinize and implement suggestions received from employees for continual improvement at workplace.

NOTE: These forums may include quality circles, suggestion schemes, etc.

### **8.2 Monitoring and Measurement**

**8.2.1** The organization shall monitor the activities and performance results on a continued basis to evaluate the effectiveness of the management system related to organizational accountability implemented to meet the organization's policy, objectives and the requirements of this standard.

**8.2.2** When labour is engaged on a temporary or part-time basis through a third party such as a labour contractor, the organisation shall insist upon, scrutinise and monitor the terms of engagement by such third parties to ensure that these are consistent with the organisation's own terms to its full time employees in so far as working conditions are concerned.

**8.2.3** The organization shall, through appropriate means, obtain employee feedback relating to workplace to monitor and measure continual improvement.

### **8.3 Internal Quality Audit**

**8.3.1** The organization shall conduct internal audits at planned intervals to determine the compliance of the management systems for organizational accountability and other documents established by the organization.

**8.3.2** An audit plan shall be made indicating the scope, frequency of audit, auditor(s), auditee and audit date(s)/time. Selection of auditors and conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors shall not audit their own work. The auditee shall

ensure that actions are taken without undue delay to eliminate detected non-conformities, deficiencies and their causes. Follow up activities shall include the verification of actions taken and reporting of verification results. Records of audits shall be maintained.

#### **8.4 Analysis of Data**

The organization shall analyze the data collected during monitoring and measurement and feedback received to determine current level of performance and opportunities for continual improvement.

#### **8.5 Improvement**

##### **8.5.1 Corrective and Preventive Actions**

**8.5.1.1** The organization shall establish, maintain and implement a documented procedure to ensure appropriate corrective and preventive actions against non-compliance to **7** and **5.5** above. The records of actions taken shall be maintained.

**8.5.1.2** The organization shall establish, maintain and implement a documented system for investigating, addressing and responding to the concerns of employees and other stakeholders with regard to conformance or otherwise with the organization's policies and the requirements of the standard. The organization shall take action to eliminate the cause(s) and potential cause(s) of non-conformance in order to prevent recurrence and occurrence respectively and shall implement remedial and corrective action including allocation of adequate resources. These shall be appropriate to the extent and effects of the incident reported and potential problems. Records of action taken and improvements effected shall be maintained. The internal controls shall be periodically reviewed for continual improvement.

**ANNEX A**  
(Foreword)

**LIST OF APPLICABLE INDIAN ACT, RULES AND REGULATIONS**

- 1 *Child Labour (Prohibition and Regulation) Act*, 1986, along with Rules, 1988
- 2 *Factories Act*, 1948, along with the respective State Factory Rules
- 3 *Bonded Labour System (Abolition) Act* 1976 along with Rules, 1976
- 4 *Equal Remuneration Act*, 1976, along with Rules 1976
- 5 *Maternity Benefit Act*, 1961
- 6 *Payment of Bonus Act*, 1965, along with Rules, 1975
- 7 *Apprentices Act*, 1961, along with Rules, 1992
- 8 *Contract Labour ( Regulation and Abolition) Act*, 1970, along with Rules, 1971
- 9 *Employees Provident Fund and Miscellaneous Provisions Act*, 1952, along with Provident Fund Scheme, 1952, and Pension Scheme, 1995
- 10 *Industrial Disputes Act*, 1947, along with Central Rules, 1957
- 11 *Industrial Employment (Standing Orders) Act*, 1946, along with Central Rules, 1946
- 12 *Payment of Wages Act*, 1936, along with Rules, 1937
- 13 *Trade Union Act*, 1926, along with Regulations, 1938
- 14 *Workmen's Compensation Act*, 1923, along with Rules, 1924
- 15 *Payment of Gratuity Act*, 1972, along with Rules, 1972
- 16 *Minimum Wages Act*, 1948, along with State Rules
- 17 *Indian Electricity Act* and Rules
- 18 *Environment (Protection) Act*, 1986, along with Rules
- 19 *Air (Prevention and Control of Pollution) Act*, 1981, with Rules, 1982
- 20 *Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act*, 1979, along with Rules, 1980
- 21 *Labour Laws (Exemption from Furnishing Returns and Maintaining Registers) Act*, 1988
- 22 *Water (Prevention and Control of Pollution) Act*, 1974, along with Rules, 1975

23 *The Persons With Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995*

24 *Employees' State Insurance Act, 1948 along with Rules and Regulations, 1950*

25 *The Shops and Establishment Act, 1953*

**ANNEX B**  
(Foreword)

**COMMITTEE COMPOSITION**

**Social Responsibility Sectional Committee, MSD 10**

***Organizations***

Department of Consumer Affairs,  
Ministry of Consumer Affairs, Food and  
Public Distribution, New Delhi

Ministry of Textiles, New Delhi

Delhi Fire Service Headquarters., New  
Delhi

National Safety Council, Navi Mumbai

Ministry of Commerce & Industry, Deptt  
of Industrial Policy and Promotion New  
Delhi

Ministry of Labour, New Delhi

Ministry of Social Justice &  
Empowerment, New Delhi

Consumer Coordination Council, Noida

Voluntary organization in the interest of  
Consumer Education, New Delhi

Consumer Unity & Trust Society, New  
Delhi

Consumer Education & Research Society,  
Ahmedabad

Safety Action Group, Gurgaon

Partners in change, New Delhi

Transparency International India, New  
Delhi

Development Alternatives, New Delhi

The Society for Upliftment of Masses,  
New Delhi

Cement Manufacturers Association,  
Noida

FICCI, New Delhi

Confederation of Indian Industry,  
Gurgaon

All India Carpet Manufacturers  
Association, Dist Varanasi, U P

***Representative(s)***

Shri Sanjay Singh, ***Chairman***

***Members***

Shri Jamini Kumar Sharma

Shri J.N. Singh, (*Alternate*)

Shri R.C. Sharma

Shri A.K. Sharma (*Alternate*)

Shri K C Gupta

Shri M M Kulkarni (*Alternate*)

Shri Zakaria Khan Yusufzai

Shri S K Verma

Shri V.B. Pachnanda

Shri Bejon Misra

Shri Arun Kumar (*Alternate*)

Dr Sri Ram Khanna

Dr Sarojini Singhal (*Alternate*)

Shri Vijay Singh

Dr Malay R. Dave

Shri Rajan R Gandhi (*Alternate*)

Shri Rajan R Gandhi

Shri Viraf Mehta

Col K R Dharmadhikary

Dr. S. K. Agarwal, (*Alternate*)

Dr (Ms) K Vijaya Lakshmi

Ms Indrani Mahapatra (*Alternate*)

Shri J Bhushan

Ms. Kamal Sharma (*Alternate*)

Shri S.K. Dalmia

Ms Ranu Kulshrestha

Shri Anant G Nadkarni

Shri Shikhar Jain (*Alternate*)

Shri Shaukat Ali Ansari

Shri Avinash Chandra Baranwal,  
(*Alternate*)

Prof (Dr) Krishnakant Goswami

(*Alternate*)

NTPC Limited, New Delhi	Shri Dinesh Agrawal Shri Ashok Chakravorty( <i>Alternate</i> )
ITC Limited, Kolkata	Shri Ashesh Ambasta
Steel Authority of India, New Delhi	Shri Ram Mohan
Tata Motors Limited, Mumbai	Shri M B Paralkar Shri D M Deshpande ( <i>Alternate</i> )
Bharat Heavy Electricals Limited, New Delhi	Smt. Suguna Swaminathan ( <i>Alternate</i> )
Office of the Development Commissioner Small Scale Industries, Ministry of Small Scale Industries New Delhi	Shri V.S. Karunakaran Shri J.K. Arya ( <i>Alternate</i> )
Goa Institute of Management, Goa	Dr Divya Singhal
Director General, BIS ( <i>Ex-officio</i> <i>Member</i> )	Shri N K Grover Scientist 'F' and Head (Management and Systems), BIS <i>Member Secretary</i> Shrimati Renu Gupta, Scientist 'D' (Management and Systems), BIS

Panel on Social Accountability, MSD 10/P-1

<b><i>Organization</i></b>	<b><i>Representative(s)</i></b>
Tata Council for Community Initiatives, Mumbai	Shri Anant G Nadkarni, <b><i>Convener</i></b>
	<b><i>Members</i></b>
Ministry of Labour, New Delhi	Shri S K Verma
Confederation of Indian Industry, New Delhi	Shri Shikhar Jain
FICCI, New Delhi	Shri B P Pant,
Partners in change, New Delhi	Shri Viraf Mehta
Safety Action Group, New Delhi	Shri Rajan R. Gandhi
National Safety Council, Navi Mumbai	Shri M M Kulkarni
NTPC Limited, New Delhi	Shri Dinesh Agrawal,
Consumer Education & Research Society, Ahmedabad	Dr Malay R. Dave
Cement Manufacturers Association, Noida	Shri S.K. Dalmia
Office of the Development Commissioner, Small Scale Industries Ministry of Small Scale Industries, New Delhi	Shri Niranjana Naik Shri Shirish Asthana ( <i>Alternate</i> )
Regional Labour Institute, Faridabad	Dr A. Singh Shri S.C. Sharma ( <i>Alternate</i> )
Development Consultant, C-2, Greater Kailash Enclave-1, New Delhi-110048	Dr Meera Mitra ( <i>In personal capacity</i> )