

प्रश्न संख्या
(Question No.)

U.P.S.C.

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Name - Shailputri

Batch - MYP + Cohort 13 Alternate

Roll number - 1910092878

Date - 24/8/23

Test - Sectional Test 6

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Q.1a)

Probity is $\begin{matrix} \longrightarrow & \text{uncompromising} \\ \longrightarrow & \text{upright} \\ \longrightarrow & \text{straight forward} \\ \longrightarrow & \text{conscientious} \end{matrix}$

mind adhering to civil service
values.

Swami Vivekananda said there
is no difference between private
and public ethics. Both are
part of self ethics.



Ex - If a person does not respect
wife or parents at home, he will
not be respectful towards employees
or staff at office.

A person who keeps his
house unclean will also litter
on road and vice-versa.

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Ways of inculcating probity

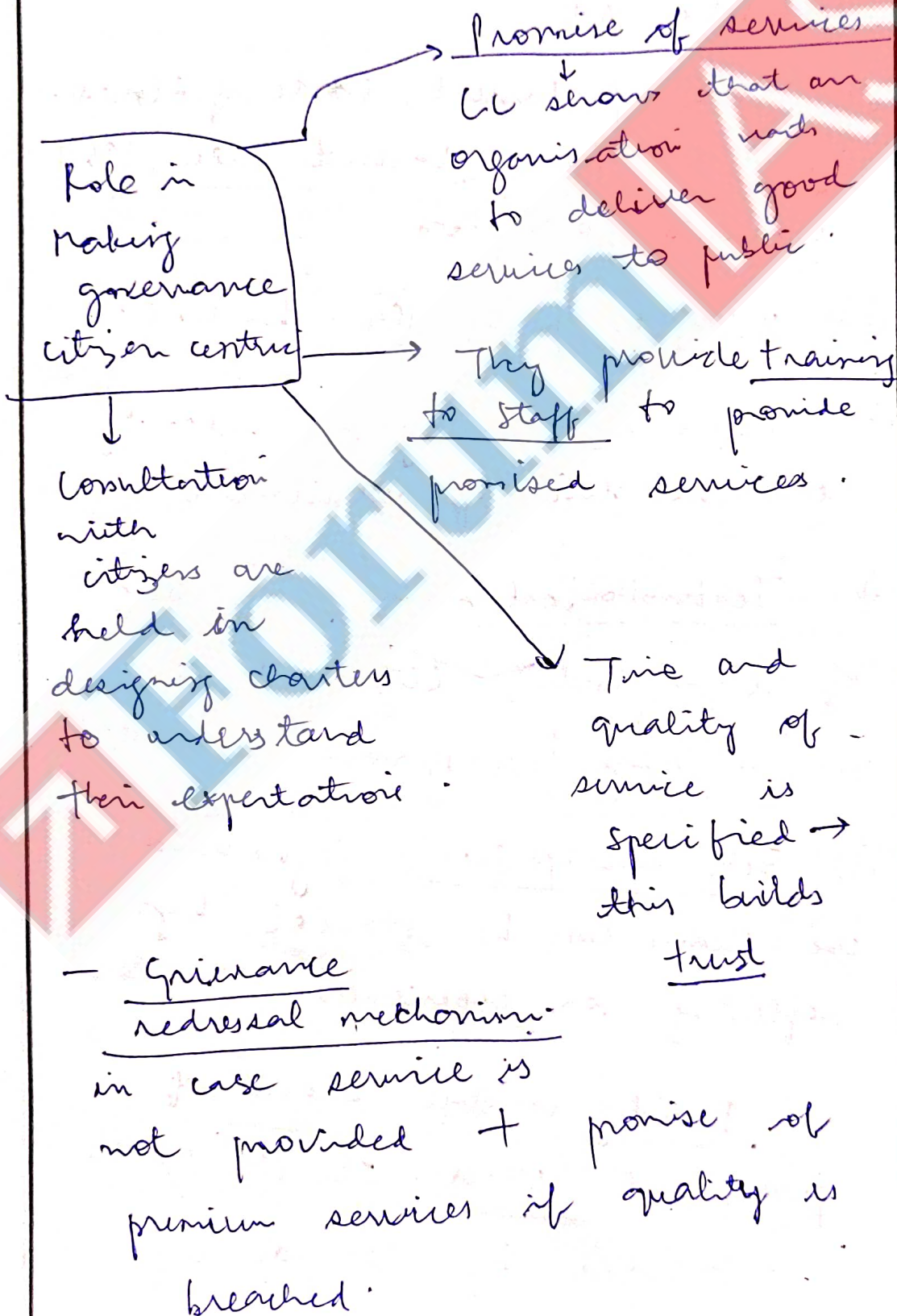
- (i) Legal means - (Eg) - Prevention of Corruption Act, Benami Properties Prohibition Act.
- (ii) Code of conduct, code of Ethics.
(Eg) Civil Service conduct Rules, 1964 prohibits corruption.
- (iii) Integrity pacts. (Eg) - by CVC.
- (iv) Education + training and integrity tests at time of recruitment.
- (v) Technological means - by using of e-gov tools, CCTVs etc one can be more transparent in work.
- (vi) Self introspection - Tagore said one learns to be ethical by reflecting on experiences.

Probity is life blood of professional ethics. It should be cultivated by all public servants.

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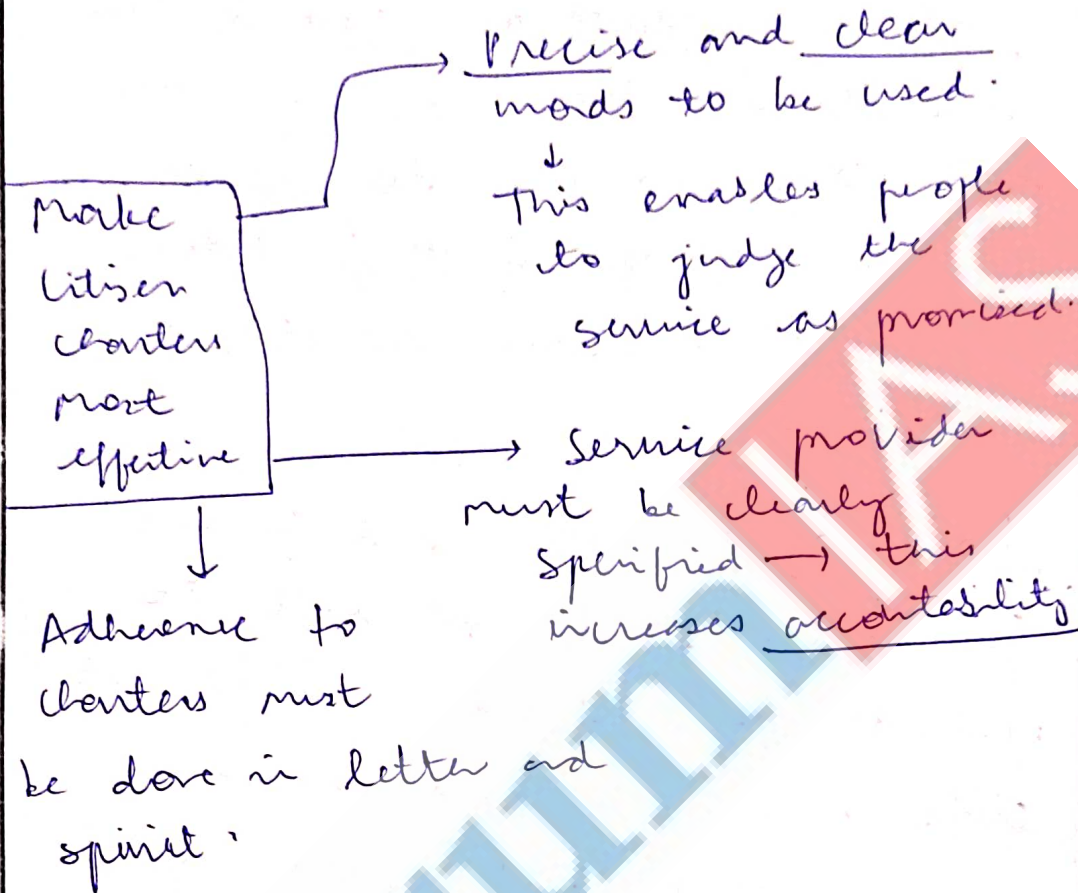
Q.1 b)

Citizen charters are ~~legally enforceable~~ promises of expected service from an organisation to public.



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- It must provide a way to people if services are not provided.
Eg - toll free number, whatsapp etc.

- consultation with staff while devising charters.

- Realistic targets and promises.
- Training to staff in providing services. Attitudinal change.

Sevolton Model of citizen charters should be followed for good service delivery.

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Q.2a)

Code of Conduct and Code of Ethics are ethical frameworks provided to civil servants to guide them in discharge of their duties.

(Eg) Civil Service Conduct Rules, 1964.

Code of Ethics is broad framework for ethics to be followed. It provides for ethical values that civil servants should observe in their conduct with public and personal conduct. (Eg) - following honesty, integrity, dedication etc.

Code of Conduct is precise and specific. It provides for do's and don'ts. (Eg) - civil servants

should not speculate in stock market. They provide more clear framework than CoE.

Civil servant should follow both in letter and spirit.

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(ii)

Accountability is formal answerability for acts done in official capacity. It is exacted by hierarchically arranged organs. (Ex) Civil servant accountable to superiors for PPP project in road.

It is a basic and foundational civil service value. It is more formal and external.

Responsibility is your duty towards someone or some work. It is an informal and internal ethical principle. (Ex) - Responsibility towards environment.

A civil servant should follow both - they work as check on deviation from duty. And inculcate discipline and dedication in civil servants.

Q. 2b)

Leadership is the ability to guide a team or group of people towards a goal. [Eg] Gandhiji led the India in freedom movement.

Managers are bunch of professionals hired to guide manage a set of services. [Eg] Store managers in supermarkets.

Role of Managers

- Handle day-to-day operations of an organisation.
- Qualities needed - analysis, team management, communication etc.
- Keep an organisation run efficiently.
- maintain status quo in an organisation.
- Adherence to work culture of the organisation.

Role of Leaders

- Change the system towards better.
- Build organisations from grass root. [Eg] Narayan Murthy built

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Refers

- Qualities - emotional intelligence, charisma,
ability to influence people, team building
- Saw work culture of an organization.
(Eg) ISRO's work culture by Vikram
Sarabhai.

Leadership for civil servant

- Foundational civil service quality.
- Needed in conflicts - (Eg) a
Communal riot.
- managing the district. (Eg) DM is
leader of district who leads many
projects.
- To be able to change the system.
(Eg) changing attitude of employees
from secrecy to transparency.
- For social movements. (Eg) Swachh
Bharat Abhiyan - ODF villages -
lead people to change predominant
attitudes.
- A leader must put public welfare
over private interest.

(Q. 3a)

RTI Act, 2005 is antidote to
secrecy in public organisations.
It empowers citizens to demand
information that affects their lives.
It emerges from Right to know.

RTI makes
governance
transparent

It puts
a duty on
government
officers to
reveal
information

(Eg) - Sec 2(d) of RTI Act.

makes
governance
accountable

It reminds government
servants of their duty.

(Eg) If information or inspection

By making available
information.

(Eg) Information
about funds spent
on a scheme.

By making it a
legal right to know
activities of government.

(Eg) - Jan Suikha portal
in Rajasthan.

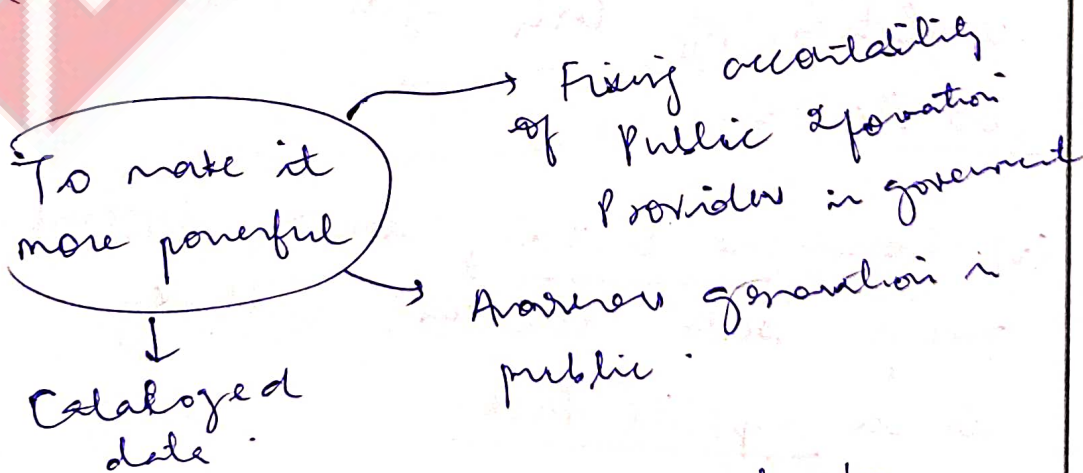
If grains provided
to FPS shop are known,
it will prevent diversion

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by a government servant on compliance with fire safety laws are demanded, it will remind him of conducting timely inspection.

Challenges of RTI

- (a) Supply side - from government -
- (i) Data not catalogued properly in silos.
 - (ii) attitude of secrecy in government.
 - (iii) Refusal to provide information on grounds like national security etc.
- (b) From demand side - public -
- (i) Hesitation in demanding information.
 - (ii) Lack of knowledge about the Act.
 - (iii) Lack literacy to draft applications.



RTI is the sunshine act for editor democracy. Need to ply issues.

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Q. 3b)

Article 47 of Constitution provides for uniform civil code - similar laws in personal sphere.

Challenges in reconciling legal principles with moral considerations -

- (i) legal - uniformity. Moral - diversity.
- (ii) differing notions of morality. (eg) Islam allows polygamy but it will be against gender justice.
- (iii) Morality is subjective. But law is objective.
- (iv) Many tribal customs have different inheritance laws for males and females. But law will not provide for this difference.
- (v) Role of choice - morality is decided by individual based on real life situations. But law will have to be mandatorily followed.

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(Law and Moral principles)

- Law should be based on morality - Gandhi, Kant etc said it.
- whereas utilitarianists said law should be based on utility - maximum happiness.
- Law floats in the sea of ethics. An immoral law ~~it~~ will lack acceptance with people.
- Unethical law will produce unethical society → no progress and social development. (eg) - slavery law, Naazi laws.

Bent - morality is subjective. Some might consider killing animals for food moral while others not. Also morality might be against one section. (eg) Section 377 based on Victorian morality.

Law should be based on morality as far as it serves ends of all sections of society but rights of no one should be violated.

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Q-4a)

Morality is the inner sense of right and wrong in every individual.

Kant said morality is innate in every human being.

Morality for efficiency and effectiveness in public administration

(i) Efficiency is more output per unit input. Effectiveness concerns itself with quality of output.

Morality will encourage a public servant to cater to both.

(ii) Morality enables a person to stand up to wrongdoing. (Eg) - a public servant can label inefficiency and lethargy in public offices.

(iii) Morality leads to dedication (or duty). This will increase work efficiency. (Eg) - working long hours to complete projects.

(iv) Morality encourages compassion → welfare of public → more

Effective administration:

Moral rigidity can be a hindrance

- (i) morality is subjective → it might lead to antagonism in office.
- (ii) High moral standards → rigidity → no flexibility → procedural bureaucracy
- (iii) might not listen to counter views of colleagues or juniors → taking high moral ground.
- (iv) Sense of pride due to morality.

A balance i.e. Madhyam Marg of Buddha should be followed.

Uphold morality by performing tasks with a flexible attitude.

Use of emotional intelligence and persuasion rather than strict action.

[eg] - using innovative tools to tackle corruption.

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Q.4b)

Transparency, accountability and fairness are cornerstone of good governance.

They are foundational public service values which every civil servant is bound to uphold.

Transparency

- openness, sharing information

Accountability

- answerability for official acts.

Fairness

- sense of equity and impartiality.

Advantages

Promotes good governance

(Eg) - e-gov tools for transparency

↓
hassle free services to citizens.

Builds citizen trust.

(Eg) CTV in office where public can watch his work by Mannivar IAS in Bangalore

Citizen empowerment

(Eg) - RTI → can demand information & claim rights

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Disadvantages

- (i) SC judgment said RTI misuse leading to policy paralysis.
- (ii) Lack of flexibility in procedures → bureaucratic apathy.
- (iii) Secrecy - national security and other strategic information need to be protected.
- (iv) Fairness and impartiality - but need compassion too. (Eg) denial of rights under FRA due to demands of documents.
- (v) Departmental information should be protected for team building.

Therefore the values ~~are~~ should be upheld while keeping in mind Gandhi's Talion - for the benefit of least advantaged.

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(Q. 5a)

Emotional Intelligence is the ability to reason with emotions. To understand emotions and channelising them in socially desirable and useful ways.

Leads to

↓
cultivate
meaningful
relationship.

Ⓔ
Good

relationship

with spouse,

colleagues, juniors, seniors → etc
increase work efficiency.

- Foster cooperation : Because it helps
in building good rapport + earning
trust of all.

- Bring positive change - (Ⓔ) with
EI attitudinal change towards
caste, gender etc can be
brought.

Humane aspect
of governance →

because EI leads to
empathy and compassion
for downtrodden. Ⓔ are
for elderly pension who
live to office for far
away places.

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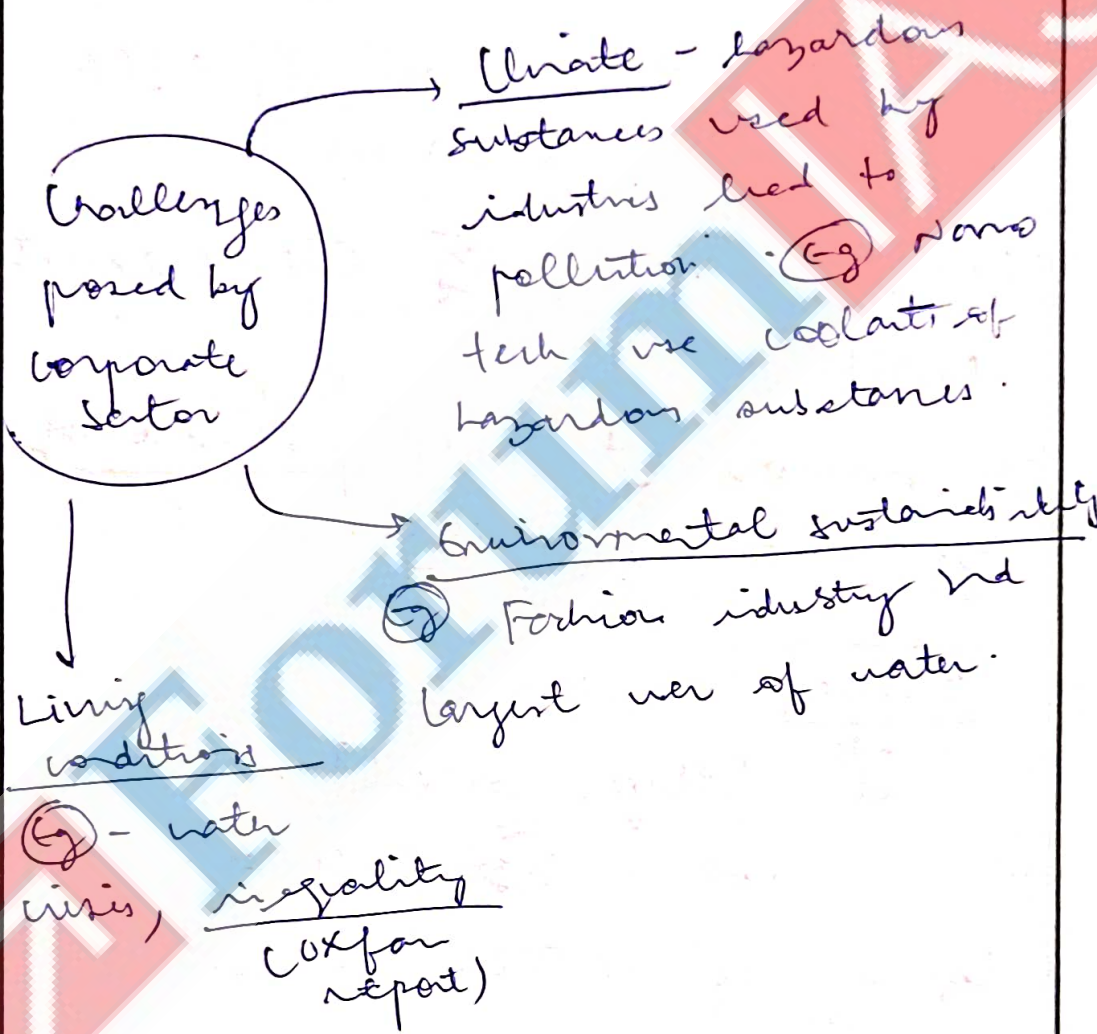
Ways to inculcate EI in public servants -

- (i) Empathy - by spending time with blind people, one can understand the importance of differently abled infrastructure. (Eg) APJ Abdul Kalam
- (ii) Reading literature. (Eg) Power of Subconscious mind Book.
- (iii) Meditation and Yoga - builds patience. (Eg) Myanmar officers mandatorily undergo Vipassana training.
- (iv) Counselling and self-expression support. (Eg) celebrating birthdays together etc leads to positive emotions in people.
- When we control our emotions,
we control our life - Buddha.

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Q. 5 b)

Corporate governance is carrying out administration of workplace in a manner that benefits all stakeholders - Kumar Mangalam Committee.



For good corporate governance -

- BRSR (Business Responsibility Social Report)
- ESG
- CSR (Corporate Social Responsibility)

ESG framework

- (i) Helps in compassion of as told by compassionate capitalism - Narayana Murthy.
- (ii) Tackles environmental issues. (Eg) waste disposal and recycling (EPR in e-waste management bills)
- (iii) Social issues - (Eg) CSR in education, health etc.
- (iv) Promotes trusteeship model of governance by Gandhiji.

Issues

- (i) Not legally enforceable.
- (ii) Greenwashing. (Eg) Coca Cola sponsoring COP 26 of UNFCCC.
- (iii) Many loopholes in CSR law.
JRD Tata said corporates should be 'agents of change'.
Therefore they should take ESG in morally responsible manner.

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Q. 6a)

In childhood, we are taught
'honesty is the best policy'.

This is reflected in quote by
Thomas Jefferson.

Honesty is the first virtue
that encourages many virtues like
integrity, trust building etc.

It is the quality of being truthful,
non-pretentious.

Gandhiji said truth & honesty are
hallmarks of a satyagrahi.

Personally, I try to imbibe
this quality in my conduct. (Eg) -
in school when I didn't complete my
homework and was afraid, I was
reminded by my father that I
should tell the truth to teacher.

Also in home, my parents
encouraged to be honest. This
leads to long lasting and responsible
relationships.

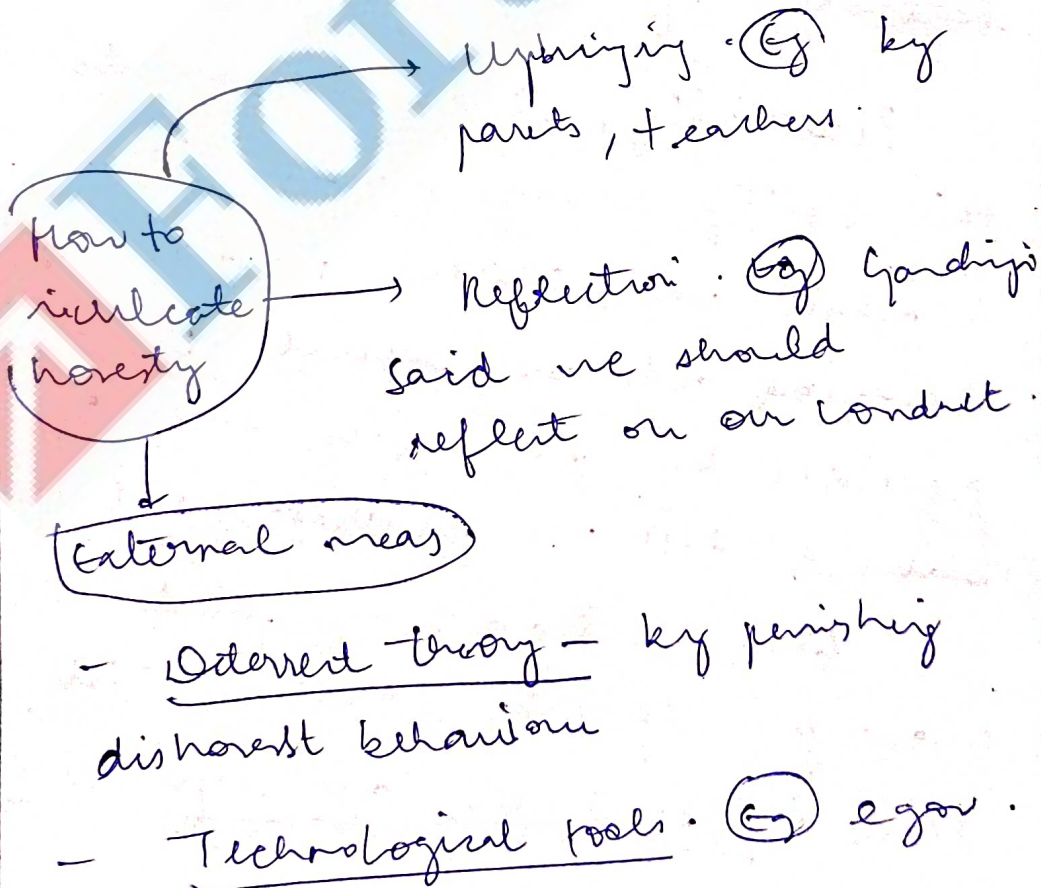
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In public life as well, honesty is the foundational value. (Eg) V Sagayan declared his assets. This builds trust of citizens in administration.

It also reduces corruption and dishonest behaviour.

Honesty also leads to peace of mind and stress free environment.

A dishonest person will be guilty and his conscience will be upset.



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Q.66)

Kant said there is a moral law within all of human beings.

Our conscience (inner sense of right and wrong) always tells us to take right decisions and do good.

But usually good decisions and hard decisions are same. That's why

it is difficult to do good.

This is the reason we need to cultivate the habit of doing good. Tayore said we learn

from reflecting on our experiences. When we do something ^{bad} we feel bad because our conscience is troubled and unsatisfied.

Real religion is that which encourages good conduct. That's why we see good practices in all. ☺

Ten Commandments, Panca mahavirta

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It is said always do good -
it will gratify half the humanity
and astound the other half.

Therefore doing good brings both
personal and societal benefits.

At personal level, it leads to
peace and equilibrium in mind.

It gives a sense of accomplishment.

At societal level it gives
compassion, humanity and love
to all people.

Doing good requires courage and
conviction. One should learn to
face the adversity and do good
in all circumstances.

Small acts of good please
the entire humanity

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Q. 6c)

Change is hard at the beginning,
easy in middle and gorgeous
at end - Robin Sharma.

Change is not an event. It is
a process. A slow, hard burning
process. But change is the only
constant.

In case of journey towards
women empowerment, one can see
the long process of change - from
suffrage movements, economic
rights, political empowerment, it
is a continuous process. Even
today WEF report said it
will need at least 257 years
to close the wage gap.

Similarly, moderated for
Wohpal by Anna Hazare ~~was~~ is
a long process. Still we need

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autonomy and independence for
Local

Further we can see attitudinal
change in public comes through a
long process. (Eg) Gadiya encouraged
everyone to clean their toilets themselves.
Today the government is working
to end open defecation and
manual scavenging. Focus is now
from toilet building to toilet use.

Change requires change of heart.
It comes through education, learning,
social reforms, legal changes etc

But we should continue to
strive towards change for better.

Also we should prevent wrong
changes. (Eg) Conflicts are increasing
in world due to change in values
towards materialism.

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Q.7)

Recent land subsidence incidents in Jashimath, Uttarakhand have led to renewed debates about sustainability of various projects in ecologically and geologically fragile areas like Himalayas.

This case study is similar to the case of Jashimath.

(a)

Various conflicting interests in the case are -

(i) Environment v/s Development -

since Prachinmath is ecologically sensitive and has undergone through unplanned development.

(ii) National security v/s sustainable development - government's

view that many infrastructure projects are of strategic importance v/s scientists' view of carrying capacity of region.

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(iii) Right of indigenous people vs rising tourism - According to Article 19, free movement is allowed to all the citizens all over the country. But Prachinath people have lived here for generations in harmony with ecology.

(iv) Religious sentiments of people are also important because place is considered holy and sacred for many. Government has a duty under Article 25 to respect it. But unsustainable tourism will cost the people and region heavily.

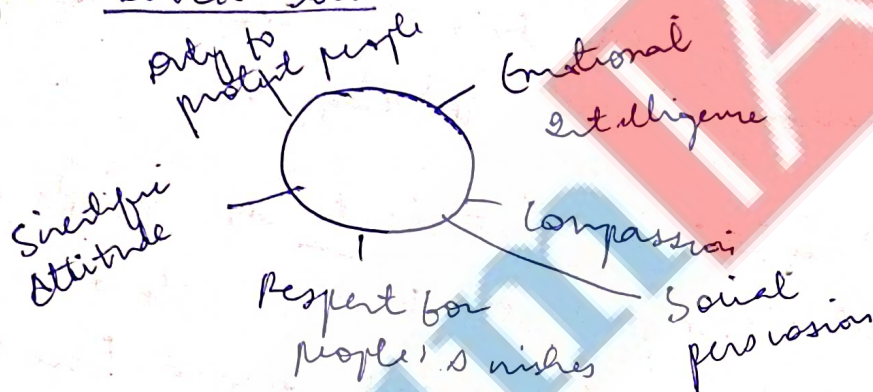
(v) Energy security - Economists' view that we need to reduce import bill but such hydroelectricity projects have debilitating effect on fault zones.

(vi) People and civil society's demands to stay despite impending disaster

V/s government's duty to protect
life under Article 21.

(b)

As DM of Prabhinath, I will
take various steps to convince
people based on



- I will tell people that if they
stay in disaster hit area, it will
have negative effect on their life.

- I will try to reason with their
emotions. I will ~~assure~~ assure them that
once the region will recover, they
can come back.

- I will also tell them that in
future all development projects
will have mandatory public hearing

- Government will look for
sustainable development of region.

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- I will also take care of their proper rehabilitation - care for elderly, school of children and other essential supplies.

- Area of rehabilitation will be closest safe area to Prashinath so that people don't feel alienated.

- Increasing public trust and dedication to my duty towards public will be primary.

(c) To avoid such situations -

→ Detailed project report before projects - with experts and people consultation.

To avoid disasters

→ Carrying capacity of region will be mapped.

For strategic projects - we should follow earthquake resistant building code by 951.
→ Tourists - limit on number of tourists allowed at a particular time.
→ Awareness generation in people about fragility of region.

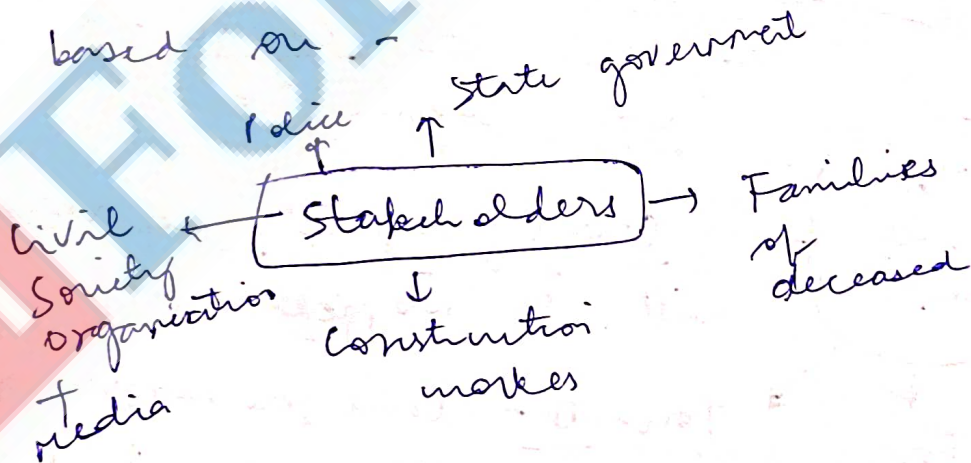
Q. 6)

Directive Principles of State Policy
(Part IVA) impose the duty on
state to prohibit & prevent
consumption of intoxicating substances.

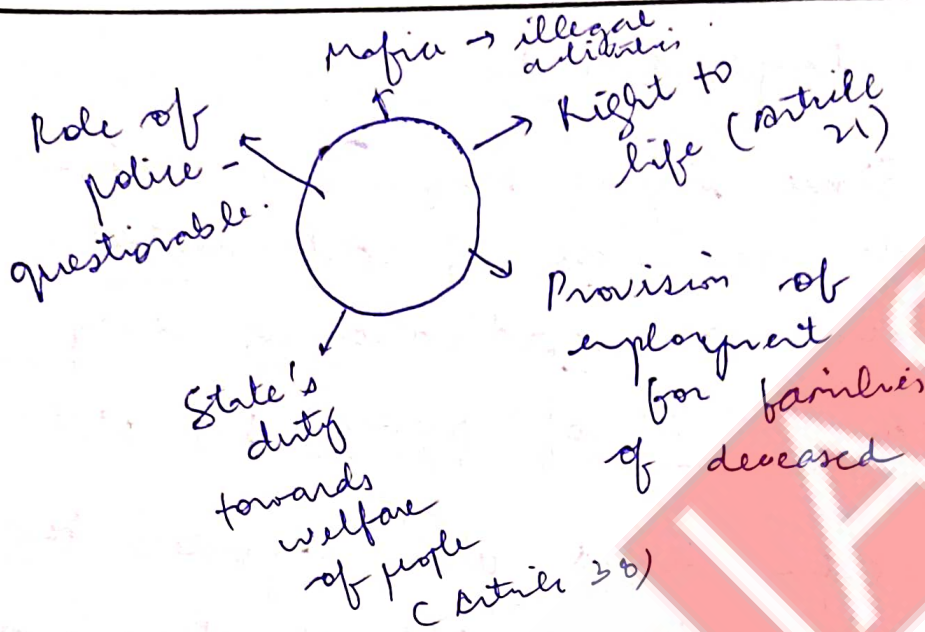
Recently, many people died in
Bihar due to consumption of Hooh
(country made liquor). This poses

a question of protecting lives
before state in line with D.P.S.Ps.

(a) Measures Prjoli (It. Secretary)
should recommend will be
based on -



Interests of every section must
be taken care of in a balanced
manner.



Measures

(i) Police and civil administration's complicity in the case must be probed. - for that an inquiry committee will be formed.

(ii) Exminent arrest of mafias who smuggle illegal liquor into the state. Here role of intelligence gathering will be important.

- Check posts on border with other states.
- presence of policemen in civil uniform.
- use local people for intelligence, also civil society organisations.

(iii) Compensation to families

- Since liquor mafia was flourishing under the nose of administration, there was abdication of duty and abuse of power by state.

- Here it is also important that consumption of illegal liquor is a crime. Therefore workers were also committing an illegal act.

- But they were also sole breadwinners of families. So state can't abdicate its responsibility.

- Provision of some gainful employment for families can be provided.

- Also their children should get free education in government schools.

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(b)

Pros of decisions -

(i) Respect for rule of law.

(ii) Deterrent effect in consumption of liquor.

(iii) Stitchness and clarity in upholding policies of state → can increase

public trust in government's policies.

Cons -

(i) Only to care for families - not upheld.

(ii) Families punished for no wine.

(iii) Loxity of administration was also a reason for adulterous consumption. So state should provide compensation.

(iv) State's image in national and international media will be tarnished. Harms reputation.

Liquor is a major issue. Only law cannot solve it. Need awareness in people and proper law and order control.

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Q. 9)

(a) Ethical dilemmas faced by Kamlesh

(i) Integrity v/s order of superior
Minister and PSC (from CM) asked
Kamlesh to sit down but he has
proof of wrongdoing.

(ii) Honesty and dedication to duty
v/s personal benefit
If Kamlesh discloses the scam,
it will be honest but can hamper
his career.

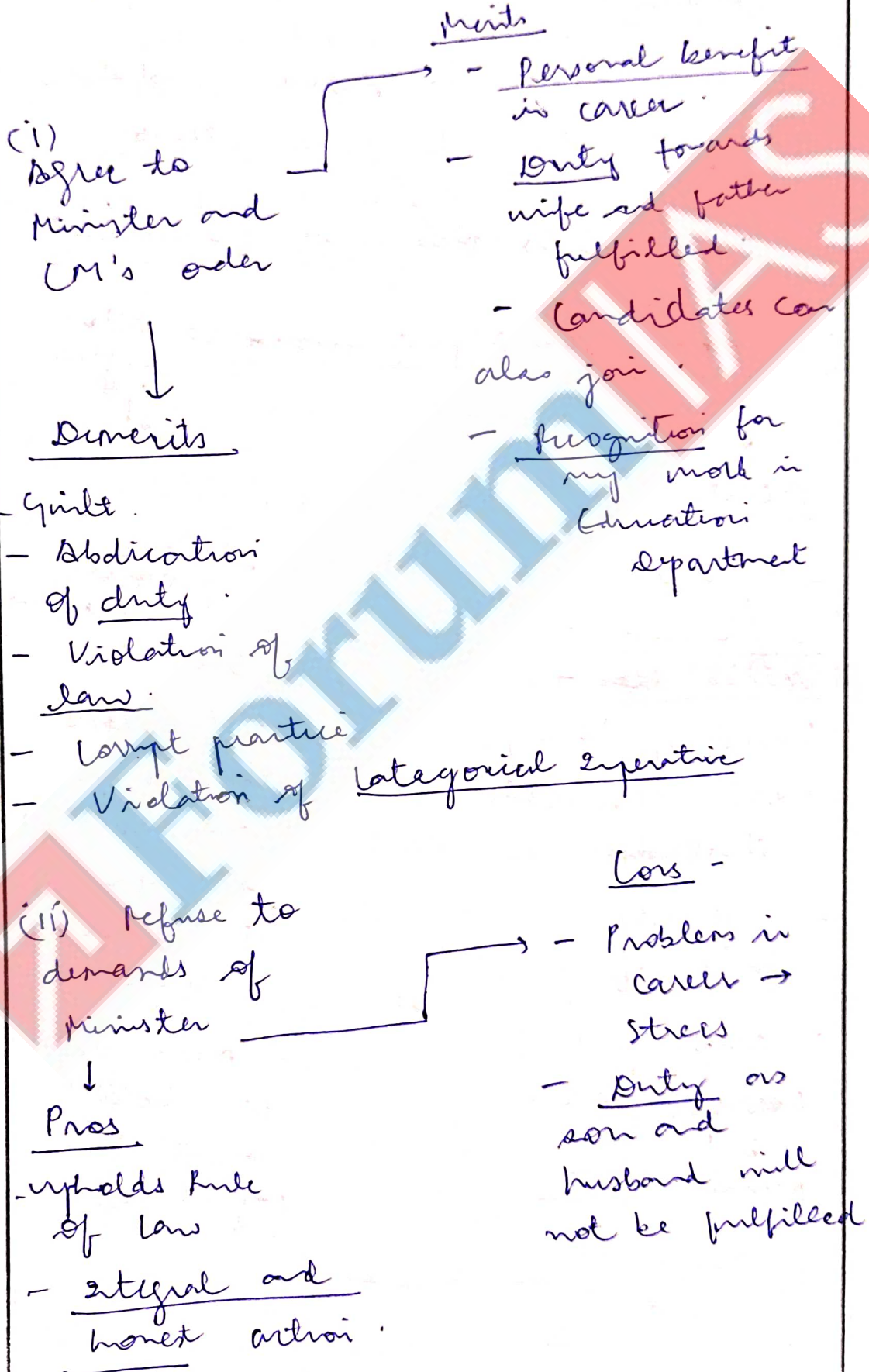
(iii) Professional ethics vs personal
morality - An honest officer
will uphold rule of law but
as a husband and son, he has
responsibilities and duties towards
wife and father.

(iv) Transparency vs Corruption
discussing the content of report
by journalist or being
accomplice in scam (corrupt
practice).

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(b)

Options available to me



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(ii) Making the report of journalist public -

- Present case is serious violation of constitution, law and ethics
- It involves news of Bureaucrats

(iii) ^{refer} Making the report ~~public~~ to Anti-Corruption Dept.

Merits

- Upholds civil service values like - honesty, integrity, non-corruptible attitude.

- Upholds rule of law.

- Not part of corrupt practice
↓
Moral action

- Peace of mind.

Demerits

- Career prospects harmed → stress

- Problems for wife and father → duty towards them not upheld.

- News so can be a threat to my life.

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(c)

My course of action as Kamlesh

- Kamlesh should follow a mixture of option 2 & 3.
- He should refuse to minister and CM about being silent in the scam.
- This will uphold his integrity as an officer.
- He should ask for clear and written orders from ministers about what to do with the report.
- Meanwhile he should forward the report along with all the evidence to Anti-Corruption Department of state.
- He should also talk with his wife and father and with emotional intelligence prepare the for upcoming difficulties, if any.
- Corruption should be indicated root and branch for inclusive India.

Q.10)

a The present case study highlights the issue of

Various stakeholders in the case study are -



(a) Ethical concerns in the case are -

(a) Violation of rule of law. Fire exit plans and fire stairs were not present.

(b) Professional integrity vs personal responsibility - duty towards his brother Frank and duty as elder to Mun. Commissioner.

(c) Loss of lives and injury to students. It happened due to non-compliance with law.

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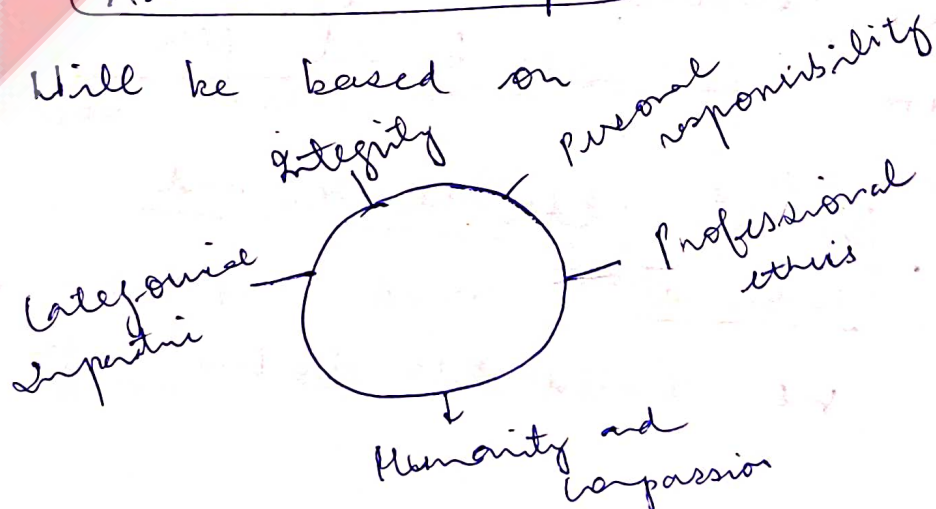
(d) Indulging in corruption and agreeing to request of XYZ coaching will bring personal benefits to Joseph. But his integrity will be compromised.

(e) Financial issues faced by Joseph will lure him to accept the offer of XYZ coaching. This is test of strength of his character.

(f) Duty towards people will ^{not} be followed if he agrees to XYZ coaching. But he also has a duty towards his brother and wife to provide them a comfortable life.

(b)

Advice to Joseph



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I will advise him to be integral
in his conduct.

As a Municipal Commissioner it
is his duty to -

- (i) Do audit correctly based on
established principles.
- (ii) His report should make a
detailed analysis of the cause
of tragedy.
- (iii) He should feel compassion and
responsibility towards students of
coaching.
- (iv) His non-complite attitude
will reap good dividends for
his conscience will be upheld
- and he will be at peace.

As an elder brother and
husband -

- (i) He should talk to his wife

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and tell her the situation. This conversation partner will help him deal with the situation in an ethical way.

(ii) He can tell her that he will be able to earn ~~some~~ money since he has a job now. With patience and hard work he will be able to pay debt and provide her a good life.

(iii) He should motivate his brother to work hard for exams. If he gets selected he can get education in government college and can be provided a scholarship as well.

(iv) He should realise the corrupt means will lead to corrupt ends.

Therefore both means and ends to achieve success and money should be ethical.

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Q. 11)

The case study is about the test of strength of character of an honest government servant.

It also points out multiple ways in which corrupt people disrupt lives of good people.

2nd ARC report said it is increasingly becoming difficult for good people to be honest and easier for bad people to be corrupt.

(a) Course of actions available to Kanak -

(i) Give his explanation to the Commission and go soft on disciplinary action -

Merits

- Giving explanation to Commission will be following law.

- Kanak can clear case before the Commission.

Demerits

- Going soft will be hard-in-hard with corruption.

- Lachadical approach towards ants.

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- Commission might understand his predicament and clear his name.

- Accomplice in corruption.
- Compromise professional integrity.
- Dishonest conduct.

(ii) Ignore the Commission and proceed freely.

Merits

① Duty upheld

- Fighting corruption shows integrity conduct.

- Professional ethics sound.

- He can proceed against corrupt → proactive attitude

- office can work properly for municipal area.

Demerits

- Ignoring commission might aggravate the case.

- He will be in stress due to bad press coverage → stress and lesser peace of mind.

- might not be able to focus on work.

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(ii) Brief his higher ups, seek directions and act accordingly.

Merits
Seniors can guide him. They can share their experience.

Demerits
- If superior ask him to not proceed with case, it will be corrupt action.
- This will amount to abdication of duty.

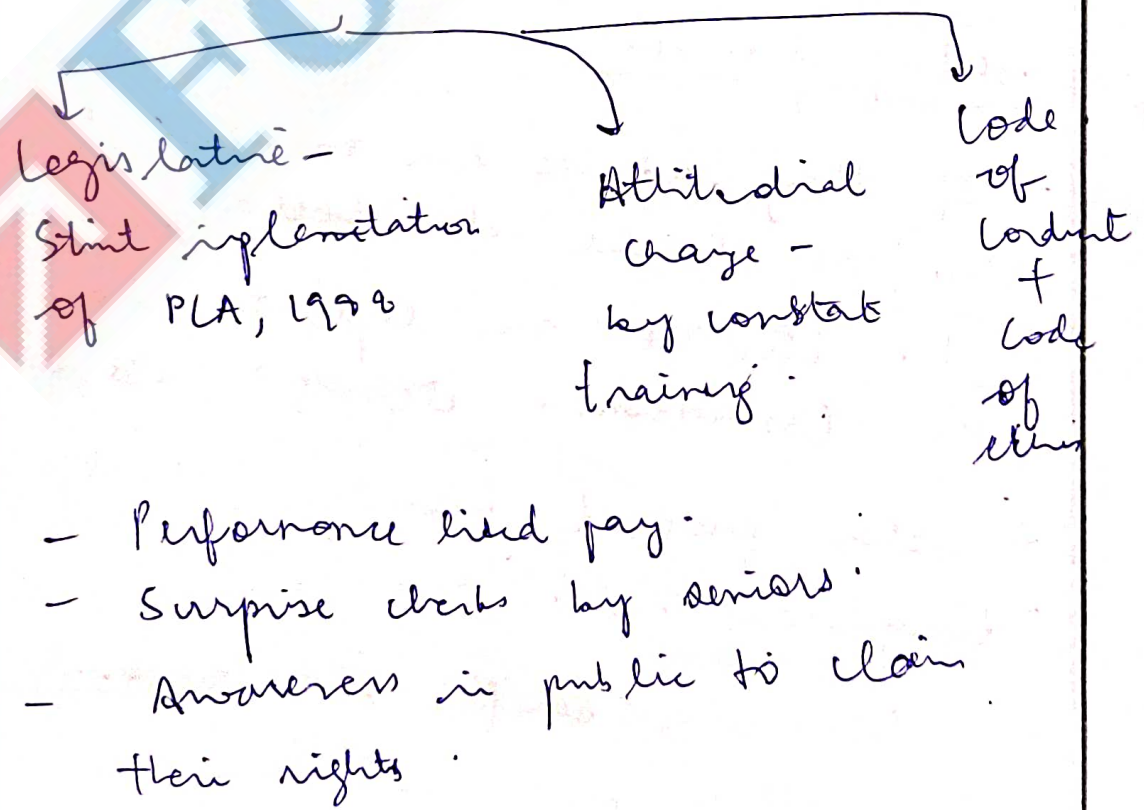
Course of action -
- He should write to his higher ups seeking advice.

- If they advise him to close the case, he should not follow.
- He should give explanation to the Commission - clearing his stand.
- Also proceed firmly with the disciplinary action.
- This will benefit both personal as well as professional duty.

U.P.S.C.

- (b) Reasons behind poor work culture-
- (i) Spathetic attitude towards people and their problems.
 - (ii) Lack of accountability.
 - (iii) Corruption - bribery for petty tasks.
 - (iv) No deterrence - corrupt face no outrages. So impunity.
 - (v) No performance linked pay.
 - (vi) Collusion between ministers - politicians - bureaucrats.

Measures to improve



Q.12)

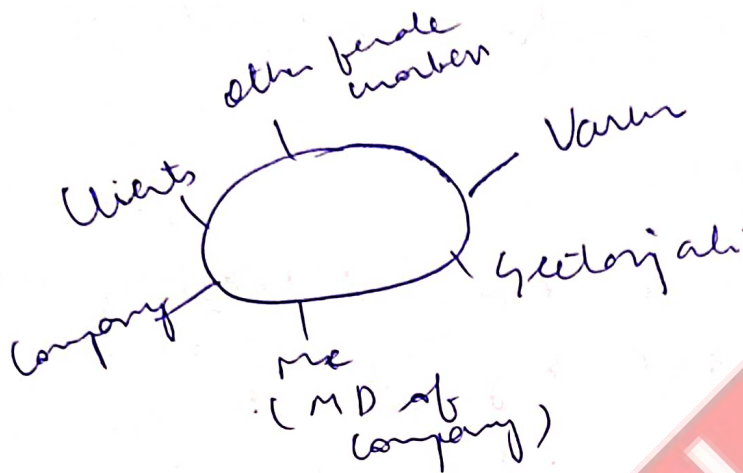


Fig - Stakeholders

(a)

Ethical issues involved

- (i) Respect and dignity of female employees.
- (ii) Violation of law - sexual harassment by Varun.
- (iii) Financial growth of company vs toxic work culture → ~~My can lose either way, it will lead to trade off with other.~~
- (iv) Financial conditions of Gectajali and her responsibilities but forced to resign due to toxic work culture.

(v) Varun - lack of morality.

(b) Options

(i) Conduct on ICC enquiry as demanded by Geetanjali.

Merits

- Uphold laws
- Uphold professional integrity.

Demerits

- Financial growth of company might be compromised.

(ii) Ask Geetanjali to resign and find job somewhere.

Merits

- Financial growth of company.
- As MD, my duty towards company fulfilled.
- Geetanjali is dedicated so she can find job elsewhere.

Demerits

- Against morality.
- Violation of POSM Act
- In long run if Varun will continue his behaviour, it will harm company's brand equity.

U.P.S.C.

(iii) Ask Geetajali to resign and help her yourself find same job.

Merits

- Both financial growth and with my contacts I can help find Geetajali a job.
- Uphold both personal and professional integrity.

Demerits

- Violates PoSH
- Does not solve the problem.
- Varn will continue this behaviour with other females.

Course of action

I will follow option 1

- This will uphold both my personal and professional integrity.
- It will be an ethical conduct.
- I can convince clients of real nature of Varn and tell them that without Varn also, company will continue to provide best services.

- ICC inquiry can find out the truth and provide relief to victims and other female employees.
(Fundamental duty to respect women).

(c) To ensure safer workplace for women-

(i) Establish ICC in line with POSH

But:

(ii) Gender sensitisation of all employees -
at time of induction and periodically too.

(iii) Strict policy towards sexual harassment at workplace. 0 tolerance

(iv) Develop gender sensitive work culture.

(v) Encourage female employees to report any such incident - Trust building.

(vi) Inculcate a respectful attitude towards women and all.