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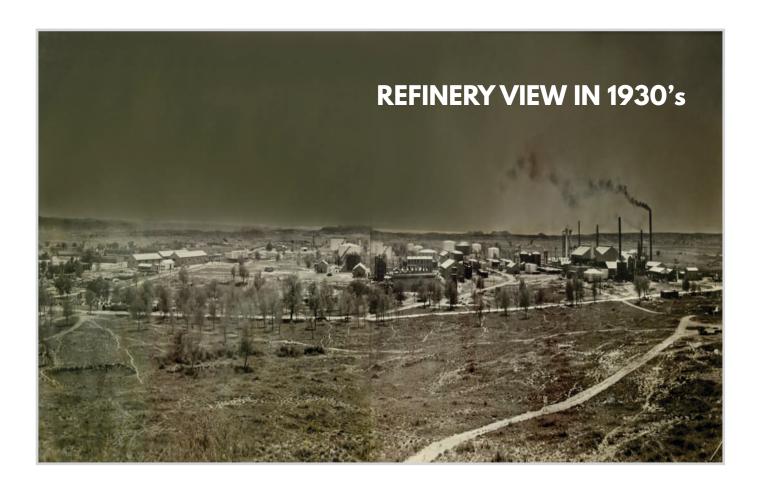
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A PAGE FROM HISTORY



PATRON IN CHIEF



M. Adil Khattak CEO (ARL)





Sardar Lall Khan HOD (HR&A)





Sajid Hussain Incharge (Training & Development)

EDITORIAL TEAM MEMBERS



Salman Shaikh Incharge (Utility Ops)



Saba Sarfraz Executive (Public Relations)

EDITOR'S NOTE

Dear Readers!

Welcome to the new issue of PIONEERS newsletter. We appreciate the efforts made to publish an interesting and informative Newsletter.

Company events, Training and Development, Social Responsiveness and spotlight on our employee's affairs & their contributions have been covered in the issue.

In the wake of increasing number of cases of omicron variant of COVID-19, it is expected from all to strictly adhere to SoPs issued by Health Officials to make our surroundings safe and healthy for everyone.

You are welcome to share valuable feedback at newsletter@arl.com.pk

Stay Safe and Healthy...!

COMPANY EVENTS PIONEERS VOL. III

MAN OF THE QUARTER (MOQ) AWARDS

2nd MoQ 2021 and 3rd MoQ 2021 awards distribution ceremony was held at ARL Diner on November 25, 2021. The awards for each quarter were distributed in the following categories:

Type of Awards	No. of Recipients

Performance 18 Safety 04

In 2^{nd} & 3^{rd} Quarters 2021, Safe Man-Hours Trophy was won by Diesel Hydro Desulfurization Unit and Quality Control Laboratory Section respectively.

2nd QUARTER (2021)



JAVED MASIH OPERATIONS



MANZOOR HUSSAIN MAINTENANCE



MUSHTAQ MASIH HR&ADMIN



MUHAMMAD MUNIR OPERATIONS



MUSHTAQ AHMED MAINTENANCE



HARIS MEHMOOD HSEQ

PERFORMANCE AWARDS



FAYYAZ MUHAMMAD OPERATIONS



KHALID MAHMOOD

MAINTENANCE



ABDUL AZIZ HSEQ



TARIQ MEHMOOD OPERATIONS



PARVAIZ KHAN HR&ADMIN



MUHAMMAD AYUB KHAN C&MM



MUHAMMAD JHANGIR OPERATIONS



GUL MUHAMMAD HR&ADMIN



MUHAMMAD YOUNAS F&CA



MUHAMMAD AZIM MAINTENANCE



MUHAMMAD QADEER HR&ADMIN



WAQAR ALI AHL

SAFETY AWARDS



MUHAMMAD AHSAN KHAN MAINTENANCE



TANVIR HUSSAIN SHAH MAINTENANCE



MUHAMMAD ZUBAIR OPERATIONS



AFTAB MANZOOR OPERATIONS

COMPANY EVENTS PIONEERS VOL. III

PERFORMANCE AWARDS

3rd QUARTER (2021)



ABDUL JALIL JADDUN **OPERATIONS**



MUHAMMAD RAFIQUE **OPERATIONS**



MUHAMMAD SIDDIQUE **OPERATIONS**



BHOLA KHAN **OPERATIONS**



MUHAMMAD RAMZAN MAINTENANCE



MUHAMMAD YAQOOB MAINTENANCE



MUHAMMAD SAEED KHAN MAINTENANCE



GHULAM MUSTAFA MAINTENANCE



IFTIKHAR AHMAD HR&ADMIN



ASAD NAWAZ HR&ADMIN



MUHAMMAD ZAFAR HR&ADMIN



SUFYAN TALIB HR&ADMIN



MUHAMMAD OASIM HR&ADMIN



MUHAMMAD ZAHID **HSEQ**



ADEEL SULTAN **HSEQ**



SHAHID IQBAL C & MM



AMMAR AHMAD F&CA



MUHAMMAD BILAWAL AHL

SAFETY AWARDS



MAINTENANCE



MAINTENANCE

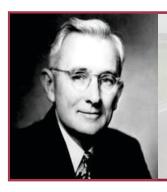


MUHAMMAD MUNIR **OPERATIONS**



QARI MUHAMMAD QASIM **OPERATIONS**

Wisdom Corner



"People work for money but go the extra mile for recognition, praise and rewards" (Dale Carnegie)

ENERGY WEEK CELEBRATION

As a responsible corporate entity, ARL is cognizant that natural energy resources are not only scarce but also very precious and need to be optimally utilized. In this realm, Energy Week was celebrated at ARL from October 18-22, 2021 to reaffirm its commitment and inculcate energy management and conservation culture.

The purpose of this celebration was to educate, motivate and enhance energy consciousness of employees for strengthening their commitment towards energy conservation at workplace.



PARTICIPATION IN DIFFERENT WINTER FLOWERS SHOW

- Chrysanthemum and Autumn Flowers show was organized by Arid Agriculture University, Rawalpindi from November 25 – 28, 202 I.ARL participated in different categories which include Chrysanthemum arrangement, cut flowers and Rangoli competitions and won Ist and 2nd positions respectively.
- Winter flowers show was organized by Parks & Horticulture Authority Rawalpindi (PHA) at Allama Iqbal Park from December 03 – 06, 2021. ARL participated in competition and won 1st position.



BALLOTING FOR NON MUSLIMS

The function was held on December 20, 2021 at ARL Diner which was attended by all Non Muslim NMS and CBA representatives.

Mr. Parvaiz Masih (HSEQ department) was declared successful as a result of balloting for visiting to the Holy Places within Pakistan and was given a cheque amounting to Rs.200,000/for this purpose.



COMPANY EVENTS PIONEERS VOL. III

7TH HEALTH. SAFETY & ENVIRONMENT (HSE) VIRTUAL CONFERENCE

The 7th HSE Conference was organized virtually by ARL on December 21, 2021. Imminent speakers and participants from widely diverse fields participated. During the conference, three papers were presented viz Safety Culture & Leadership, Project Safety Management and Sustainable Development Goals.

In the end, Management of ARL thanked all the participants for attending the conference and making it a resounding success.



NON-MANAGEMENT STAFF INMS! FAREWELL PARTY

The farewell party for NMS retirees was held at ARL Diner on December 31, 2021. Syed Asad Abbas, HOD (F&CA) was the chief guest at the occasion. Senior Management, CBA representative and a large number of NMS were also present.

The chief guest in his address highly commended the dedication and contribution of the retirees and expressed warm wishes for their future wellbeing.



JAPAN COOPERATION CENTER PETROLEUM (JCCP) ONLINE TRAINING COURSES

Due to ongoing wave of COVID-19 Pandemic, JCCP, Japan offered online training courses to its member organizations in lieu of foreign trainings to ensure continuity of learning opportunity for the participants. Four management staff members were selected from ARL for different courses by JCCP.



Four management staff members successfully attended their respective training as per below details:

Sr.#	Employee's Name	Training Title	Duration
I.	Sheikh Anjum Naveed	Project Management in Petroleum Industries - General	Aug 30 - Sep 16, 2021
2.	Hafiz Muhammad Hasnain Shah	Environmental Countermeasures by Refinery and Society - Water, Air, Soil and Plastic Recycling	Sep 06 - Sep 16, 2021
3.	Mr. Abbas Ali Khan	Financial Management and SGDs for Financial Manager	Oct 18 - Oct 28, 2021
4.	Mr. Aamir Saeed	Petroleum Distribution	Dec 6 - Dec 16, 2021

All the training participants highly appreciated the efforts made by JCCP team for disseminating virtual training in the best possible manner.

ATTOCK SAHARA FOUNDATION FESTIVAL

ASF organized its Annual Festival at ARL Elliott Club Ground on September 25,2021.

Several NGOs, Companies, Banks and entrepreneurs set up their food, handicrafts, garments and jewellery Stalls which remained the main attraction for the visitors.



VISITS AT MORGAH BIODIVERSITY PARK (MBP)

- The Students and faculty members of Women University of Azad Jammu & Kashmir, Bagh visited MBP on September 25, 2021. Incharge Horticulture briefed them about history and objectives of MBP.
- The students and faculty members of the City School visited MBP on September 29, 2021. These students visited different areas of the park and enjoyed the green environment.
- The Vice Chancellor and faculty members of Mirpur University of Science and Technology visited MBP on October 25, 2021. The delegates appreciated the efforts of ARL towards environmental protection and Biodiversity Conservation.





ATTOCK INSTITUTE OF HORTICULTURE (AIH) ACTIVITIES

- AIH in collaboration with M/S Honda Company conducted a training session for outsourced staff working with machinery. It was a good technical session first of its kind arranged for Horticulture staff.
- AIH organized multiple one day trainings on Kitchen Gardening, Winter Flowers and Landscape Management and Fruit Orchards Management for gardeners and hobby gardeners.



ANNUAL SUMMER INTERNSHIP PROGRAM

In order to provide industrial and professional exposure to continuing students; ARL offers summer internship opportunities to students in all functional areas. These students are also imparted formal orientation session in batches.

This year, ARL offered internships to a large number of students from different educational institutions across the country.



NUST FACULTY VISIT

A delegation comprising 6 faculty members from NUST School of Chemical & Materials Engineering (SCME) visited ARL on October 06, 2021 to discuss possible avenues of research, support and collaboration at faculty and students' levels.

ARL team briefed them about different ongoing ventures and activities with SCME which were highly appreciated by the faculty.



TREE PLANTATION CAMPAIGN

In order to encourage tree plantation among community, Horticulture Section launched Monsoon season Tree Plantation Campaign.

About 12,000 sapling were planted at different locations including ARL Vegetable Farm, Fruit orchards, Shahpur farm, Cricket ground and Residential colony areas in collaboration of Environmental Protection Department (EPD) Punjab.



Prophet عَلَيْكَ said:

"Whoever plants a tree and diligently looks after it until it matures and bears fruit is rewarded"

(Musnad Ahmed)

EMPLOYEES AFFAIRS PIONEERS VOL. III

WELCOMES.....

EMPLOYEE NAME	DESIGNATION	DEPARTMENT	JOINING DATE
Mr. Ghulam Abbas	Field Operator	Operations	AUGUST 02,2021
Mr. Haidar Ali	Senior Officer	Operations	AUGUST 02,2021
Mr. Waseem Zada	Senior Officer	Operations	AUGUST 02,2021
Mr. Muhammad Qasim	Senior Officer	Operations	AUGUST 02,2021
Mr. Zain Ul Abdeen	Senior Officer	Operations	AUGUST 02,2021
Mr. Muhammad Junaid	Senior Officer	Operations	AUGUST 02,2021
Mr. Sumair Shahbaz	Senior Officer	Operations	AUGUST 02,2021
Mr. Mudassar Younas	Senior Officer	Operations	AUGUST 02,2021
Mr. Hamza Babar	Senior Officer	Operations	AUGUST 02,2021
Mr. Waseem Anwar	Senior Officer	Operations	AUGUST 02,2021
Ch. Jehangir Ahmed	Senior Officer	HR & Admin	NOVEMBER 19,2021
Mr. Aqib Rafaqat	Senior Officer	Operations	NOVEMBER 22,2021
Mr. Ehsan Shahzad	Senior Officer	Operations	NOVEMBER 22,2021
Mr. Faisal Mehmood	Senior Officer	Operations	NOVEMBER 22,2021
Mr. Manzar Ali	Senior Officer	Operations	NOVEMBER 22,2021
Mr. Masood Qayyum	Senior Officer	Operations	NOVEMBER 22,2021
Mr. Tahir Mehmood	Senior Officer	Operations	NOVEMBER 22,2021
Mr. Tayyab Mushtaq	Senior Officer	Operations	NOVEMBER 22,2021
Raja Usama Sajid	Senior Officer	Operations	NOVEMBER 22,2021
Mr. Muhammad Ali	Senior Officer	Operations	NOVEMBER 22,2021
Mr. Faisal Nawaz	Senior Officer	Operations	NOVEMBER 22,2021
Mr. Adnan Farooq	Senior Officer	Operations	DECEMBER 20,2021
Mr. Ahtisham Manzoor	Senior Officer	Operations	DECEMBER 20,2021
Mr. Muhammad Zahid	Senior Officer	Operations	DECEMBER 20,2021
Mr. Muhammad Saddam	Senior Officer	Operations	DECEMBER 20,2021

EMPLOYEES AFFAIRS PIONEERS VOL. III

GOOD BYES.....

EMPLOYEE NAME	DESIGNATION	DEPARTMENT	LEAVING DATE
Mr. Raja Abdul Shakoor Khan	Senior Officer	HR&Admin	AUGUST 02,2021
Mr. Salman Munir	Engineer	Maintenance	AUGUST 02,2021
Mr. Aamir Ali Khan	Engineer	Maintenance	OCTOBER 04,2021
Mr. Muhammad Imran	Field Operator	Operations	OCTOBER 04,2021
Mr. Anees Riaz	Field Operator	Operations	OCTOBER 07,2021
Mr. Khuram Shahzad	Field Operator	Operations	OCTOBER 07,2021
Mr. Muhammad Shoaib Raza	Field Operator	Operations	OCTOBER 15,2021
Mr. Imtiaz Ali	Engineer	Maintenance	OCTOBER 27,2021
Mr. Jabbar Zaib	Senior Officer	HR&Admin	OCTOBER 29,2021
Mr. Habib Ur Rehman	Senior Officer	Operations	NOVEMBER 01,2021
Mr. Kifayat Ur <mark>Rehm</mark> an	Senior Officer	Maintenance	NOVEMBER 05,2021
Mr. Ali	Lab Chemist	HSEQ	DECEMBER 08,2021
Mr. Muhammad Farhan Akhter	Field Operator	Operations	DECEMBER 10,2021
Mr. Azhar Maqbool	Boardman	Operations	DECEMBER 10,2021
Mr. Muhammad Shabeer Hussain	Field Operator	Operations	DECEMBER 10,2021
Mr. Muhammad Asif Ali	Field Operator	Operations	DECEMBER 17,2021
Mr. Shafqat Nawab	Senior Officer	HSEQ	DECEMBER 20,2021
Mr. Usama Javaid	Senior Officer	HSEQ	DECEMBER 20,2021
Mr. Muhammad Tariq	Senior Officer	HSEQ	DECEMBER 20,2021
Mr. Ahmad Khan	Security Officer	HR&Admin	DECEMBER 31,2021
Mr. Muhammad Ayub	Security Officer	HR&Admin	DECEMBER 31,2021

ENERGY EFFICIENCY IMPROVEMENT IN PETROLEUM REFINERIES



As Refineries face an increasingly competitive global business environment, they seek for opportunities to reduce production costs without adversely affecting the yield or the quality of the product. Increasing and highly uncertain energy prices in today's marketplace negatively impact predictable earnings. Cost-effective investment into energy efficient technologies and practices meets the challenge of reduced production costs. This is especially important, as energy efficient technologies often include additional benefits, such as increasing the productivity of the company.

At ARL, 0.245 MMBTU of energy has been set as target to process each barrel of crude oil at the full throughput of 53,400 Barrels per day. It seems there has been an overall trend towards more heavy crudes and higher sulfur content. This trend is likely to continue, and will affect the product mix, processing needs and energy use of refineries. Energy use in a refinery varies over time due to changes in the type of crude processed, the product mix and complexity of refinery, as well as the sulfur content of the final products. Furthermore, operational factors like capacity utilization, maintenance practices, as well as age of the equipment affect energy use in a refinery from year to year.

Refineries spend major portion of the operating costs (excluding capital costs and depreciation) on energy, making energy a major cost factor and also an important opportunity for cost reduction. A large variety of opportunities exist within petroleum refineries to reduce energy consumption while maintaining or enhancing the productivity of the plant.

Studies by several companies in the petroleum refining and petrochemical industries have demonstrated the existence of a substantial potential for energy efficiency improvement in almost all facilities. Major areas for energy-efficiency improvement are fired heaters, process optimization, heat exchangers and motors. Although technological changes in equipment conserve energy, changes in staff behavior and attitude can have a great impact. Process integration analysis of existing refineries and processes should be performed regularly, as continuous changes in product mix and mass flows can provide new or improved opportunities for energy and resource efficiency.

By implementing an organization-wide **energy management program** is one of the most successful and cost-effective ways to bring energy efficiency improvements. If a clear program is not in place, opportunities for improvement may be unknown or may not be promoted or implemented.ARL has voluntarily established, implemented and maintained ISO-50001 as energy management system. However, opportunities for continual improvement are explored and implemented.

OPTIMIZATION OF REFINERY FUEL MIX



Worldwide Refiners are struggling to operate due to poor refining margins and finding waysfor sustainable refinery operations through various strategies including refinery fuel mix optimization. As purchased gas is only available in very low volumes, ARL energy mix is dependent on its own resources which include refinery gas, hydrogen gas, LPG and furnace fuel oil.

Hydrogen gas is a precious refinery stream both due to its high cost of production and its essential requirement for catalytic units. Prior to the latest Upgradation Project, ARL's hydrogen rich gasses from Semi-Regeneration Reformer Unit were in excess and no disposal was available other than as fuel.

With the Upgradation project, a Hydrogen Unit (HYU) was installed for Isomerization and Diesel Hydro Desulphurization (DHDS) unit to be used along with the available hydrogen streams from Reformer Unit. However, due to unavailability of purchased gas, hydrogen unit's operation was only possible on naphtha feed, which was a costlier and difficult feed for the unit. Therefore, operating the unit at minimum capacity to reduce cost while providing maximum utilization of hydrogen rich gas streams to catalytic units instead of fuel utilization was desirable.

Efforts for optimization of hydrogen gas were initiated and following actions were taken to reduce load on HYU plant:

- I. Diversion of Isomerization Unit's off-gases to Reformer heaters (designed for hydrogen rich gas) instead of fuel gas gathering system, which enabled to increase hydrogen rich gas flow from Reformer towards process units from 2,200 to 4,500 m³/hr.
- 2. With the new Splitter installed in Upgradation project which is able to cater for current naphtha requirements, single naphtha splitter operation instead of two was implemented as it was no more economical to run the older splitter to produce specialty products as a large volume of hydrogen rich gas from the Reformer as fuel was being consumed. This allowed more diversion of Reformer hydrogen gas towards ISOM operation.
- 3. Optimization of Hydrogen at Isomerization unit (Hydrogen to Hydrocarbon ratio)

The above changes has helped to utilize the costly hydrogen gas in refinery processes thereby reducing hydrogen unit operations by (1,000-1,500 m³/hr). This margin in capacity can be used in future for higher hydrogen demands in case of DHDS more stringent operations to match future specifications. As purchased gas is still not available, the requirement created by withdrawal of hydrogen gas from fuel has been fulfilled by using comparatively cheaper fuels.

COVID-19 - OMICRON VARIANT



As the specter of omicron looms large over the festive season, governments around the world are desperately trying to deploy Covid-19 booster shots in order to bolster people's protection against the more transmissible variant.

It's been more than a month since the new, heavily mutated Covid omicron strain was detected and designated a "variant of concern" by the World Health Organization. Before this, studies had shown that the immunity provided by Covid vaccines waned after around

six months meaning that booster shots are essential to increasing protective antibodies to fight a potential infection.

The emergence of omicron has made booster shots even more important. This is because a number of early studies which have been published prior to peer review due to the urgency of the situation have shown that Covid vaccines are less effective against the omicron variant compared with the globally dominant delta strain and other variants.

But the same studies have indicated that three vaccine doses the two preliminary shots plus a booster significantly increase the level of protection against omicron.

Recently, scientists in South Africa, where omicron was first detected, said that their small preliminary study into the variant had found that it significantly reduces the antibody protection generated by Pfizer and BioNTech's vaccine. However, they found that people who had recovered from the virus and received a booster shot would likely have more protection from severe disease.

The scientists concluded that "previous infection, followed by vaccination – or likely a booster – is probably protective against omicron, and almost certainly against severe disease."

According to a Reuters report: "The good news is that with the booster dose it increases about a hundredfold. There is a significant protection of the booster dose. It is lower than the neutralization ability against the delta, about four times lower,"

Governments around the world are desperately trying to deploy Covid booster shots to millions of people in order to bolster their protection against the more transmissible variant. Preliminary studies have found that omicron reduces the efficacy of two-dose Covid vaccines, but a booster shot can restore a significant level of protection.

Attock Hospital Limited (AHL) has been working in line with government rules and regulation against Covid vaccination and started Covid booster doses and completed immunization of employees above 50 years of age, now covid booster dose for above 30 years of age is in progress for betterment of company employees and general public of surrounding area.

INTERNAL AUDIT; A PARADIGM SHIFT FROM MERE POLICING TO CONSULTANCY & IMPROVEMENT

Nek Akhtar BR & A

Origin:

The concept of audit is as old as history itself. The word "Audit" is evolved a Latin word "Audire or Auditus" which means hearing or listing. The method was used in hearing and listening in ancient times for comparing records or informing the highest authorities.

In different ages it assumed different names and different practices however more or less the aim was the same. Scrutiny reveals that Internal Audit used to probe for malpractices,

loopholes in activities, errors and weaknesses in controls governing business and commercial activities public nature i.e. kingdom or government.

The internal audit history dates back to Mesopotamian around 4000 BC. However, the best-established system of Audit was conceived and practiced in the Caliphate of Hazrat Umar (May Allah be Pleased with him) whereby proper books of accounts and records of receipts and disbursements were kept and supervised through "Ummals", the governor with reporting to caliph.

Evolution:

With the advent of industrialization in the world, the simple approach of internal audit took a twist for more specialization and perfection. The recent internal audit as function could be traced back to post world war-II, in 19th century when in UK and USA the financial activities increased thereby improving financial data. As time passed, the internal audit was given more weightage by institutions, entities and organizations. The recommendations have usually been implemented which may lead to strict action against the wrong doers i.e. dismissal from services. Resultantly the management used internal auditors as "Police" in any organization. This created not only hatred and non-acceptability among the auditees (the person being audited) for auditors but it also developed a zest of auditors for looking into flaws without paying heed to improve systems.

Internal Audit - Emerging Perspective:

The accelerated research and developments in the fields of audit, finance, accounting and management widened the scope of internal audit to a larger extent. Internationally accepted standards have been developed to harmonize and standardize Internal audit practices. These developments brought a revolution in Internal Audit.

Now internal Audit aims at providing independent assurance about effectiveness of an organization's risk management, governance and internal control processes in a consultative way.

It evaluates internal control frame work of entity, reviews compliance with standards and regulations, risk management of entity with a view to adding value to the overall business objectives.

ARL's Perspective:

In ARL there is an Internal Audit Department as "Business Review & Assurance Department". It is an assurance function providing an independent and objective assurance on governance, risk and compliance. Risk based approach is followed, which focuses on determining whether controls are properly designed and operating effectively to address risks as identified and evaluated by management and BR&AD. Improvement in the processes and controls along-with mitigating the risks for enhancing process efficiency; is the main focus.

The internal audit team is an internal resource of company. The independence, objectivity and integrity of its activities is guaranteed through its reporting level. It reports to CEO and Audit committee upon the issues under consideration.

Historically at ARL has evolved from conventional investigative and policing approach to consulting and collaborative approach with other departments. The name (Business Review and Assurance Department) itself implies that it is more consultative than conventional approach of internal audit.

The vision of BRAD is "To be a catalyst for improvement".

EMPLOYEE BRANDING IN DIGITAL ERA



Introduction:

Employees are the key strategic asset of any winning organization. Once it was asked to Mr. Sam Walton, founder of the Walmart, "What is your key to success?", he replied, "People are the key." It reflects that employees' work determine the success or failure of any business. In the age of Internet Revolution, the old world has become a Global Village. Now, anyone is accessible by anyone and anywhere in the world. It is not a possibility but a reality that

sometimes, one person can have more influence on customers or stakeholders than an entire organization. That's why future of branding is considered "Personal".

Two Side of a Coin:

In this perspective, Branding & Marketing got split into two parts; one being **Employer's** side, the other from the **Employee's** side. If a firm has to succeed in today's world, it has to cater for both sides of this coin. One example we often find these days is appointment of various celebrities and distinguished people as Brand Ambassadors. Since, each employee also carry a circle of influence, therefore the Employees transform themselves into brand ambassadors of their organization and represent it in the best or worst possible ways based upon their own experience.

Difference between Employer and Employee Branding:

Employee branding is different from employer branding, which is driven by human resource department and the C-Suite who guide the direction for mission, vision, values of the organization and focuses on work culture, career growth opportunities, company perks etc. While in employee branding, the emphasis is on the communications and experiences, the employees have with their work and the organization. So it is the internal & more of a true perception of the organization and brand shaped by employees.

What Survey's says:

According to the research in 2017 by Elderman trust barometer, "41% of people rank employees higher as their preferred source of reviews for the business, more than the PR department, CXOs or founders."

How it works:

Employees use different kind of social media platforms for personal and professional purpose. Once the organization's culture and values are clear to the employees, they can create, engage and share social posts about their work. For instance, employees can share articles synced with their organization's vision, behind-the-scenes looks at the organization, day-in-the-office videos and other relevant posts to share the acumen of the organization.

Takeaway of employee branding:

During the crisis period of organization, these employees have the strong sense of alliance with the organization and can perform according to the perspective with the picture that is needed by the organization to venture to its customers or other stakeholders. An expert said rightly, "Employee branding is about employees breathing the brand, knowing its image story, and epitomizing its image values".

Closing Remarks:

Sharing professional content, exposure and their own involvement in different stages of product/process development not only showcases an employee's personal branding being a loyal, enthusiastic and a willing worker but also reflects an image of organization that not only owns its employees but also encourages them to project their healthy working relationship to broader community. Thus, employee branding proves to be a Win-Win situation for all in which every actor (employer and employee) get his fair share of winning.

MIND YOUR CORE VALUES



"Try not to become a man of success but rather try to become a man of values". (Albert Einstein)

Jim Collins & Jerry I. Porras, authors of "Built to Last" and "Good to Great", have elaborated the whole idea of a Company's vision in an article for Harvard Business Review (HBR) published in 1996 i.e. "Building your Company's vision". According to them, Core values are the essential and enduring tenants of an organization, a small set of timeless guiding principles that require no external justification. To identify the core values, the organization ought to push with relentless honesty to define what values are truly central

but if any organization articulate more than five or six values, there is high likelihood of confusing core values.

ARL being a value driven company has clearly defined and deeply embedded six core values namely **Integrity & Ethics, Quality, Social Responsibility, Learning & Innovation, Teamwork and Empowerment**. Here, we share some useful quotes relating to ARL core values to give intellectual nourishment to reader's mind.

1.Integrity & Ethics:

- ·Nearly all men can stand adversity, but if you want to test a man's character, give him power (Abraham Lincoln).
- Look for 3 things in a person. Intelligence, Energy, & Integrity. If they don't have the last one, don't even bother with the first two. (Warren Buffett)
- •The world suffers a lot. Not because the violence of bad people. But because of the silence of the good people. (Napoleon Bonaparte)

2. Quality:

- ·Quality is not an act, it is a habit. (Aristotle)
- ·Quality means doing it right when no one is looking. (Henry Ford)
- ·Quality is never an accident; it is always the result of intelligent efforts. (John Ruskin)

3. Social Responsibility:

- •Only a life lived for others is a life worthwhile. (Albert Einstein)
- · I believe social responsibility begins with a strong, competitive company. Only a healthy enterprise can improve and enrich the lives of people and their communities. (Jack Welch)
- ·It's not how much we give but how much love we put into giving. (Mother Teresa)

4.Learning & Innovation:

- ·I have learned silence from the talkative, toleration from the intolerant, and kindness from the unkind; yet, strange, I am ungrateful. (Khalil Gibran)
- •The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn. (Alvin Toffler)
- ·I believe innovation is the most powerful force for change in the world. (Bill Gates)

5.Teamwork:

- · When I is Replaced by We, even Illness Becomes Wellness. (Malcom X)
- ·Teamwork makes the dream work. (John C. Maxwell)
- A team is not a group of people who work together A team is a group of people who trust each other. (Simon Sinek)

6.Empowerment:

- As we look ahead into the next century, leaders will be those who empower others. (Bill Gates)
- •People want guidance, not rhetoric. They need to know what the plan of action is and how it will be implemented. They want to be given responsibility to help solve the problem and the authority to act on it. (Howard Schultz)
- ·It's not the tools you have faith in tools are just tools—they work, or they don't work. It's the people you have faith in or not. (Steve Jobs)

ARL's core values are the guiding principles of excellence against all odds. These values are deep rooted in our day to day conduct and all our actions are governed by them. In ARL, there is zero tolerance for any deviation from core values and it is a must for all employees to make these values a core ingredient of their professional conduct as 'Our values are our Way'.

