Brigade Enterprises Limited

Corporate Identity Number (CIN) : L85110KA1995PLC019126
Registered Office : 29th & 30th Floor, World Trade Center
Brigade Gateway Campus, 26/1, Dr. Rajkumar Road
Malleswaram - Rajajinagar, Bengaluru - 560 055, India
T : +91 80 4137 9200
E : enquiry@brigadegroup.com **W :** www.brigadegroup.com

BRIGADE
Building Positive Experiences

Ref: BEL/SR/NSEBSE/15072024   15th July, 2024

Listing Department   Department of Corporate Services – Listing
National Stock Exchange of India Limited   BSE Limited
Exchange Plaza   P. J. Towers
Bandra Kurla Complex, Bandra (East)   Dalal Street
Mumbai – 400 051   Mumbai – 400 001

NSE Scrip Symbol: BRIGADE/ BSE Scrip Code: 532929

Dear Sir/ Madam,

Sub: Sustainability Report for the financial year 2023-24

We are enclosing herewith the Sustainability Report prepared in accordance with the Global Reporting Initiative (GRI) 2021 standards for the financial year 2023-24.

The said report can also be accessed from the website of the Company at https://www.brigadegroup.com/investor/corporate-governance/sustainability-report.

Kindly take the same on records.

Thanking you,

Yours faithfully,
For **Brigade Enterprises Limited**

P. Om Prakash
Company Secretary & Compliance Officer

Encl.: a/a

REIMAGINING A NET ZERO WORLD

BRIGADE

Building Positive Experiences

BRIGADE GROUP

SUSTAINABILITY REPORT 2023-24

CONTENTS

Artist's impression of aerial view of Brigade Calista

Message from Executive Chairman

M.R. Jaishankar
Executive Chairman

"

Each action we take today contributes to a brighter, more sustainable tomorrow. Together, we will continue to forge a sustainable future for a better world.

Dear Stakeholders,

I am delighted to share the remarkable accomplishments of Brigade Group in our sixth edition of the Sustainability Report, reflecting our commitment to sustainability and responsible business practices throughout the 2023–24 fiscal year.

"Building for Tomorrow, Today" and QC-FIRST have been our guiding principle and values in every aspect of the business. Our focus on customer centricity and social responsibility have rewarded us with approximately 40,000 happy customers served to date. For over three decades, we have led the way in constructing sustainable and certified green buildings delivering over 6.91 million Sq Ft of Green Certified built-up area. Our commitment to achieving net-zero emissions signifies our unwavering commitment to driving positive change and excellence in environmental, social, and governance performance.

We are recognised as one of India's Top 30 Future-Ready Workplaces and as the 38th Great Place to Work in the mid-size workplaces category. Additionally, we have been recognised as laureates for being in the top 100 for ten consecutive years. This underscores our commitment to fostering an inclusive and dynamic work culture, essential for long-term success and sustainability.

Embracing technology to advance Real Estate is central to our mission. Brigade REAP, our Real Estate technology accelerator, exemplifies this commitment. Initiatives such as 'Propagate 2023' highlight our focus on innovation with a positive climate impact.

In the previous year, we embarked on a structured sustainability journey identifying three pillars. In this report, we present our performance on targets set for each pillar.

Each action we take today contributes to a brighter, more sustainable tomorrow. Together, we will continue to forge a sustainable future for a better world.

Thank you for your ongoing commitment to sustainability.

M.R. Jaishankar
Executive Chairman

Remember us
for all the things
we will not
leave behind.

We pledge to be
Net Zero emission by 2045
and we know how to get there.

Our story is built on
what we saved,
not the footprint we left.

BRIGADE

Pavitra Shankar
Managing Director

> Our journey towards a net-zero carbon footprint by 2045 began with a comprehensive assessment of our carbon emissions. This year, we committed to the Science Based Targets initiative (SBTi) for a Net Zero Target. We are implementing extensive decarbonisation strategies, such as reducing energy consumption and transitioning to clean energy, which not only helps mitigate climate change but also creates numerous opportunities for sustainable growth. Additionally, we are committed to preserving and enhancing biodiversity through green building designs, urban greening projects, and conservation efforts that protect local ecosystems.

On the social front, we are dedicated to promoting diversity within the organisation through focused hiring and efforts to retain, skill, and upskill our workforce, providing over 1,00,000 hours of training this year alone. We are also enhancing supply chain sustainability by promoting the use of sustainable materials and ensuring ethical sourcing practices.

We conduct and govern ourselves with integrity in an ethical and transparent manner. We are accountable and responsive to all stakeholders. We are promoting human rights across our ecosystem, while working diligently on our corporate governance, code of ethics, policies, systems and standards.

BRIGADE REAP
REAL ESTATE ACCELERATOR PROGRAM

aegeus

charzer

BIRDS EYE ENERGY

NATURA
Urban Plantscaping

TRONCART
electronic components online

PELICAN

ECOSTP®
sewage to gold™

POTHOLERAJA

Smarter Dharma

WEGOT

Web link to Brigade REAP Microsite: https://brigadereap.com/

Nirupa Shankar
Joint Managing Director

" We are committed to disrupting the status quo for a sustainable future. Our Brigade Real Estate Accelerator Programme (REAP) fosters innovation in clean energy and sustainable building practices, accelerating progress towards a greener tomorrow. This innovation focus aligns perfectly with our 'Earth Fund', the country's first Real Estate Tech Fund dedicated to finding sustainable solutions for the built environment.

By supporting social entrepreneurs within REAP, we address climate change on multiple fronts. These entrepreneurs develop and implement projects that tangibly reduce emissions and conserve resources. Our efforts empower communities by creating sustainable new-age technologies within the frame work of environmental stewardship.

About the Report

This report highlights our sustainability journey and progress toward our aspirational targets. With this sixth sustainability report, we demonstrate our dedication to consistency and transparency, allowing our stakeholders to understand the impact of our business and gain trust in our efforts and performance. This report also encompasses the initiatives we implemented throughout the year.

Reporting Framework

The Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021. We have also mapped our impact to United Nations Sustainable Development Goals (UN SDGs) for high priority areas.

Reporting Principles

The Brigade Group ensures transparency and comprehensiveness in its Sustainability Report by adhering to the GRI Reporting Principles, which encompasses the following: accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability.

Building on the stakeholder engagement and materiality assessment conducted in the previous year, this report focuses on the ESG issues that are most important to our organisation and its stakeholders. The data provided illustrates our performance in these significant areas, enabling comparisons between different years and conforming to established standards for ongoing enhancement.

Reporting Period

Our sustainability report is published annually. The current reporting period covers from April 1, 2023, to March 31, 2024, with the baseline year as FY 2022-23.

Reporting Boundary

This report covers all businesses of Brigade Enterprises Limited and its subsidiary companies, excluding Tandem Allied Services Pvt. Ltd. (Step-down subsidiary). The reporting covers all business verticals of Brigade Group namely: Real Estate (Property Development) including Estate Management, Hospitality, and Lease Rentals (Property Management). A detailed list of assets within the reporting boundary is in Annex-A. BuzzWorks, the co-working commercial space of Brigade Group is included separately.

Feedback

We place great importance on soliciting and leveraging stakeholder feedback to enhance our policies, refine processes, optimise performance, and enhance transparency in our disclosures.

Contact Us

P. Om Prakash
Company Secretary & Compliance Officer
investors@brigadegroup.com

Brigade Enterprises Ltd (BEL)
29th and 30th Floor, World Trade Centre, Brigade Gateway Campus, 26/1, Dr. Rajkumar Road, Malleswaram-Rajajinagar, Bengaluru 560 055.

Sustainability Highlights FY 2023-24

ENVIRONMENTAL ACHIEVEMENTS

3x
Increase in renewable energy usage compared to FY 2022-23

8.84%
Reduction in total energy consumption compared to FY 2022-23

79,871
Total trees planted with 16,871 trees in FY 2023-24

56.06%
Reduction in energy use intensity by area

17.47%
Decrease in operational emissions

47.71%
waste recovered

< 1%
Hazardous waste

22.62%
Group level total Emission reduction

42,639
Tonnes of recycled materials reused

17.16 Mn.Sq Ft
Green building area certified. 6.91 mn. Sq Ft delivered to date. 10.25 Mn. Sq Ft pre-certified

SOCIAL ACHIEVEMENTS

22%
Overall gender diversity

14th
Year in a row Great Place to Work Certified

Zero
Fatality & high consequence injuries

₹7.86 Cr
CSR expenditure

75%
Return to work rate post parental leave

17%
Increase in female hiring among permanent employees

~20,000
Hours of toolbox talks conducted across projects

1 Lakh+
Training hours

22.86%
Increase in training hours per employee

GOVERNANCE ACHIEVEMENTS

50%
Independent Directors on Board

25%
Board gender diversity

ESG
Risk management committee formed

100%
Coverage for code of ethics training

ESG
Policy implemented

Artist's impression of Brigade El Dorado

Economic Highlights

S.No	ECONOMIC PERFORMANCE: DETAILS	2023-24 (INR Lakhs)
1.	Direct Economic Value Generated	5,06,415
2.	Economic Value Distributed	
	i. Operating Costs	4,16,937
	ii. Employee Wages & Benefits	31,767
	iii. CSR Expenditure	786
	iv. Donations	57
	v. Payments to Providers of Capital	4,616
	vi. Payments to Government	16,764
3.	Economic Value Retained	35,488

Stock imagery for visual representation

Actual shot of Brigade Cornerstone Utopia

About us

Established in 1986, Brigade Group stands as a leading property developer in India, boasting a rich legacy of over 35 years. With a strong presence in key cities in the Indian states of Karnataka, Telangana, Tamil Nadu, Kerala, and Gujarat, Brigade has redefined urban landscapes through iconic developments spanning residential, commercial, retail, hospitality, and education sectors. Having completed 280+ buildings, totalling a staggering 80+ million Sq Ft of space, Brigade is synonymous with excellence and sophistication.

In FY 2023-24, our residential sector achieved a gross sales milestone of 6,008 units, marking a cumulative total of 40,000 units. In the commercial and retail sectors, we welcomed 212 and 268 new customers respectively with a footfall of 16.61 million in our retail spaces during the same period.

Our industry plays a pivotal role in enhancing lives through creating vibrant living spaces, contributing to economic growth through tax contributions and employment opportunities. We are committed to sustainability and environmentally-friendly practices across all facets of our business.
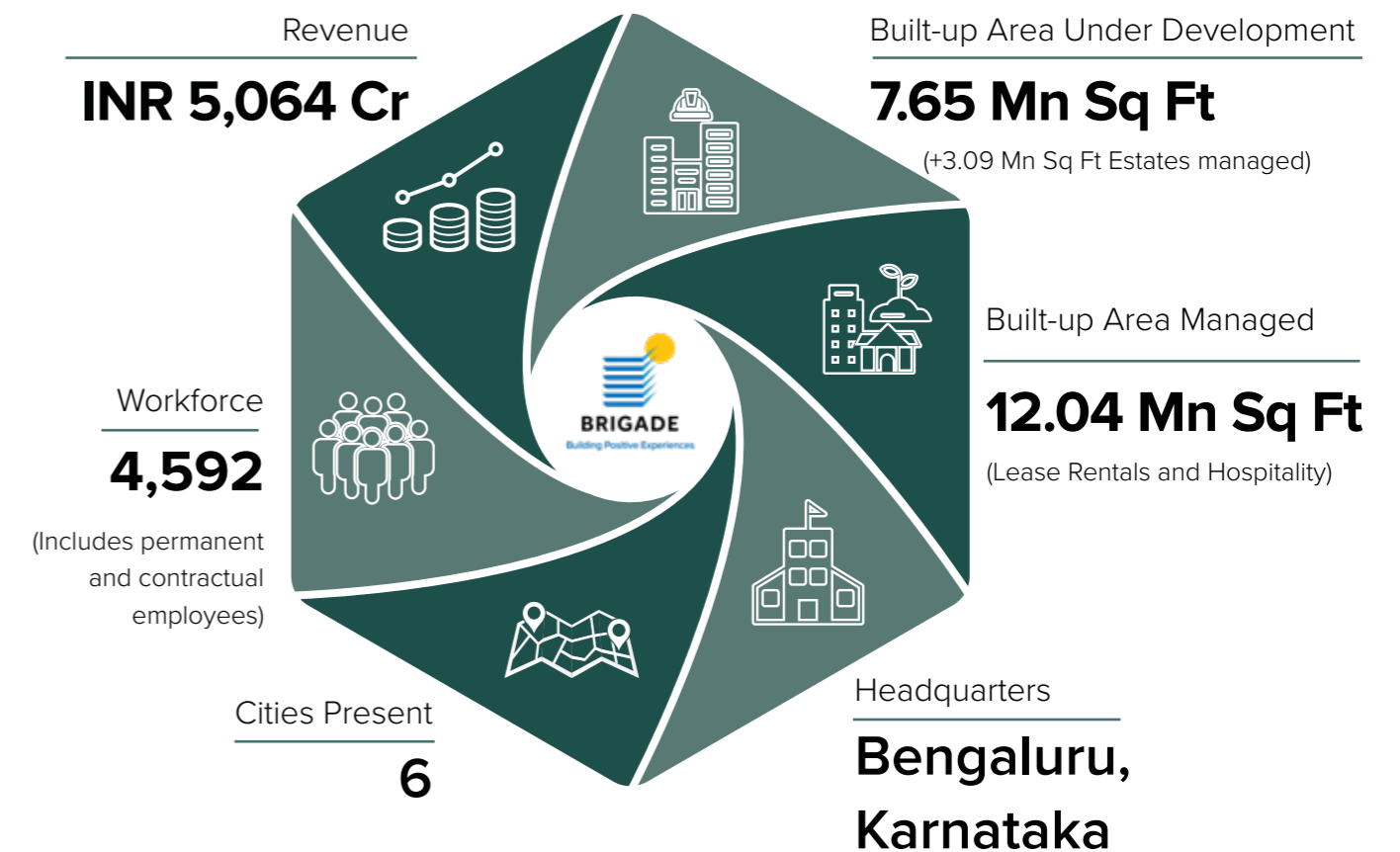
In residential projects, Brigade offers a diverse range from luxurious villas to urban studios, each charecterised design and premium amenities. Notable creations include Brigade Gateway, Bengaluru's pioneering lifestyle enclave, and Brigade Exotica, a towering residential marvel.

Distinguishing itself further, Brigade is a pioneer in Grade A commercial properties, including the iconic buildings such as the World Trade Centre in Bengaluru, Chennai and Kochi. Beyond Real Estate, Brigade's footprint extends to hospitality with iconic hotel group such as Hotel Sheraton, and exclusive clubs such as Signature and Galaxy. Our retail projects, such as Orion Malls, represent a realm of retail excellence, attracting customers and driving business growth. 'BuzzWorks' our thriving co-working initiative meets the demand for plug-and-play convenience.

The brand's philanthropic efforts, such as The Indian Music Experience and Brigade Foundation schools, demonstrate its commitment to education, health, and community development underscoring Brigade's contribution to Corporate Social Responsibility (CSR).

Brigade Real Estate Accelerator Programme (REAP), Asia's first start-up accelerator, aims to disrupt the Real Estate industry by fostering innovation and utilizing technology to create sustainable, scalable businesses. Through this initiative, we have mentored more than 66 start-ups facilitating external funding for 44% of them. Notably, all startups supported by REAP have secured business within the Real Estate ecosystem.

Recognised as one of India's top 100 mid-size companies to work for and the best in the Real Estate industry, in 2024, Brigade Group epitomises integrity, innovation, and quality. With a forward-thinking approach and a track record of excellence, it continues to set new benchmarks in the Real Estate industry, establishing itself as a premium brand.

Revenue
INR 5,064 Cr

Built-up Area Under Development
7.65 Mn Sq Ft
(+3.09 Mn Sq Ft Estates managed)

Workforce
4,592
(Includes permanent and contractual employees)

Built-up Area Managed
12.04 Mn Sq Ft
(Lease Rentals and Hospitality)

Cities Present
6

Headquarters
Bengaluru, Karnataka

Our Products and Services

We are committed to delivering quality, sustainable, and innovative projects, all aimed at creating a positive experience for our customers, partners, and the community. This dedication is reflected in our motto: "Building Positive Experience". The Group operates through three distinct verticals- Real Estate (Property Development), Lease Rentals (Property Management), and Hospitality.

Corporate Office

Brigade Enterprises Limited, headquartered in Bengaluru, oversees offices in Mysuru, Chennai, Kochi, Hyderabad, and a marketing office in Dubai.

1. Real Estate

Brigade Group offers a full-service Real Estate experience. We develop and construct residential, commercial, and mixed-use projects. Brigade's Estate Management services step in for helping maintain properties till these are transitioned to customers..

2. Lease Rentals

This segment drives leasing and renting in commercial spaces, including retail spaces.

3. Hospitality

Under the Hospitality sector, Brigade Group oversees clubs, convention centres, and hotels owned by the group and managed by third parties such as Sheraton Hotel, Starwood Asia Pacific Hotels & Resorts, IGH Group, and Accor Group.

MISSION

To constantly endeavour to be the Preferred Developer of Residential, Commercial and Hospitality spaces in the markets in which we operate, without compromising on our Core Values, for the benefit of all our Stakeholders.
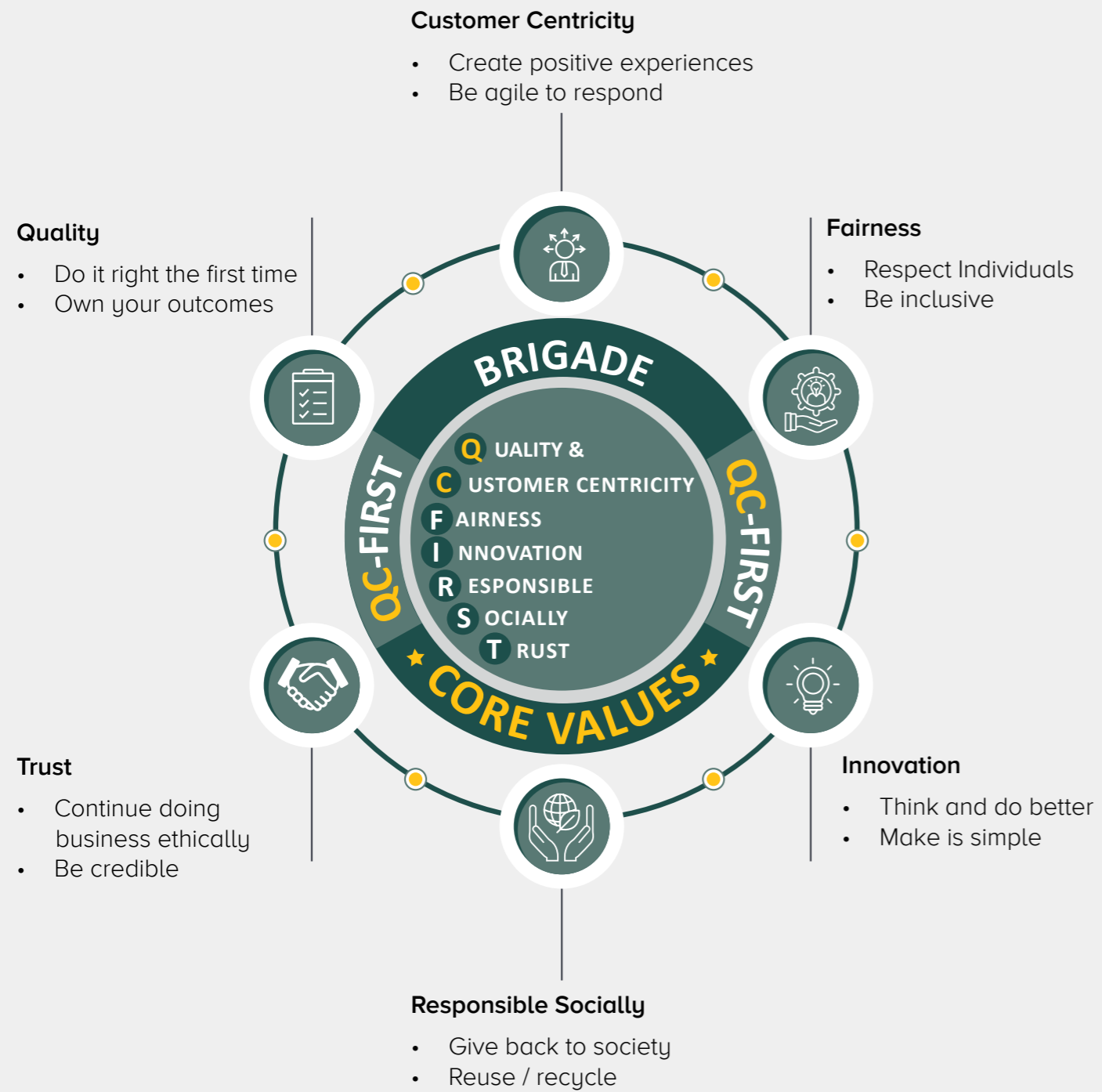
VISION

To be a World-class Organisation in our Products, Processes, People and Performance.

Actual shot of Brigade Topaz

Our Values

At Brigade Group, our core values, **QC-FIRST,** serve as a moral compass, guiding daily actions and decision-making to achieve our vision. These six values define our interactions with customers, stakeholders, and colleagues, fostering a trustworthy reputation.

Customer Centricity

- Create positive experiences
- Be agile to respond

Quality

- Do it right the first time
- Own your outcomes

Fairness

- Respect Individuals
- Be inclusive

BRIGADE

QC-FIRST   QC-FIRST

Q UALITY &
C USTOMER CENTRICITY
F AIRNESS
I NNOVATION
R ESPONSIBLE
S OCIALLY
T RUST

★ CORE VALUES ★

Trust

- Continue doing business ethically
- Be credible

Innovation

- Think and do better
- Make is simple

Responsible Socially

- Give back to society
- Reuse / recycle

Artist's impression of Brigade Komarla Heights

Artist's impression of Brigade Calista

Awards & Certifications

Industry Recognition and Leadership Awards

🏆 Brigade won four awards at the 15th Realty+ Excellence Awards - 2023, SOUTH, Bengaluru:

» Integrated Brand Campaign of the Year (Home is a Feeling)
» Experiential Marketing Campaign of the Year (Brigade Showcase 2023)
» Digital Marketing Campaign of the Year (Brigade Showcase 2023)
» Integrated Township Project of the Year (Brigade Orchards)

🏆 **Pavitra Shankar** won **'Realty Person of the Year'** at the Economic Times Real Estate Awards 2024.

🏆 **Pavitra Shankar**, Managing Director Recognised as the **'Woman Achiever in the Real Estate Sector'** award at the Ace Alpha Awards 2023.

🏆 **Nirupa Shankar**, Jt. Managing Director, Recognised as the **'Woman Leader in Commercial Real Estate'** at Commercial Design Awards 2023.

Brigade Group's MD Pavitra Shankar received the 'Woman Achiever in the Real Estate Sector' award at the Ace Alpha Awards 2023 for her remarkable accomplishments and contributions.

Commercial Design Awards 2023: Brigade Group's Joint Managing Director Nirupa Shankar has been recognised as the Women Leader in Commercial Real Estate.

🏆 World Trade Centre, Chennai for Excellence in ESG (Environmental, Social, and Governance) (IT Park) at INFHRA Gold Award, Chennai.

🏆 World Trade Centre, Chennai for Excellence in Safety and Security (IT Park) at INFHRA Gold Award, Chennai.

🏆 World Trade Centre, Kochi for Excellence in Encouraging Employees to return to Office (IT Park) at INFHRA Recognition Award, Chennai.

🏆 World Trade Centre, Kochi secured silver in 'Safety and Security' at the INFHRA Awards 2024

🏆 Brigade Komarla Heights received CII-SR Excellence Award - 'Bronze' for commitment in Environment, Health and Safety practices, 2023.

🏆 Brigade Eldorado received Safety award in the Bangalore Regional Level Safety Awards-2024.

🏆 Brigade Group was Recognised as 'One of India's Top Challengers' at the CW Architect and Builders Awards 2023.

🏆 WTC Chennai awarded as 'Best Commercial Project of the Year' at the FICCI-REISA Awards 2023.

🏆 Brigade Enterprises Ltd and Brigade Hospitality Services Ltd have been recognised among India's top 100 best mid-size companies to work for by 'Great Place To Work'. This marks 14th year of Brigade Enterprises Ltd being certified.

🏆 Orion Gateway Mall honoured with the title of "Most Admired Shopping Centre of the Year 2023 - Metro South" at MAPIC-2023 (formerly IRF).

🏆 Awarded in the category of Commercial High-Rise Development for project Brigade Tech Gardens for India at The Asia Pacific Property Awards 23-24.

ISO Standards and Certifications

1. ISO 9001 – 2015 for Quality Management System (QMS)

2. ISO 14001 – 2015 for Environmental Management System (EMS)

3. ISO 45001 – 2018 for Occupational Health and Safety, Management System (OHSMS)

4. National Building Code (NBC) -2016 for Construction and Development

5. LEED-USGBC (US Green Building Council) and IGBC (Indian Green Building Council) Green Building Certification

Brigade Group was recognised as 'One of India's Top Builders' and 'One of India's Top Challengers' at the CW Architect and Builders Awards 2023.
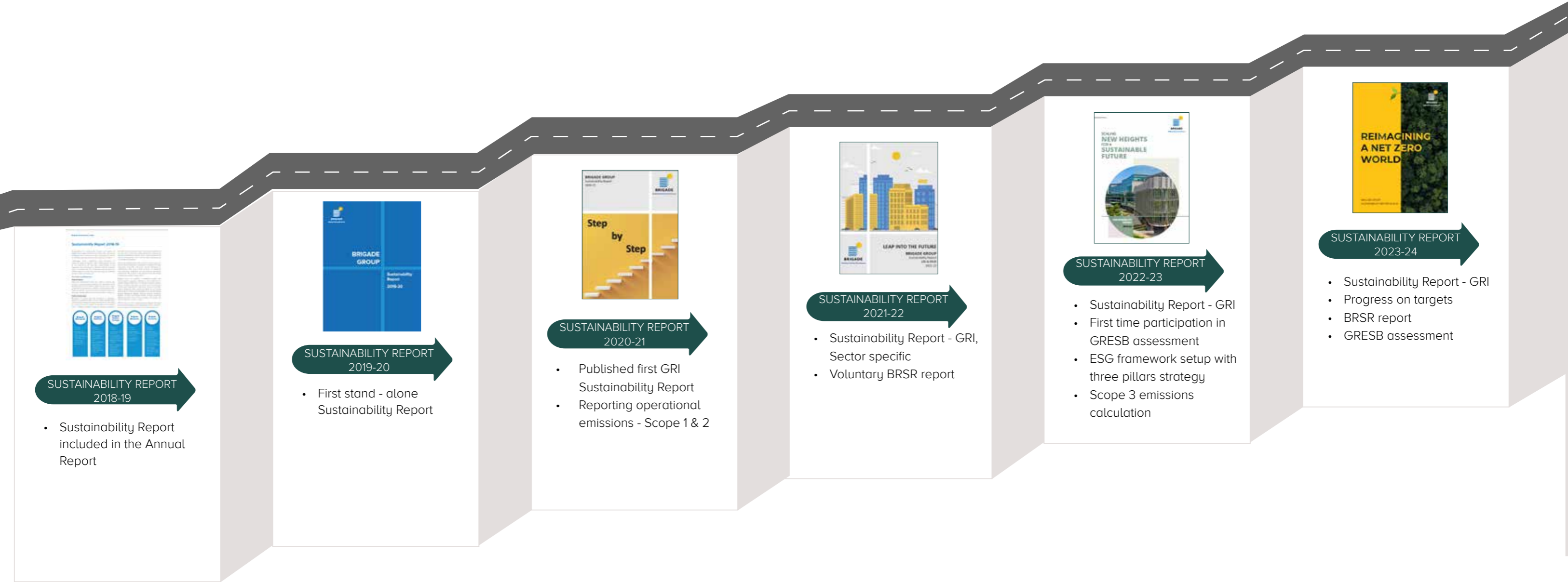
Membership Associations

The Brigade Group is affiliated with ten international , national and state level trade and industry chambers/associations.

S.No.	Trade and industry chambers/ associations	Jurisdiction
1	World Trade Centres Association, New York	International
2	National Safety Council (NSC)	National
3	Indian Green Building Council (IGBC)	National
4	Confederation of Real Estate Development Association of India (CREDAI)	National
5	Confederation of Indian Industry (CII)	National
6	Federation of Indian Export Organisation	National
7	Export Promotion Council for EOUs and SEZ	National
8	Bengaluru Chamber of Industry and Commerce	State
9	Federation of Karnataka Chamber of Commerce and Industry	State
10	Institute for Research Development and Training of Construction Trades and Management (INSTRUCT)	State

Our Sustainability Journey

SUSTAINABILITY REPORT 2018-19

- Sustainability Report included in the Annual Report

SUSTAINABILITY REPORT 2019-20

- First stand - alone Sustainability Report

SUSTAINABILITY REPORT 2020-21

- Published first GRI Sustainability Report
- Reporting operational emissions - Scope 1 & 2

SUSTAINABILITY REPORT 2021-22

- Sustainability Report - GRI, Sector specific
- Voluntary BRSR report

SUSTAINABILITY REPORT 2022-23

- Sustainability Report - GRI
- First time participation in GRESB assessment
- ESG framework setup with three pillars strategy
- Scope 3 emissions calculation

SUSTAINABILITY REPORT 2023-24

- Sustainability Report - GRI
- Progress on targets
- BRSR report
- GRESB assessment

Deepening our Sustainability Commitments

At Brigade Group, our core philosophy centres around shaping a radiant future with meticulous care. Every project we embark on is infused with deep reverence for our invaluable natural resources, and each initiative resonates outward to foster positive societal transformation. We don't just design buildings; we architect a thriving tomorrow.

Stakeholder Engagement

We are dedicated to addressing the concerns and expectations of our stakeholders through various communication channels. We prioritise transparent and regular engagements with our key stakeholders, aiming to continuously enhance our operational practices.

Management meet
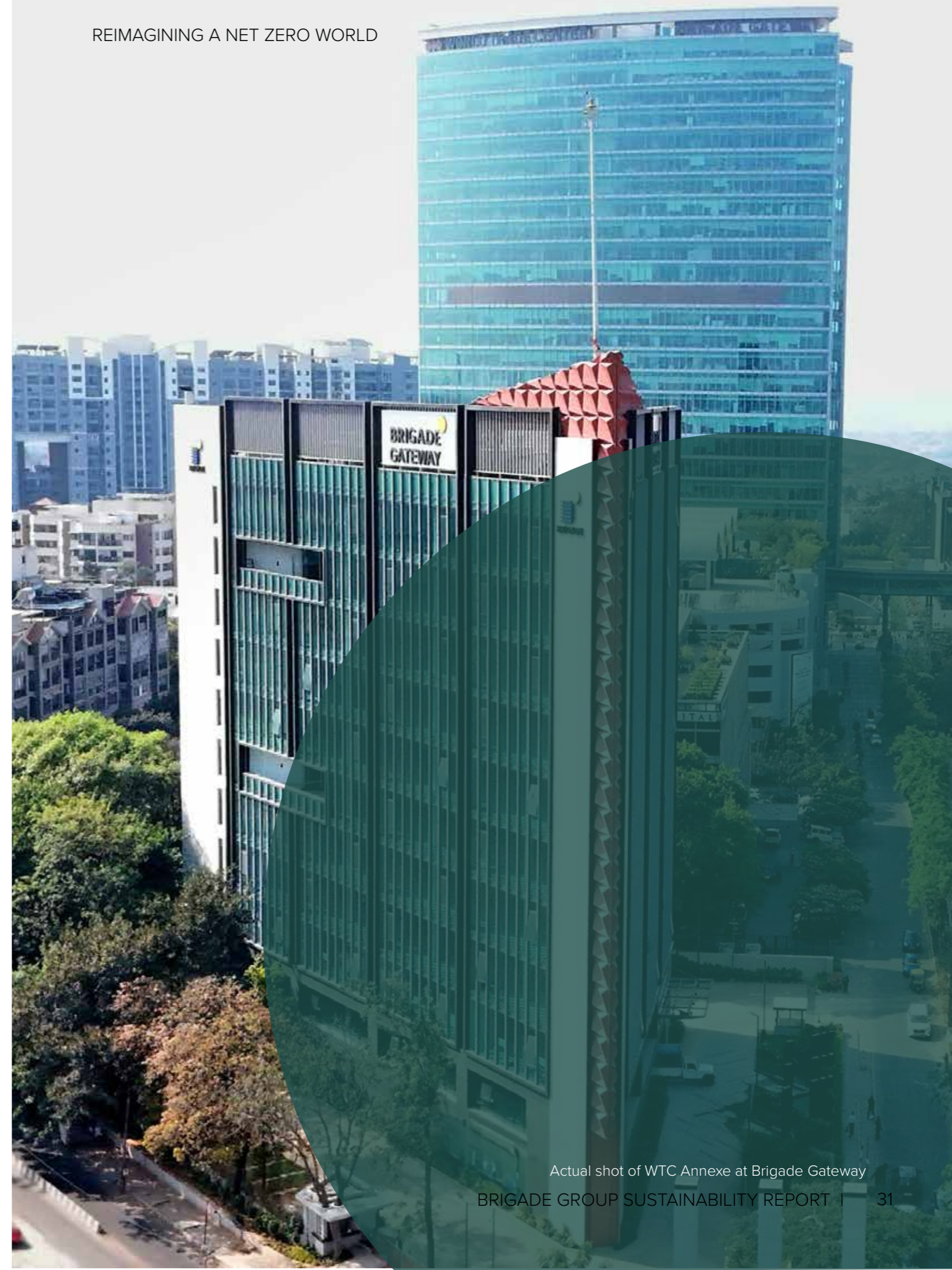
Actual shot of WTC Annexe at Brigade Gateway

Below is a detailed table of our engagement activities with our principal stakeholders throughout the year.

Stakeholders	Engagement Mechanisms	Frequency of Engagement	Relevant matters
Board of Directors	• Board Meetings • Annual General Meeting	• Regular • Annual	Consultation, participation and sharing of information on • Updates on regulatory compliance. • Growth and profitability • Fiduciary accountability to shareholders. • ESG strategy and governance strengthening through specific initiatives such as SBTi commitment (Net-Zero 2045), GRESB assessment. • Enterprise Risk Management including ESG risk. • CSR initiatives.
Channel Partners	• Meetings • Feedback	• Weekly • Monthly • Quarterly	Consultation and information on • Insights into customer needs. • Market trends. • Competitive landscape.
Contractual Workforce	• Induction programme • Toolbox meetings • Job-specific EHS training and other awareness sessions – BOCW etc., • Health Camps	• Regular • Daily • Weekly • Need-Based	• Consultation on knowledge transfer and job training. • Create awareness of EHS and other statutory compliances. • Discuss issues related to the work place and working environment.
Customers	• Here4You (online feedback) • Expos and Events • Meetings • Webinar	• Monthly • Quarterly	Consultation and sharing information on • Customer preferences, behaviours and expectations. • Areas for improvement.
Employees	• Townhalls • Team building activities • Leadership talk • Engineer's Meet • Surveys and Feedbacks • Celebration of festivals • Mentoring and Counselling • Virtual and Physical trainings • Team Lunch/Dinners • Sports Events	• Weekly • Quarterly • Annual • Need-based	Consultation, participation and sharing of information on • Health, safety and wellbeing. • Training and skill development. • Diversity and inclusion. • Equal opportunity workplace. • Importance of collaboration & teamwork.

Stakeholders	Engagement Mechanisms	Frequency of Engagement	Relevant matters
Government and Regulators	• MCA • SEBI • Stock Exchanges • SPCB • SEIAA	• Annual • Need based	Consultation and sharing information on • Regular renewal of permits/ consents. • Regular compliance submissions/ reporting. • Impact of current and upcoming regulations. • Sector-related experiences, opportunities and challenges.
Investors and Shareholders	• Annual General Meeting • Conferences • Investor meetings • Press Release/Media Interaction	• Regular	Consultation and sharing information on • Operational and Financial Performance. • Long-term business strategy • Business model capability to generate value. • Strategic collaborations and partnerships. • Quarterly investor presentation on all the above.
Non-Government Organisations (NGOs)	• Meetings • Feedback	• Regular	Participation, consultation and sharing of information on • Levers to reduce sustainability risks and create a positive impact in the long run.
Suppliers and Vendors	• Meetings • Press Conferences, • Media kit • Visits to the vendors' facilities which include factories and manufacturing facilities. • Visiting various exhibitions conducted by different agencies.	• Regular	Participation, consultation and sharing of information on • Business product and service requirements. • Supply chain resilience and risk management. • Insights from their respective industries. • Expectations on sustainability integration via goods and services purchased or procured.

Material Focus Areas

Our stakeholders, both local and international, are increasingly conscious of sustainability, particularly concerning Environmental, Social, and Governance (ESG) issues. ESG gaining prominence not only from a regulatory standpoint but also as a critical focus for stakeholders.

Materiality Matrix

Building upon the robust foundation laid in materiality assessment conducted in FY 2022-23, we continue to focus on the twelve (12) most important material topics from the long list of topics. We have made no changes to the material areas identified in the previous materiality analysis. These twelve areas, designated as "Very High" in importance, continue to be the cornerstone of our sustainability efforts. Our sustainability pillars are framed focusing on these high-priority areas and we diligently monitor and report the performance annually.
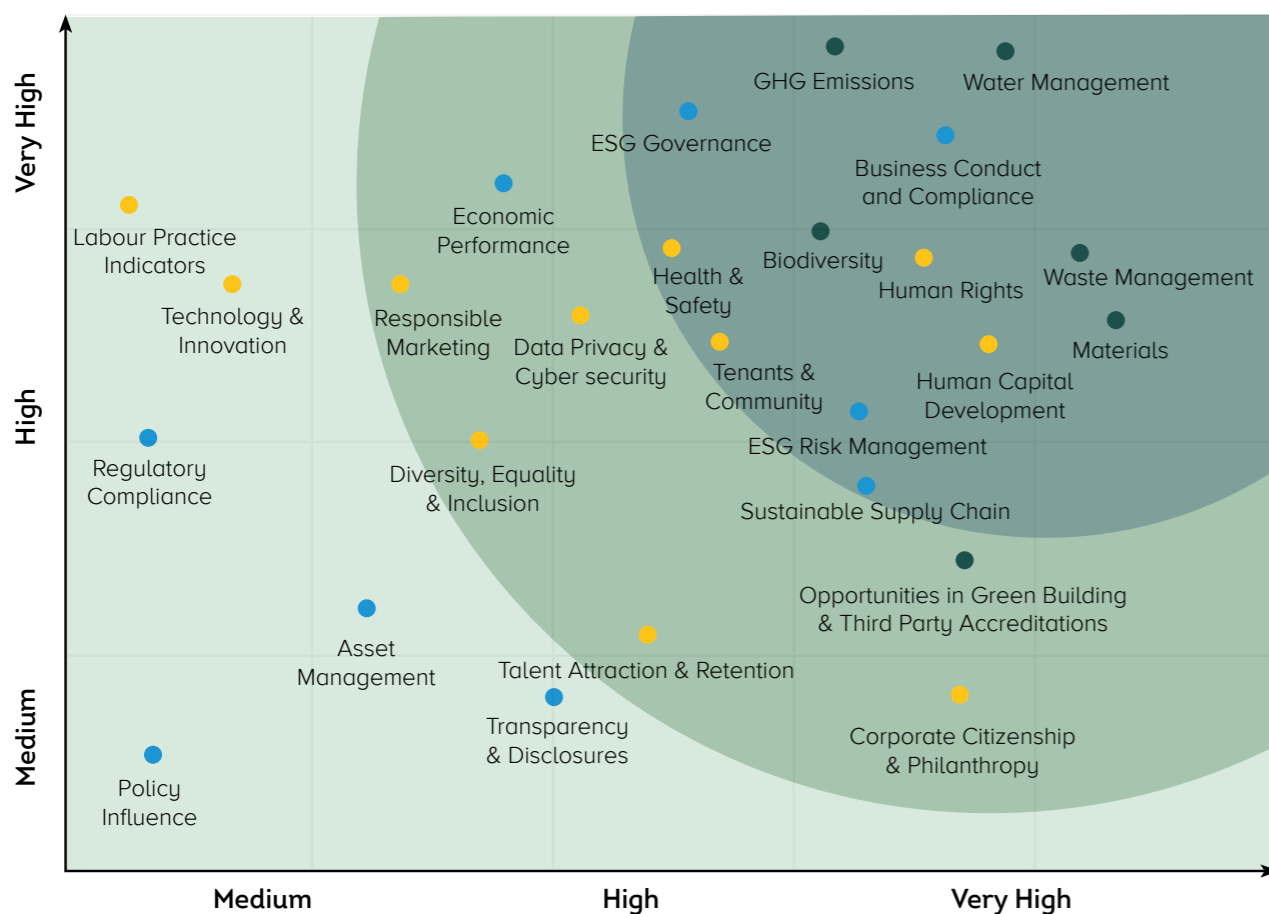
Materiality topics in order of importance

Very High	High	Medium
M1 Water Management	M13 Opportunities in Green Building & Third-Party Accreditations	M21 Transparency & Disclosures
M2 GHG Emissions		M22 Asset Management
M3 Business Conduct & Compliance	M14 Corporate Citizenship & Philanthropy	M23 Regulatory Compliance
M4 ESG Governance	M15 Talent Attraction & Retention	M24 Technology & Innovation
M5 Health & Safety		
M6 Human Rights	M16 Sustainable Supply Chain	M25 Labor Practice Indicators
M7 Tenants & Community	M17 Diversity Equality & Inclusion	M26 Policy Influence
M8 Human Capital Development	M18 Data Privacy & Cyber security	
M9 Materials		
M10 ESG Risk Management	M19 Responsible Marketing	
M11 Waste Management	M20 Economic Performance	
M12 Biodiversity		

Management of Material Areas

ENVIRONMENTAL

Water Management

The Brigade Group prioritises responsible water management. We strategically source water, implement rainwater harvesting, and treat wastewater for reuse, reducing our reliance on freshwater. Innovative solutions such as smart meters help in optimising water usage, curing compounds helps in reducing water consumption and Zero Liquid discharge minimises environmental impact. We are committed to increasing wastewater recycling annually and achieving water positivity.

GHG Emissions

Brigade Group tackles GHG emissions through a multi-pronged approach. We are ramping up renewable energy use, optimising existing buildings for energy efficiency at the design stage and green practices throughout the construction cycle. By meticulously measuring our footprint (Scopes 1, 2, & 3) and setting ambitious reduction targets, we aim to achieve Net Zero emissions by 2045. We have made a commitment to SBTi on our Net Zero Target. We are continuing to refine our GHG inventory for Scope 3 emissions.
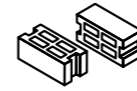
Materials

The Brigade Group prioritises responsible material sourcing and utilization. We select alternate construction materials with low embodied carbon, materials with enhanced recycled content and low-VOC, and source locally to minimise environmental impact. Our "Red List" eliminates harmful substances from projects. We strive to increase concrete waste reuse and actively utilize recycled materials. As we continue to implement our procurement policy, we will enhance the use of green-certified materials across our projects.

Waste Management

Brigade leads in responsible waste management. Our waste hierarchy tackles all stages: reduction at source, reuse, recycle, recover, and disposal. We minimise construction waste, repurpose topsoil, prioritise reusables, and compost organics. We report all waste and aim for year-on-year reuse increase, contributing to a circular economy for a sustainable future.

Biodiversity

Brigade Group champions urban biodiversity with a "Preserve, Conserve, Enhance" approach. We conduct ecological surveys under the direction of our Biodiversity Policy to have native plants, safeguard trees by retaining them in the project sites as part of design through transplantation and rejuvenation of water bodies. We actively partner on restoration projects, fostering a thriving urban environment. We have an active afforestation target every year.

Management of Material Areas

SOCIAL

Health and Safety

Brigade Group is committed to providing a healthy and safe working environment for all employees and workers, with the goal of training 100% of the workforce on occupational health and safety by 2025, which is on track. We prioritise the health and safety of our customers, clients, occupiers, and visitors, ensuring a secure and well-maintained environment for everyone. Additionally, the company aims to achieve WELL Health-Safety certification for all leased rental properties by 2028, underscoring its dedication to health and safety standards across its operations.

Human Rights

Brigade Group is committed to respecting and upholding the human rights of its employees and neighbouring communities. The company aims to achieve SMETA certification by 2025, demonstrating its dedication to ethical trade practices. By 2026, Brigade plans to align its labor standards with the UNGP, ILO, and the Declaration on Fundamental Principles and Rights at Work framework. Furthermore, Brigade Group intends to become a member of the UN Global Compact by 2028, reinforcing its commitment to global human rights standards.

Tenants and Community

Brigade Group is dedicated to fostering positive and enduring relationships with tenants and the community. We have implemented sustainable sourcing policy and about 98% of our materials are locally sourced. Additionally, the organisation plans to implement a Group-wide Net Promoter Score (NPS) by 2025 to measure tenant satisfaction. We will incorporate Green clauses in all contracts under the Lease Rental Services portfolio by 2027, reflecting our commitment to environmental sustainability.

Human Capital Development

Brigade Group is dedicated to fostering human capital development by providing comprehensive learning and development opportunities for all employees. The company is actively increasing its investment in workforce training and enhancing women-centric leadership programmes. Additionally, the Group is progressing in its efforts to bolster employee inclusion initiatives, ensuring a diverse and supportive workplace environment.

Management of Material Areas

GOVERNANCE

Business Conduct and Compliance

| 8 DECENT WORK AND ECONOMIC GROWTH | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 17 PARTNERSHIPS FOR THE GOALS |

Ensuring impeccable business conduct and compliance is vital for Brigade Group to maintain its reputation and integrity in the competitive Real Estate industry. By adhering to ethical standards and regulatory requirements, Brigade Group builds trust with customers, investors, and other stakeholders, fostering long-term relationships and sustaining its market leadership.

ESG Governance

| 5 GENDER EQUALITY | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 17 PARTNERSHIPS FOR THE GOALS |

In 2022-'23, Brigade group introduced a three-line ESG Governance model which integrates environmental, social, and governance considerations to enhance stakeholder engagement, mitigate risks, and creating value not only for shareholders but also for the broader community and environment.

ESG Risk Management

| 13 CLIMATE ACTION | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS |

Effective ESG risk management is essential for Brigade Group to identify and mitigate risks associated with environmental, social, and governance factors that could impact its projects, reputation, and financial performance. By proactively managing ESG risks, Brigade Group can enhance resilience, minimise liabilities, and capitalise on opportunities, thereby safeguarding its stakeholders' interests and ensuring sustainable growth in the long run.
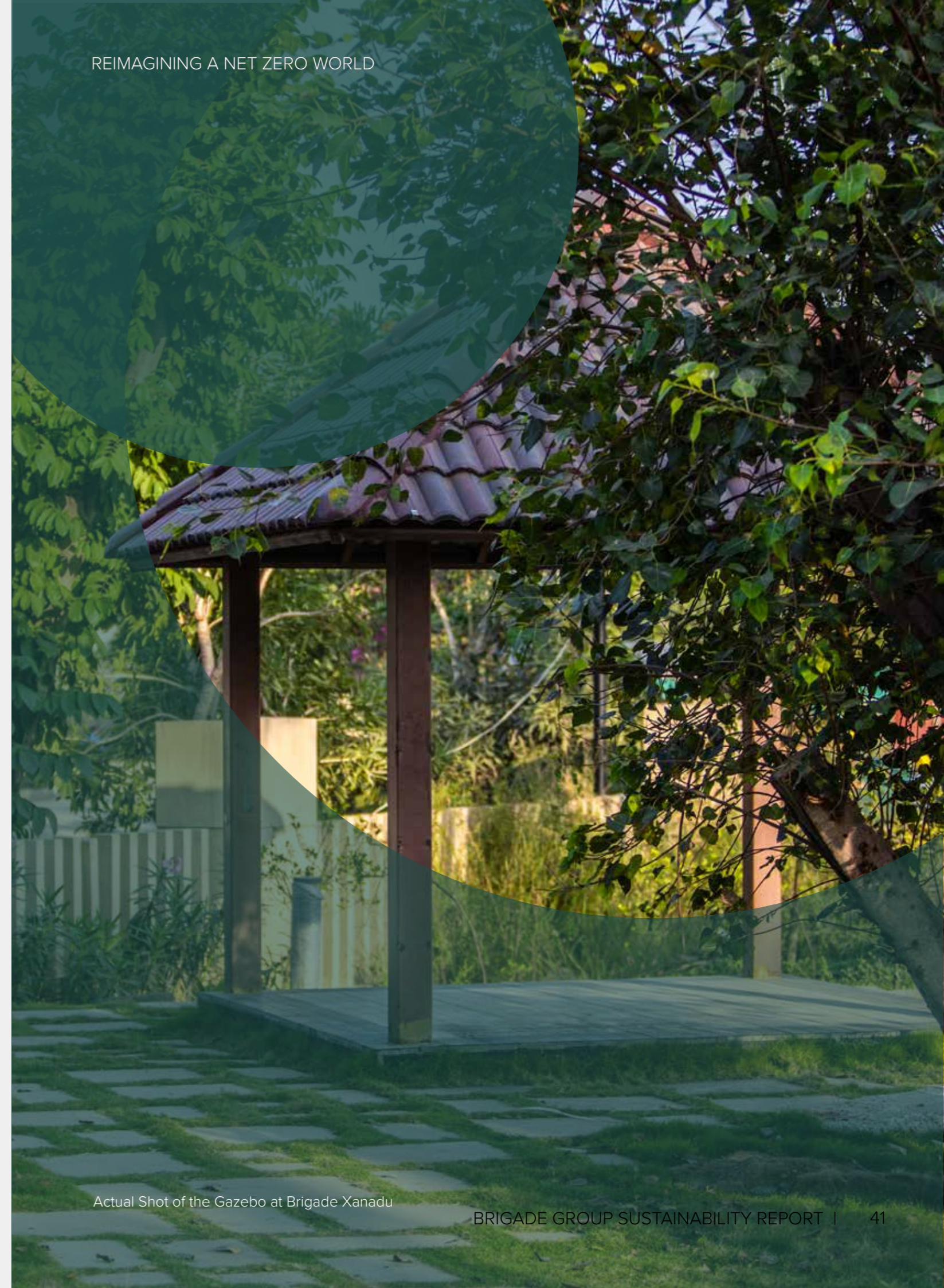
Actual Shot of the Gazebo at Brigade Xanadu

Management of Material Areas

Material Topic	Actual Impact		Potential Impact		Impact Significance
	Positive	Negative	Positive	Negative	
M1 Water Management	Strategically sourcing water and implementing rainwater harvesting have led to a significant reduction in freshwater usage, contributing to water conservation efforts. At the Group level, as well as in Lease Rental vertical, water intensity per unit of revenue has reduced.	In Real Estate, absolute water consumption has increased. Awareness on water positivity goals at every level needs more traction.	Water positivity target is set for 2030, which will drive due diligence on water management, such as increased waste water recycling, fresh water use reduction etc. This will help to fortify our reputation as a water champion.	Despite optimising water use, Brigade Group may face limitations in regions with water scarcity or regulatory constraints, posing reputational risks if resources are not managed well or if there are stricter regulatory compliances.	Operational impact – high significance
M2 GHG Emissions	Brigade Group has increased renewable energy use three times from the previous year. Absolute emissions, energy Intensity by revenue and by area has reduced as compared to the previous year. We have made SBTi commitment for Net Zero and initiated Group level scope 3 emissions tracking and inventory improvisation.	Our operations depend on grid based electricty, which leads to GHG emissions.	By meticulously measuring our emissions across Scopes 1, 2, & 3, we have set ambitious reduction targets and are aiming for Net Zero emissions by 2045. Achieving this target ahead of global competitors will help establish Brigade's position as a champion in mitigating climate change.	Lack of action globally can have negative repercussions on assets in India especially places where there is high vulnerability to floods, cyclones and water scarcity. This can have significant impact on asset prices and can trigger market uncertainity.	Operational impact –high significance
M3 Business Conduct & Compliance	Our enhanced disclosures that promote transparency have helped us build excellent reputation with all stakeholders which is reflected in our business growth, stakeholder reviews, awards and recognition. We were recognised for prompt tax compliance in 2022-23 with a 'certificate of appreciation'.	There is no negative impact	Impeccable business conduct fosters long-term relationship with customers, investors, and stakeholders, contributing to sustained market leadership. Absolute alignment with regulations will continue appreciation from regulatory authoroties.	Failure to maintain the level of good corporate governance may lead to legal penalties, loss of investor confidence, and damage to relationships with stakeholders.	Reputational impact – high significance
M4 ESG Governance	A three-line ESG governance model introduced last year has led to enhanced traction on environmental, social, and governance. Integration of ESG considerations enhances stakeholder engagement and creates value for shareholders and the broader community.	Standardisation of conceptual understanding of ESG parameters across all verticals and project sites is a challenging task.	Improved stakeholder trust and reputation can result from effective implementation, leading to long-term sustainability and growth, and help Brigade Group be the benchmark for ESG governance in India.	Negative consequences such as missed opportunities for value creation and stakeholder engagement, thereby impacting the competitive position and organisational reputation.	Strategic impact -High significance

Management of Material Areas

Material Topic	Actual Impact		Potential Impact		Impact Significance
	Positive	Negative	Positive	Negative	
M5 Health & Safety	We have achieved 100% workforce training on health and safety ahead of our target. We have a safety record with no fatalities or major injuries which helps in upkeeping employee morale and motivation.	We had 235 first-aid injuries and three of them required hospital intervention and 149 near miss incidents.	WELL Health-Safety certification for leased properties by 2028 has the potential to make us a preferred partner for our tenants as their employees may benefit from improved health.	Health and safety regulations are vital for protecting workers, can create negative consequences such as increased costs and slowed productivity due to strict compliance measures, administrative burdens, resistance from workers, and unintended new hazards.	Reputational impact -high
M6 Human Rights	Rigour for implementing SMETA certification by 2025, led to enhanced focus on safeguarding human rights. No human rights complaints were recorded in the current year. Human rights due diligence were conducted on all our major contractors.	No negative impact	By achieving the targets, such as SMETA certification, Brigade Group can enhance its competitive advantage, attract socially conscious investors, and strengthen relationships with stakeholders.	Missed opportunities to improve human rights practices, may lead to reputational damage, potential legal liabilities, and strained relationships with stakeholders.	Social impact - high
M7 Tenants & Community	Good relationship with our tenants have resulted in long term partnerships. Local sourcing for 98% of materials led to boost in local economies. Overall customer complaint resolution rate is 98%. CSAT survey results- High scores on onboarding and handover of properties by customers.	No negative impact	Integrating Green clauses in contracts by 2027 will demonstrate Brigade's commitment to environmental sustainability, potentially attracting environmentally conscious tenants for greater impact.	Not meeting the set targets of incorporating green clauses could result in missed opportunities to attract environmentally conscious tenants and may weaken Brigade's competitive position in the market.	Reputational impact - high
M8 Human Capital Development	By increasing investment in workforce training and enhancing women-centric leadership programmes. We have achieved 22% overall gender diversity, 75% rate of return for women who took maternity leave. We have maintained Great Place to Work recognition for over 14 years and have 25% Board Diversity.	Diversity enhancement at middle management levels remains a challenge in our industry.	Successful implementation of employee inclusion initiatives can create a more inclusive and supportive workplace environment, enhancing employee satisfaction, productivity, and overall organisational performance. Employee skill building, regular appraisals, benefits and fair policies can help in attracting and retaining the best talent in our workforce.	Neglecting human capital can have far-reaching consequences for an organisation's performance, reputation, and long-term sustainability.	Social impact - high

Management of Material Areas

Material Topic	Actual Impact		Potential Impact		Impact Significance
	Positive	Negative	Positive	Negative	
M9 Materials	By prioritising responsible material sourcing and utilisation, including low-VOC materials and adhering to a "Red List" that eliminates harmful substances from projects, we are reducing our environmental footprints. Boosting local sustainable procurement practices helped boost local economies.	Implementing some provisions of Sustainable Procurement policy, and challenges in aligning on criteria for sustainable procurement.	Successful implementation of a comprehensive Sustainable Procurement Policy and increased use of green-certified materials, including low-VOC options and continued adherence to the "Red List," can further enhance Brigade Group's sustainability performance, strengthen its reputation as a responsible corporate citizen, and attract environmentally-conscious clients and investors.	Poor materials management can significantly impact a real estate developer, leading to cost overruns, project delays, quality issues, safety risks, environmental harm, reputation damage, legal liabilities, and sustainability concerns. This can also increase GHG emissions from material purchase.	Operational impact - high
M10 ESG Risk Management	It was a good year for Brigade Group, where all the risks were identified, assessed, and mitigated or managed. Some ESG risks have been integrated in the organisational risks.	All ESG risks need to be mainstreamed into the main business risks.	Effective ESG risk management can capitalize on opportunities for sustainable growth and improve the company's reputation by improving investor confidence, mitigate financial risks, drive innovation, and capitalise on emerging sustainable opportunities, thus facilitating long-term growth.	ESG Risk management needs to be mainstreamed in the organisational risks. Climate risk in particular needs to be understood at all organisational levels, and if not done regularly, can result in increased vulnerability to risks.	Strategic impact - high
M11 Waste Management	Owing to improvisation in our waste disposal methods on organic waste and on-site waste composting, we have been able to increase the reuse and recycle of materials for construction. We have minimised hazardous waste to less than 1%.	Lack of adequate understanding on circular economy about reducing waste at source.	Effective waste management can lead to year-on-year increases in reduce, reuse and recycle, and can potentially contribute to building a circular economy.	Lack of vigour in characterising waste, reducing at source, and then managing waste as per the guidelines can result in increase of waste disposal.	Operational impact – high significance
M12 Biodiversity	Increasing afforestation drives, seedball campaigns, safeguarding biodiversity acorss all project sites. We have committed to TNFD and have initiated work on that.	Inadequate exposure to biodiversity protection by all Brigadiers and associated communities can lead to individual level shortcomings.	Successful restoration projects and partnerships can lead to an enhanced urban environment and increased biodiversity.	Failure to comply with TNFD guidelines or failure to actively participate in restoration projects may result in missed opportunities to improve urban biodiversity and foster environmental sustainability.	Operational impact - medium

Roshin Mathew
Executive Director

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Our commitment to sustainability is deeply rooted in advanced engineering practices. Across all our projects, we prioritise using eco-friendly and local materials to minimise embodied carbon. Energy-efficient designs, renewable energy integration, and innovative design technologies help reduce our environmental impact. Our state-of-the-art water treatment and rainwater harvesting systems ensure efficient water management. Embracing circular economy principles guides us to minimise waste and maximise resource efficiency throughout our projects' life cycle. Our meticulously designed landscapes enhance biodiversity, and create natural habitats, contributing to healthier urban environments. We incorporate urban forests, such as those inspired by the Miyawaki method, to cultivate thriving and diverse ecosystems within our projects.

Efficient vendor and contractor management supports our goal of reducing value chain emissions. We foster a culture of environmental responsibility by involving and educating our communities on sustainable living practices. Through these initiatives, Brigade Group enhances the quality of life and contributes to a greener, more sustainable future.

Artist's impression of Brigade Valencia

Pillar 1

Scaling Sustainable Operations for the Planet

Actual shot at Brigade Tech Gardens

Overview

At Brigade Group, sustainability is ingrained in our core philosophy guiding every facet of our operations. We are committed to minimising our environmental footprint through cutting-edge technologies, expanding our use of renewable energy sources, and integrating eco-friendly materials into our projects. Our vision is to lead in sustainable development, ensuring that every decision contributes to our planets health.

From design through construction, and even in our day-to-day activities, sustainability is at the forefront of our endeavours. At Brigade, we advocate for a future where innovation and responsibility are inter connected, creating endeavouring value for both our communities and our planet.

Environmental Aspirations: Progress

M1 Water Management

Ensure judicious usage of water and contribute towards improved water levels

Target	Target Date (Financial Year)	Status
Be Water Positive	2030	🚩
10% year-on-year increase in wastewater recycling	Ongoing	🚩
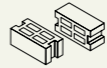
M2 GHG Emissions

Reduce the overall carbon footprint through design and build sustainable products and services

Target*	Target Date (Financial Year)	Status
Be a member of the Science Based Target Initiative (SBTi)	2024	🎯
Adopt Green Building norms across all new projects	2030	🚩
Operations to be 100% renewable energy powered	2040	🚩
Achieve Net Zero emissions	2045	🚩

* Target to be a member of RE100 initiative is removed because of its non-applicability.

🎯 Achieved	🚩 On track	⚙️ Action initiated

M9 Materials

Increase the usage of eco-labelled materials during construction

Target	Target Date (Financial Year)	Status
Implement Brigade's Sustainable Procurement Policy	2024	🎯
Increase the use of "green certified" materials year-on-year across ALL new construction	Ongoing	⚙️

M11 Waste Management

Adopt circularity with waste generated

Target	Target Date (Financial Year)	Status
Report all waste to and diverted from landfill	2024	🚩
Increase overall waste reuse year-on-year	Ongoing	🚩

M12 Biodiversity

Respect and enhance local biodiversity

Target	Target Date (Financial Year)	Status
Implement Biodiversity Policy	2024	🎯
Increase biodiversity by 10% in Real Estate development sites	2025	🚩
Publish Brigade's first Taskforce on Nature-related Financial Disclosures (TNFD) Report	2025	🚩
Implement afforestation initiatives for carbon offset	2026	🚩

M1 Water Management

At Brigade Group, we deeply value water for its essential role that sustains all life. Recognising its critical significance, we prioritise responsible water management across all verticals. This commitment is evident in our comprehensive water stewardship strategy, targets that emphasise conservation, reduction, and thoughtful usage and in our meticulous monitoring of our progress against the targets set.

Our Water Footprint

Water Consumption

For Brigade Group, all verticals, our absolute water consumption stands at 1,364.59 million litres (ML). There is a 20% increase as compared to the previous year, owing to increase in number of projects because of business growth. Our analysis reveals a differentiated water consumption pattern across our three primary verticals as given below: Real Estate, Lease Rentals and Hospitality.

7% reduction in water intensity per Million INR compared to previous year.

Water Consumption by Brigade Group in Mn Litres

	2022-23	2023-24
	1140	1364.59

Water Consumption across Verticals (percentage)

FY 2023-24

- 53%
- 27%
- 20%

■ Real Estate   ■ Lease Rentals   ■ Hospitality
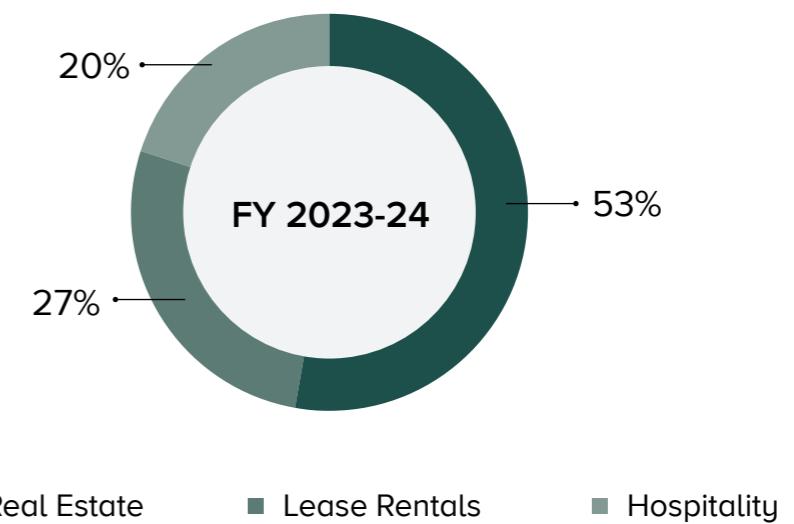
* Water Consumed = Water Withdrawal - Water Discharge

Water Consumption

Despite an increase in absolute water consumption and withdrawal at the Group level, we are encouraged by the progress made in water conservation and optimisation efforts. The water intensity per unit of revenue for Brigade Group has improved from 0.03 to 0.0279, marking a reduction of 7%. Even more notably, there has been a substantial 46% improvement in water intensity per unit of area, decreasing from 0.05 to 0.027

Water Consumption Intensity In FY 2023-24
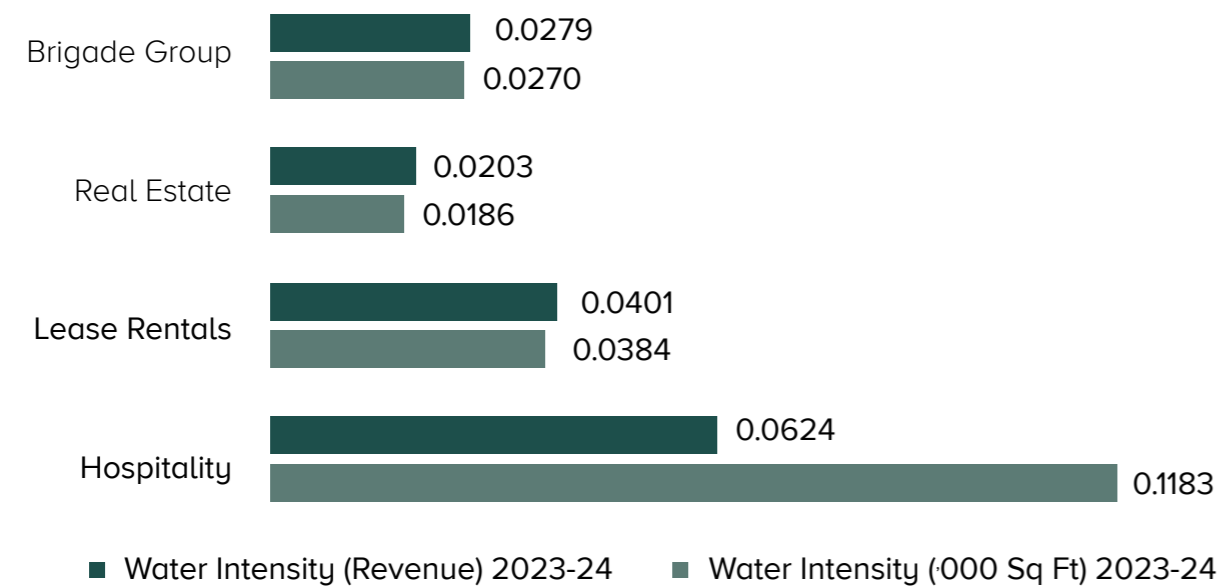
Achieved a **46%** reduction in water consumption intensity per square foot of area managed and developed.

Water Withdrawal

Brigade Group is experiencing a period of exciting expansion across our Real Estate and Lease Rentals portfolio. Consequentially, our water withdrawal for the reporting year has gone up to 1,412.34 million litres. This is attributed to water withdrawal going up in Real Estate vertical from 453 million litres in FY 202-23 to 716.57 million litres in FY 2023-24. In Lease Rentals (property management) vertical, the water withdrawal has reduced despite growth, from 415 milllion litres previous year to 372.97 million litres in FY 2023-24.

Similarly, in Hospitality vertical the water withdrawal is reduced in FY 2023-24 from 275.05 as compared to 283 million litres.

Water Withdrawal by Brigade Group in Mn Litres
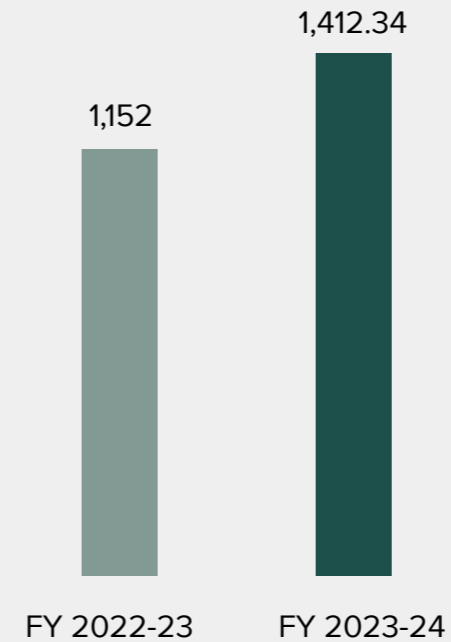
Water Withdrawal across verticals (percentage)
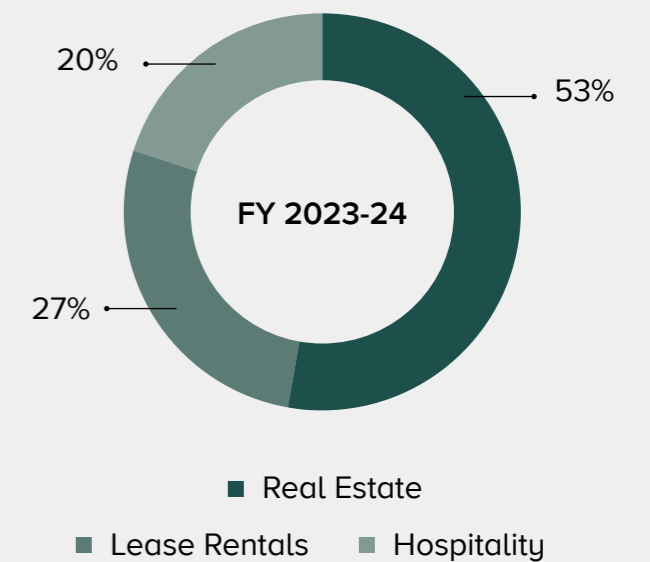
Recycling and Reuse Achievements

Our dedication to environmental conservation is evident in our green building certifications, recognising our commitment to both energy efficiency and water management. In FY 2023–24, 523.46 million litres (ML) of wastewater was recycled. This recycled water was reused for landscaping and other purposes, significantly reducing our reliance on freshwater sources.

Brigade's multifaceted water conservation strategy extends beyond treatment plants, with recharge pits contributing an additional 34.85 million litres.

Furthermore, our beyond fence activities have helped restore wells and ponds saving 8.55 million litres.

523.46 million litres of the water consumed is recycled and reused.

While water usage in Commercial can be attributed to the ongoing nature of facility management activities, such as cleaning common areas, restrooms, and maintaining landscapes, in Hospitality the usage can be due to guest rooms, laundry, food preparation, and sanitation. In Real Estate, water is primarily consumed during construction activities.

6.56 million litres of water was saved through initiatives such as curing compounds and flow regulators.

Sustainable Water Management in Real Estate

Strategic Water Sourcing

Before commencing any construction, our teams conduct detailed assessments to evaluate factors such as water stress levels, rainfall patterns, and proximity to water bodies. This proactive approach ensures responsible water sourcing and minimises our impact on local water resources. In each city where Brigade Group operates or engages in Real Estate, our utmost priority is strict adherence to all local laws and regulations.

Projects such as Brigade Cornerstone Utopia exemplify this approach, where we maximise existing water resources through a unique blend of traditional practices and cutting-edge technology. By strategically minimising water extraction and implementing innovative solutions, we achieve significant conservation and reduced demand, solidifying Brigade Group's position as a leader in sustainable development.

Rainwater Harvesting

Through our commitment to rainwater harvesting, we prioritise water conservation across all our properties. During the design stage, provisions for recharge pits to capture runoff for groundwater replenishment and storage. This approach reduces pressure on freshwater withdrawal. For instance, Brigade Tech Gardens in Bengaluru utilizes a data-driven system to sustain its lush green landscapes with harvested water. Brigade Cornerstone Utopia in Bengaluru raises the benchmark with a high-capacity system treating rainwater for diverse uses.

Efficient Wastewater Management

Brigade Group prioritises responsible wastewater management across its operations, from construction sites to established facilities. We adopt a proactive approach by installing effective wastewater treatment systems at temporary construction sites before commencing any work. This ensures that wastewater generated during construction is properly treated and managed, minimising environmental impact and aligning with our commitment to sustainable practices. To ensure compliance and responsible water management, we conduct routine monitoring of water quality throughout the treatment processes by third-party laboratories accredited by the National Accreditation Board for Testing and Calibration Laboratories (NABL) and the Ministry of Environment, Forest and Climate Change (MoEFCC).

In solidifying our leadership in sustainable water management, Brigade adheres to Zero Liquid Discharge (ZLD) practices. This approach ensures that we have a closed-loop system, and only 3.38% water is recycled through third-party assistance. This proactive approach effectively prevents adverse impacts on groundwater and local ecosystems.

In our pursuit of continuous improvement and environmental leadership, Brigade Group embraces innovative technologies. Through Brigade REAP initiative, we have implemented the ECOSTP system, a pioneering eco-friendly wastewater treatment solution, at several of our sites. This "Zero Power, Zero Chemicals" technology harnesses natural processes inspired by nature, eliminating the need for external power sources or chemical additives. The ECOSTP system utilizes a Bio-Settler, Fluidized Bed Reactor (FBR), and Fixed Film Reactor (FFR) to effectively treat wastewater in a decentralized and self-sustaining manner. By leveraging biomimicry, this innovative system reduces energy consumption and our environmental footprint significantly. The success of the ECOSTP system at Brigade Cornerstone Utopia, the project office, and Brigade Ivory labour camp demonstrates our commitment to replicating sustainable practices across all our projects.

The ECOSTP system :
a **"Zero Power, Zero Chemicals"**
wastewater treatment solution

Optimising Water Use in Commercial and Hospitality

Brigade Group prioritises responsible water management in commercial spaces. Our multi-faceted approach integrates advanced fixtures such as sensor faucets, low-flow toilets, wastewater recycling for activities like flushing landscaping, and HVAC applications. Community engagement initiatives are also implemented promote conservation. This strategy minimises environmental impact and offers operational cost benefits for tenants.

Advanced Fixtures and Technologies

We prioritise water efficiency in our commercial spaces. We implement advanced fixtures like sensor-activated faucets, low-flow aerators, and pressure-reducing devices across our properties, including hotels, offices, and malls. For instance, Brigade Metropolis, commercial space with co-working facilities in Bengaluru, exemplifies this commitment. By incorporating these innovative technologies, Brigade Metropolis has achieved a measurable reduction in water usage, benefiting both the environment and our tenants through operational cost savings.

Wastewater Recycling

Brigade Group is committed to reducing reliance on freshwater sources through state-of-the-art wastewater treatment systems. Reclaimed water is used for flushing toilets in common areas, cooling towers in HVAC systems and janitorial activities, minimising strain on municipal water supplies and creating a more sustainable water management system.

Community Engagement for Conservation

We foster a culture of water conservation within our commercial properties by actively engaging tenants and guests. Our initiatives include providing welcome kits with water-saving tips, displaying dynamic water consumption data with conservation messages, and collaborating with NGOs for workshops. This collaborative approach empowers tenants to make informed choices and fosters a sense of environmental responsibility within the building community.

Implementing Innovative Water Management Solutions

Empowering Real-Time Water Management

We are working on IoT-powered water management tool which empowers customers with a comprehensive approach to water conservation. This includes precise monitoring of water consumption across all stages within a project, enabling proactive identification of waste and inefficiencies. Through this tool, we are also working on leak detection capabilities minimising water loss through prompt repairs. Residents at Brigade Cornerstone Utopia significantly reduced their water consumption, with real-time data on their water usage.

Beyond Real-Time Monitoring

Brigade Group understands that landscape health is vital, but it shouldn't come at the expense of water waste. We implement efficient irrigation practices, such as watering during cooler hours to minimise evaporation and potentially utilizing sensor-based systems that adjust watering based on soil moisture content.

A Resilient Approach and Future Vision

Brigade Group is committed to leading the way in water management, with a strong focus on achieving water positivity across all our operations through the implementation of innovative technologies and strategic partnerships. We are pioneering the adoption of cutting-edge technologies, including advanced water recycling systems, to ensure responsible water management. By forging strategic partnerships with local organisations and actively engaging communities through educational programmes, we aim to set new standards in sustainable water practices. Our goal is to integrate innovative water-saving technologies and environmentally conscious approaches to make a positive impact on water resources by reducing consumption and ensuring clean water access to the communities we serve.

As part of our commitment, we prioritise investments in rainwater harvesting, optimisation, and recycling systems to achieve our vision of water positivity. These investments not only help in conserving water but also play a crucial role in promoting awareness of the importance of protecting our most precious resource.
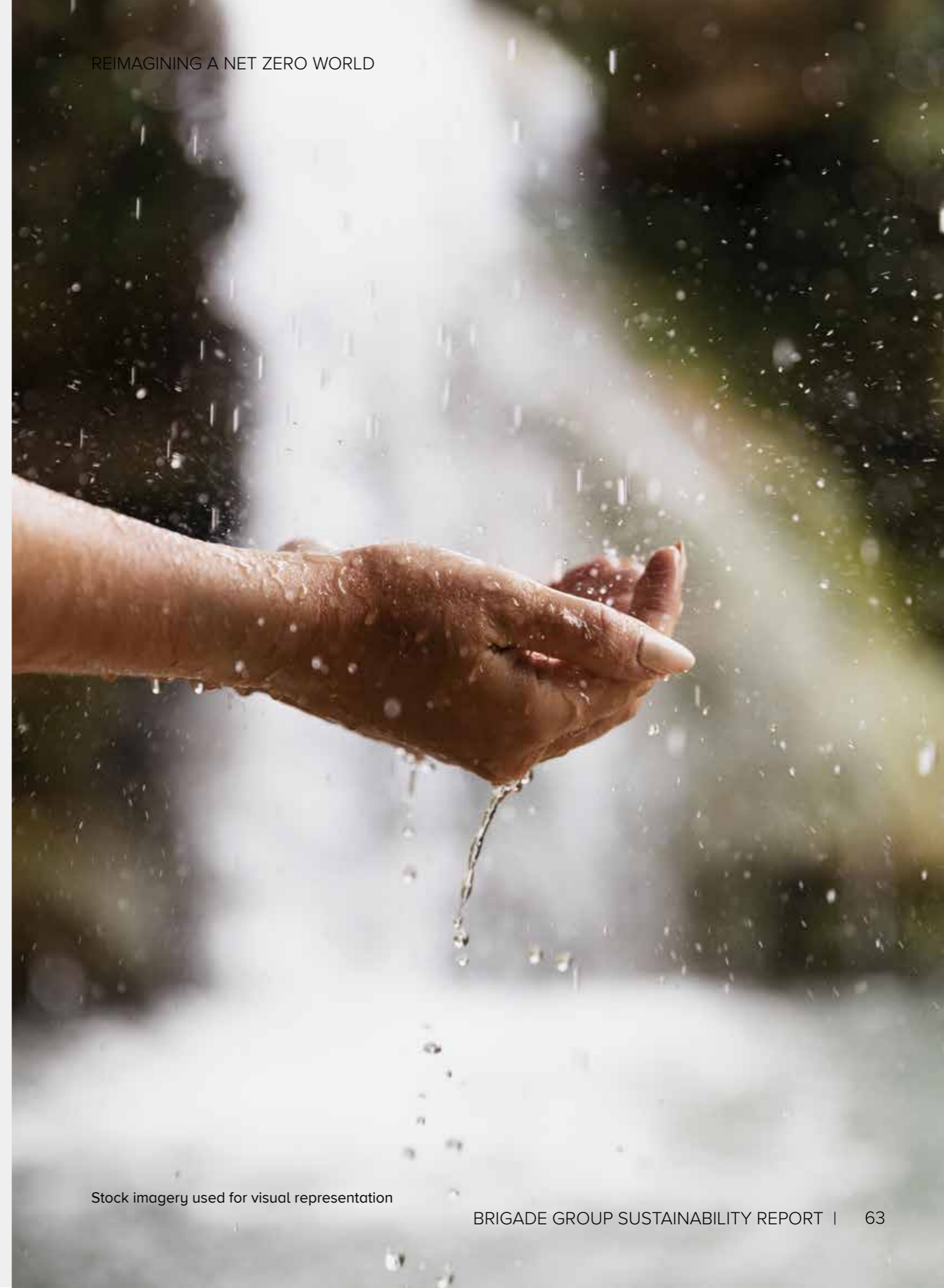
Stock imagery used for visual representation

M2 GHG Emissions

Powering a Sustainable Future

The built environment is a significant contributor to global energy consumption, accounting for an estimated 36% of global final energy use, according to the International Energy Agency (IEA). At Brigade Group, we recognise the critical role energy plays in our operations and its impact on the environment. We are committed to responsible energy management practices that minimise consumption, enhance efficiency, and help in transitioning towards cleaner energy sources.

Energy Consumption and Trends

Brigade Group's energy consumption for the FY 2023-24 is 4,22,565.91 GJ which is 8.84% reduction from the FY 2022-23, with energy consumption at 4,63,559 GJ. This reduction is a positive stride towards accomplishing our objective of reducing energy usage and shifting to more sustainable energy alternatives.

8.84% reduction in overall energy consumption.

Energy consumption in GJ ('000)
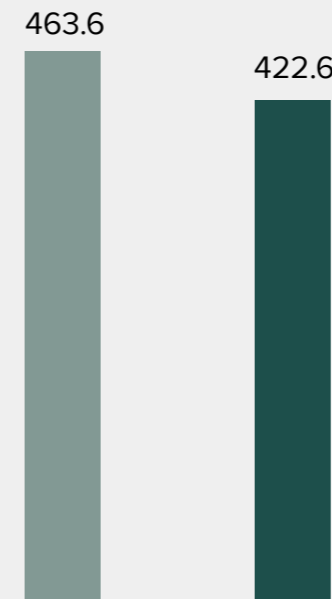
463.6 — FY 2022-23
422.6 — FY 2023-24

Energy consumption across verticals (percentage)

FY 2023-24

29.8%
15.5%
54.7%

- Real Estate
- Lease Rentals
- Hospitality
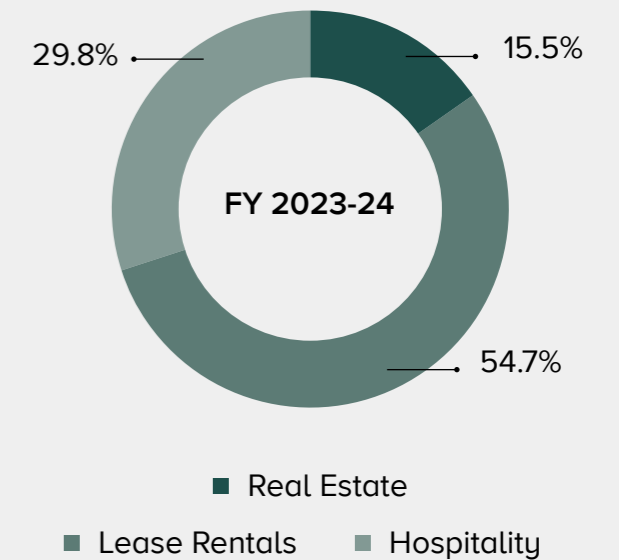
Our energy consumption breakdown reveals that Lease Rentals is the most significant consumer, accounting for 54.7% of the total. This high usage is understandable, as maintaining consistent temperatures and lighting in commercial spaces and shopping malls is crucial. Similarly, the hospitality sector, where guest comfort is paramount, consumes 29.80% due to the constant operation of appliances such as lighting, air conditioning, and various amenities. In contrast, Real Estate, despite leading in project volume, contributes 15.54% to energy use which includes estate management.

While we have maintained relatively stable energy consumption compared to the previous year, it is important to note a significant reduction in our energy intensity by 56.49% by square foot and 34% reduction by revenue. This means we are consuming much less energy per square foot of built-up space, even with an increase in the number of projects. By analysing this improvement in the context of potential business expansion or changes in the portfolio, we can further identify areas for improvement and optimise energy usage across our entire portfolio.

Overall energy intensity (energy used per square foot) for the Brigade Group reduced by **56.49%.**

Energy Intensity Ratio in FY 2023-24

Brigade Group	8.63 / 8.35
Real Estate	1.86 / 1.70
Lease Rentals	25.58 / 23.76
Hospitality	27.21 / 54.16

■ Energy Intensity GJ /Million INR Revenue ■ Energy Intensity GJ/per'000 Sq Ft
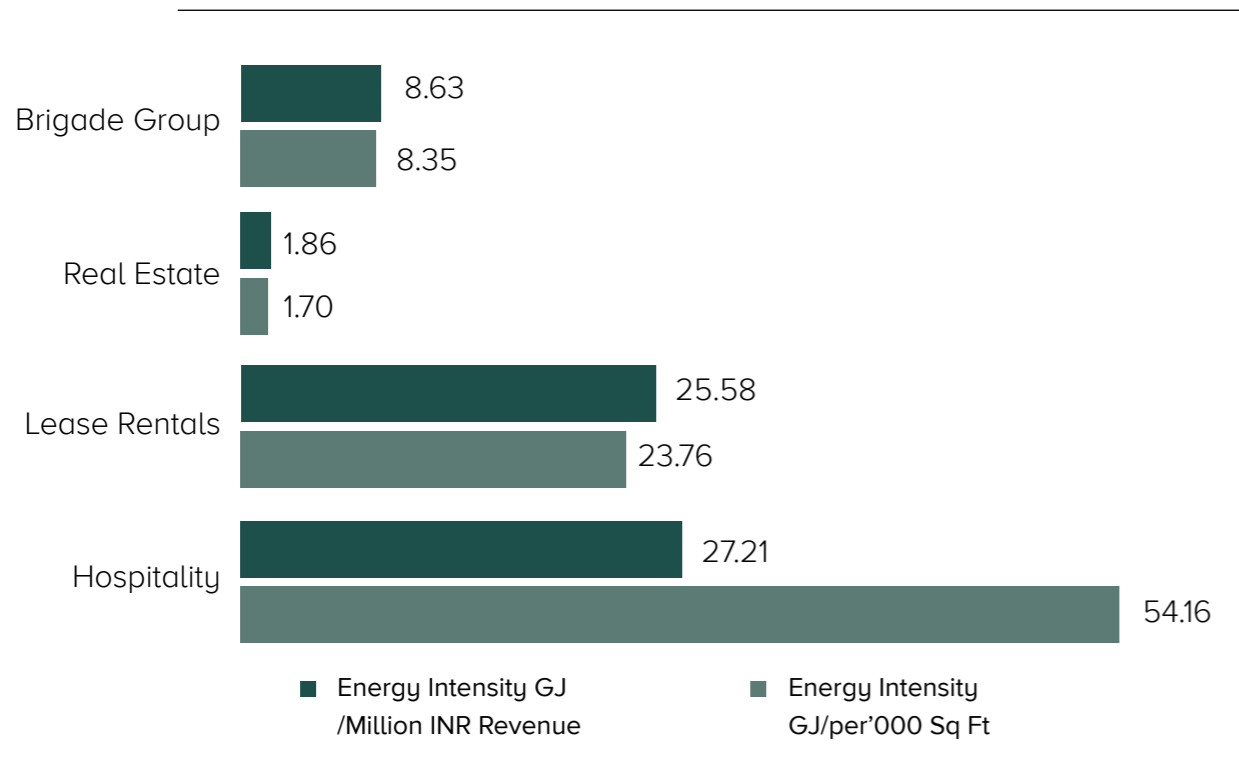
Powering Up with Renewables

Notably, grid electricity remains the primary energy source (309,701.63 GJ), accounting for 73.29% of our total consumption. This highlights the need for strategic diversification of our energy mix to reduce reliance on conventional sources. We are actively addressing this challenge. In the reporting year, we achieved a significant increase in renewable energy consumption which helped our energy mix to have 7.44% of renewable contribution. This substantial growth in renewables can be attributed to planned investment leading to 3x increase in renewable energy consumption compared to the previous year.

Renewable energy usage **3x** compared to the previous year.

Renewable Energy Consumption in GJ ('000)

FY 2022 - 23	FY 2023 - 24
10.1	31.4
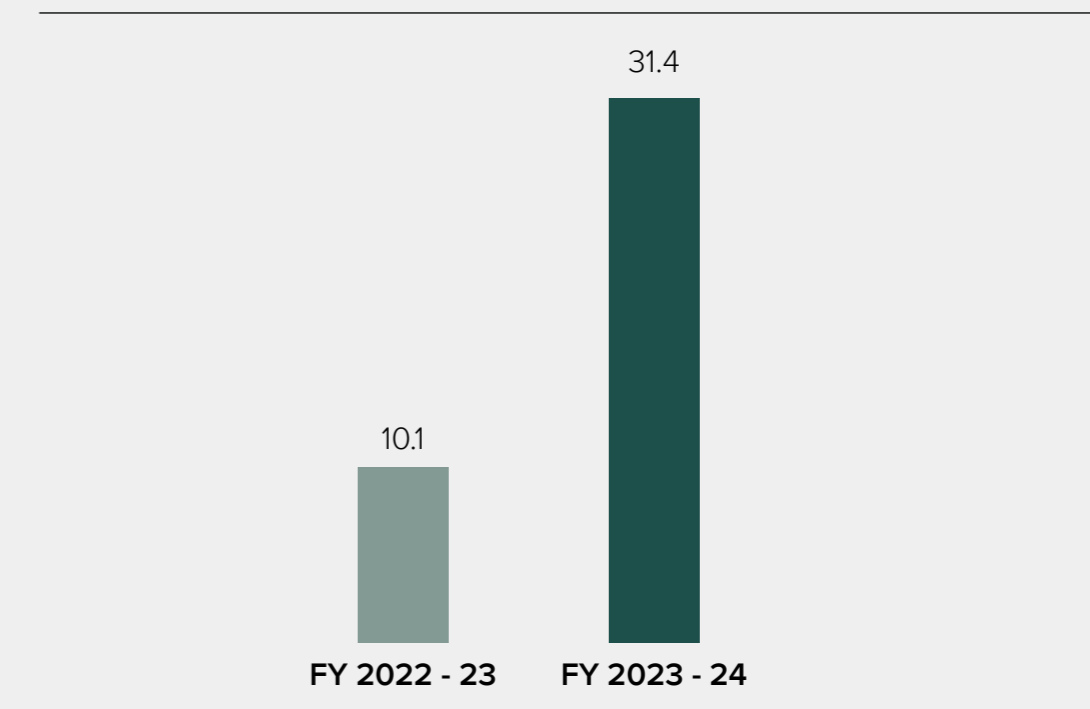
Brigade Group has set an ambitious goal of operating entirely on renewable energy to accelerate its transition to clean energy. One key strategy is to expand on-site solar power generation by identifying suitable rooftops across our properties. This will not only decrease our reliance on the traditional grid but also contribute to environmental benefits by reducing our carbon footprint. In addition to on-site generation, we will explore long-term Power Purchase Agreements (PPAs) with renewable energy providers. PPAs offer price stability and a reliable supply of clean energy, mitigating the risk of grid price fluctuations.

Finally, we recognise the importance of staying informed about advancements in renewable energy technologies, such as battery storage solutions. These innovations can help address the intermittent nature of solar and wind power, ensuring a more consistent and dependable supply of renewable energy for their operations. By providing mentorship and assisting in the expansion of start-ups, the Brigade Real Estate Accelerator Programme (REAP) seeks to foster such innovations in the Real Estate sector.

Stock imagery for visual representation

Enhancing Efficiency Across our Operations

Beyond renewable energy, Brigade Group implements various strategies to optimise energy consumption across our operations:

Energy-Efficient Building Design

We are committed to integrating sustainable design principles into all our projects. This dedication is demonstrably reflected in our industry-leading green-certified building portfolio, which has now surpassed an impressive 17.16 million Sq Ft, of which 6.91 million Sq Ft are certified and delivered. Pre-certified building area is 10.25 million Sq Ft. In FY 2023-24, 0.17 million Sq Ft area received certification, while 3.66 million Sq Ft were pre-certified. We have planned for 11.66 Sq Ft area for certification in the next financial year. New developments incorporate a range of energy-efficient principles, including the use of high-performance building materials, natural lighting strategies, and energy-star rated appliances. These thoughtful design elements can significantly reduce operational energy requirements, leading to long-term cost savings and a reduced environmental footprint. This focus has yielded impressive results, particularly in Real Estate vertical. Compared to last year, energy consumption in Real Estate has decreased by 13.31%, and energy intensity (energy use per square foot) has reduced by an impressive 7.87%, demonstrating efficiency gains beyond just portfolio size.

Green building certified: **6.91 million Sq Ft.**

Green building pre-certified: **10.25 million Sq Ft.**

Furthermore, studies from the U.S. Green Building Council (USGBC) demonstrate that LEED-certified buildings can achieve energy savings of 25-30% compared to traditional buildings. By adopting these practices, Brigade Group is not only contributing to a greener future but also ensuring the operational efficiency of our developments.

Building Management Systems (BMS) Optimisation:

We leverage Building Management Systems to monitor and optimise energy usage in real-time. By identifying areas for improvement and implementing targeted interventions, such as adjusting temperature settings or lighting schedules, we can achieve substantial energy savings. This proactive approach has yielded significant results, particularly within our hospitality and lease rental verticals. Despite portfolio and operational growth, we have achieved a commendable reduction of 6.73% and 12.55% in energy consumption within these sectors respectively. These achievements demonstrate the effectiveness of our data-driven approach to energy management.

Employee Awareness

We conduct regular awareness campaigns to educate employees on best practices for conserving energy within our offices and projects. Empowering employees with knowledge fosters a culture of sustainability throughout the organisation.

Future Aspirations

Brigade Group aspires to become a leader in sustainable energy practices within the Indian real estate sector. Our key focus areas for the future include:

Building on Ambitious Energy Reduction Targets

We have a proven track record of setting ambitious energy reduction targets, meticulously established based on historical data, industry benchmarks, and our long-term sustainability vision. Recognising the importance of continuous progress, we are placing a heightened focus on monitoring and reporting the progress made towards achieving these established targets. This increased transparency will allow us to identify areas for improvement, implement even more effective strategies, and ultimately accelerate our journey towards a more energy-efficient future.

Investing in Advanced Technologies

We will continue to promote the adoption of advanced energy-efficient technologies such as LED lighting and smart HVAC systems. These technologies have the potential to significantly reduce energy consumption while maintaining occupant comfort.

Collaboration for Continuous Improvement

We will continue to partner with industry experts, Energy Service Companies (ESCOs), and regulatory bodies to identify and implement best practices in energy management. Collaboration fosters knowledge sharing and accelerates progress towards sustainable development goals.

Advancing Sustainability through GHG Reduction

The Brigade Group recognises the critical role emissions play in mitigating climate change. Construction is a major contributor to global greenhouse gas (GHG) emissions, accounting for nearly 39% of global energy related carbon emissions [World Green Building Council, 2023]. We are committed to environmental leadership within the Real Estate sector, and GHG emissions reduction is a cornerstone of our comprehensive sustainability strategy. This report transparently discloses specific details of our GHG emissions inventory, including sources and emission levels.

Scope of Emissions

We have quantified our emissions in accordance with the internationally Recognised Greenhouse Gas Protocol (GHG Protocol) framework.

Scope 1 (Direct Emissions)

Emissions from sources we control, including on-site stationary and mobile fuel combustion (e.g., generators, company vehicles) and fugitive emissions from refrigerants and fire suppressants. We are committed to minimising our environmental impact, and this includes adhering to regulations by not producing, importing, or exporting Ozone Depleting Substances (ODS) such as CFC-11.

Scope 2 (Indirect Emissions)

Emissions from purchased electricity used across our Corporate Offices, Real Estate, and Hospitality portfolios. The global Real Estate sector is responsible for a significant portion of electricity consumption, and transitioning to renewable energy sources is crucial for reducing Scope 2 emissions [World Green Building Council, 2023].

Reductions of **17.47%** in absolute scope 1 & 2 emissions.

Reductions of **22.73%** in absolute scope 2 emissions.

Scope 3 (Indirect Emissions):

We have included emissions from purchased goods and services, capital goods, embedded emissions for fuels and energy, business travel, employee commute, upstream transportation, downstream lease assets associated with our operations, and waste generated in our activities. Scope 3 emissions can be a significant portion of a company's total footprint, and their inclusion demonstrates Brigade's commitment to a holistic understanding of its environmental impact.

GHG Emission Inventory

Our Operational Emissions

Emissions in tCO$_2$e ('000)

	FY 2022 - 23	FY 2023 - 24
Total Operational Emissions	32.35	26.69
Scope 1	6.27	6.54
Scope 2	26.08	20.15

Scopewise Emissions (% age)

	Scope 1	Scope 2
FY 2022-23	80.63%	19.37%
FY 2023-24	75.49%	24.51%
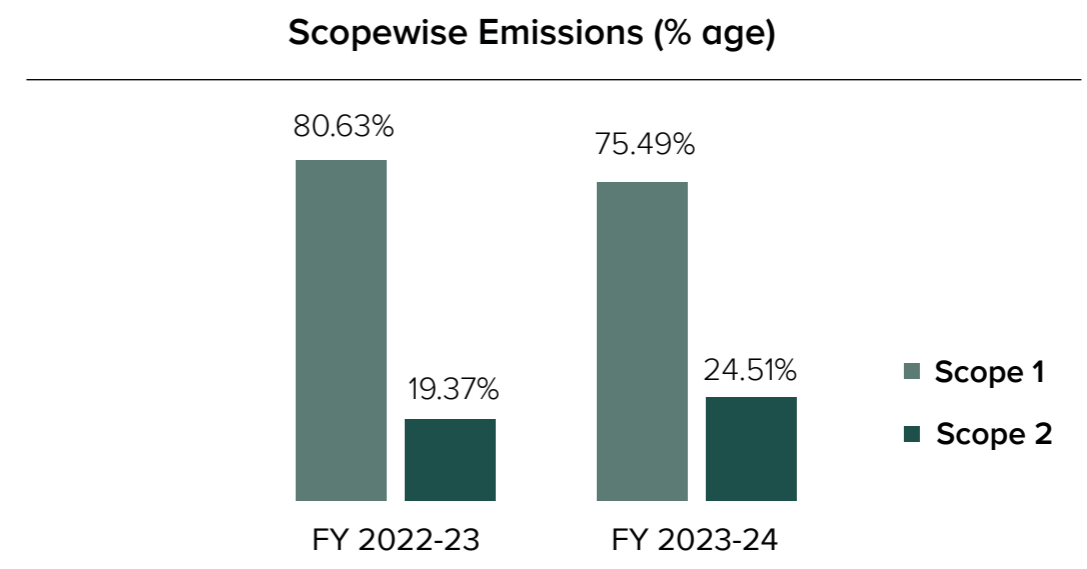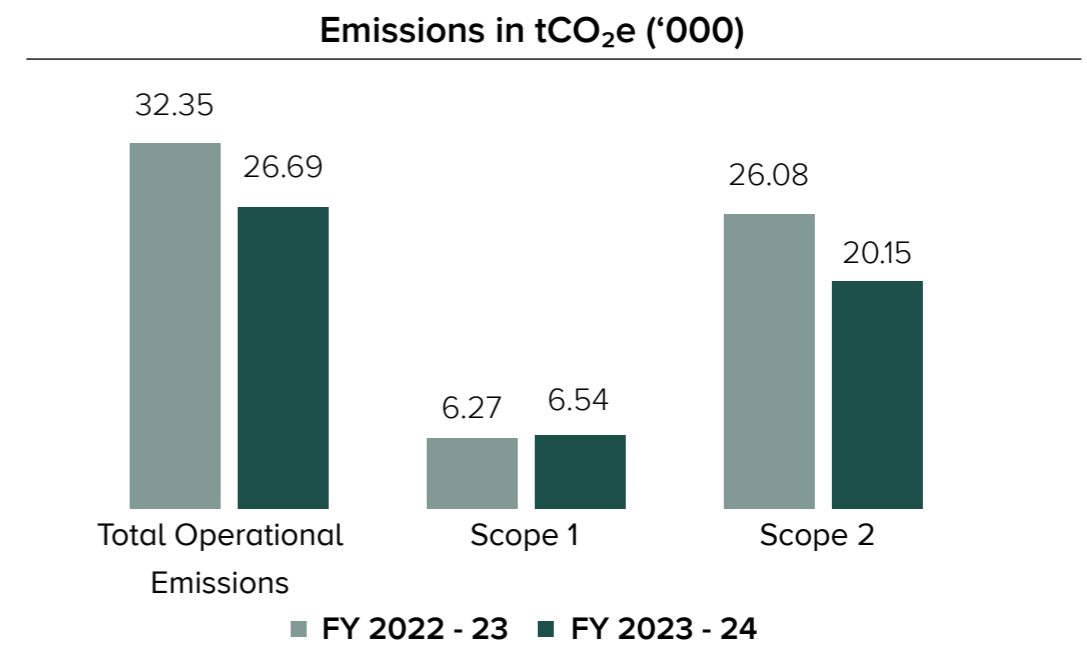
Our FY 2023-24 operational emission data showcases a positive trend, with a total reduction of 17.47% compared to the previous year. This achievement is particularly noteworthy considering our operational growth, which led to an increase of 4.42% in direct emissions. This rise is effectively mitigated by significant reductions of 41.57% in mobile emissions. Furthermore, our focused investments in solar have also rewarded us with a 22.73% reduction in Scope 2 emissions.

Overall GHG emission reduction for Brigade Group (Scope 1, 2 & 3) **22.62%**

As we are focusing on decoupling business growth from the carbon-intensive nature of the industry, the metric that is of high interest to us is emission intensity. This year, we achieved a significant milestone with a remarkable 47.92% decrease in Scope 1 and 2 emission intensity. This translates to a current intensity of 0.52 kg CO_2e per square foot of built-up area. Breaking down this achievement further, our Scope 1 emission intensity currently stands at 0.13 kg CO_2e per square foot, and our Scope 2 emission intensity is 0.39 kg CO_2e per square foot.

Operational Emission Intensity (kg CO_2e/Sq Ft)

1.00	
45.59%	0.52
FY 2022-23	FY 2023-24
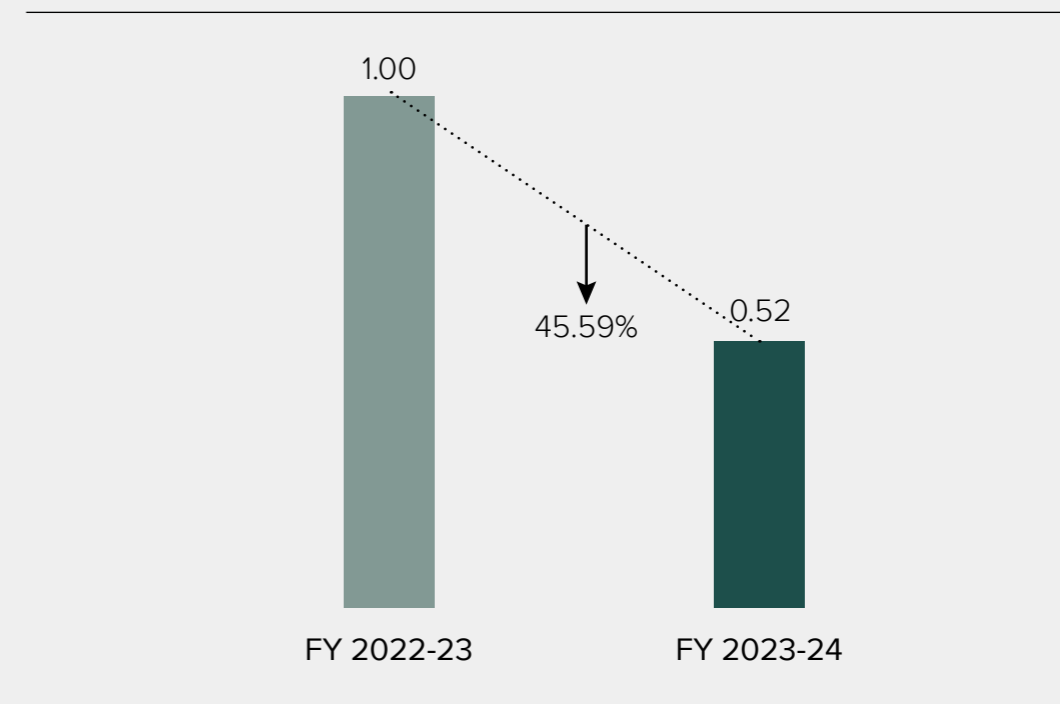
Our focus on emission intensity directly aligns with India's ambitious target under the Paris Agreement. This agreement aims for a significant reduction in the emissions intensity of India's GDP by 45% by 2030 compared to 2005 levels. By continuously improving our emission intensity, Brigade Group demonstrates a commitment not only to its own environmental goals but also to supporting India's Nationally Determined Contributions (NDCs).

- Reductions of **47.92%** in Scope 1 & 2 intensity.

Our Value Chain Emissions

We embarked on a visionary journey last year to map our value chain emissions. This initiative underscores our commitment to understanding and minimising our environmental impact beyond direct operations. Our value chain encompasses a complex network of suppliers, transportation channels, and ultimately, tenant operations within our developments. By taking a holistic approach, we can identify opportunities for improvement across our entire lifecycle.

Measuring Scope 3 emissions associated with our value chain presents inherent challenges. Categories like purchased goods and services and upstream transportation and distribution involve external parties. This can limit access to comprehensive input data and appropriate emission factors, introducing some uncertainty into calculations. We acknowledge these complexities and the lack of direct control over external activities within our value chain.

Undeterred by these challenges, Brigade actively works to enhance data collection procedures and promote transparency across our supply chain. These efforts have yielded significant progress in measuring categories with greater data certainty, such as capital goods, waste generation, business travel, employee commutes, and downstream leased assets.

While this report excluded use-phase emissions, we recognise the vital role tenant operations play in our overall environmental footprint. This includes energy consumption during the use phase of our developments. We are actively exploring innovative methods to map this data and gain a more holistic picture of our environmental impact. Our dedication to continuous improvement ensures we can address all aspects of our environmental impact, paving the way for the Net Zero mission.

Value Chain Footprint (Emissions in tCO$_2$e ('000))

448.74 — FY 2022-23

346.64 — FY 2023-24
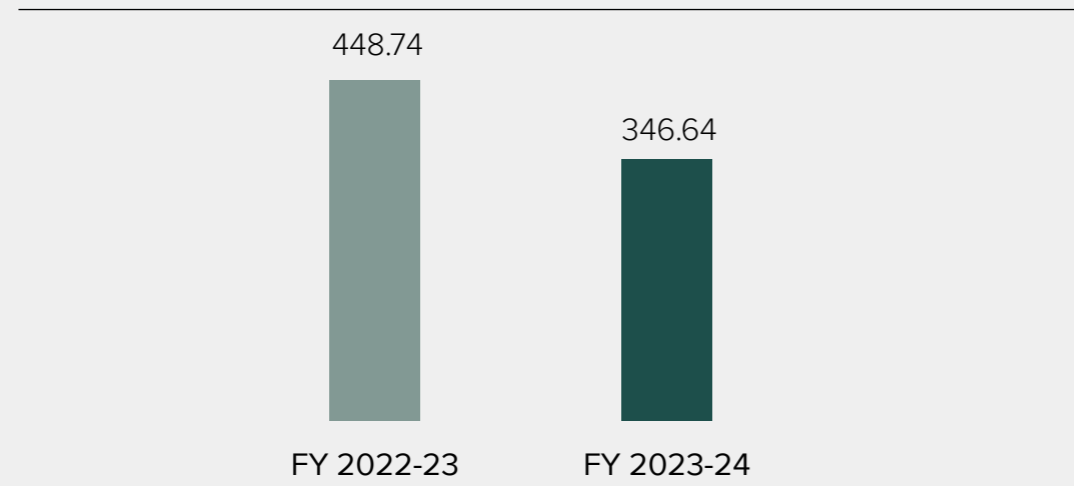
For FY 2023–24, our Scope 3 emissions totaled 3,46,704.48 tCO$_2$e, representing a substantial 92.56% of our total footprint. We are also pleased to report a reduction of 20.05% in Scope 3 emissions from the previous year. Partly this may be attributed to the change in the emission calculation approach which is refined from spend-based to average-data based method.

Emission Intensity
tonnes CO$_2$e/Million INR Revenue

- 7.624 — Brigade Group
- 9.761 — Real Estate
- 0.306 — Lease Rentals

Emission Intensity
tonnes CO$_2$e/area in '000 Sq Ft

- 7.38 — Brigade Group
- 8.94 — Real Estate
- 0.28 — Lease Rentals
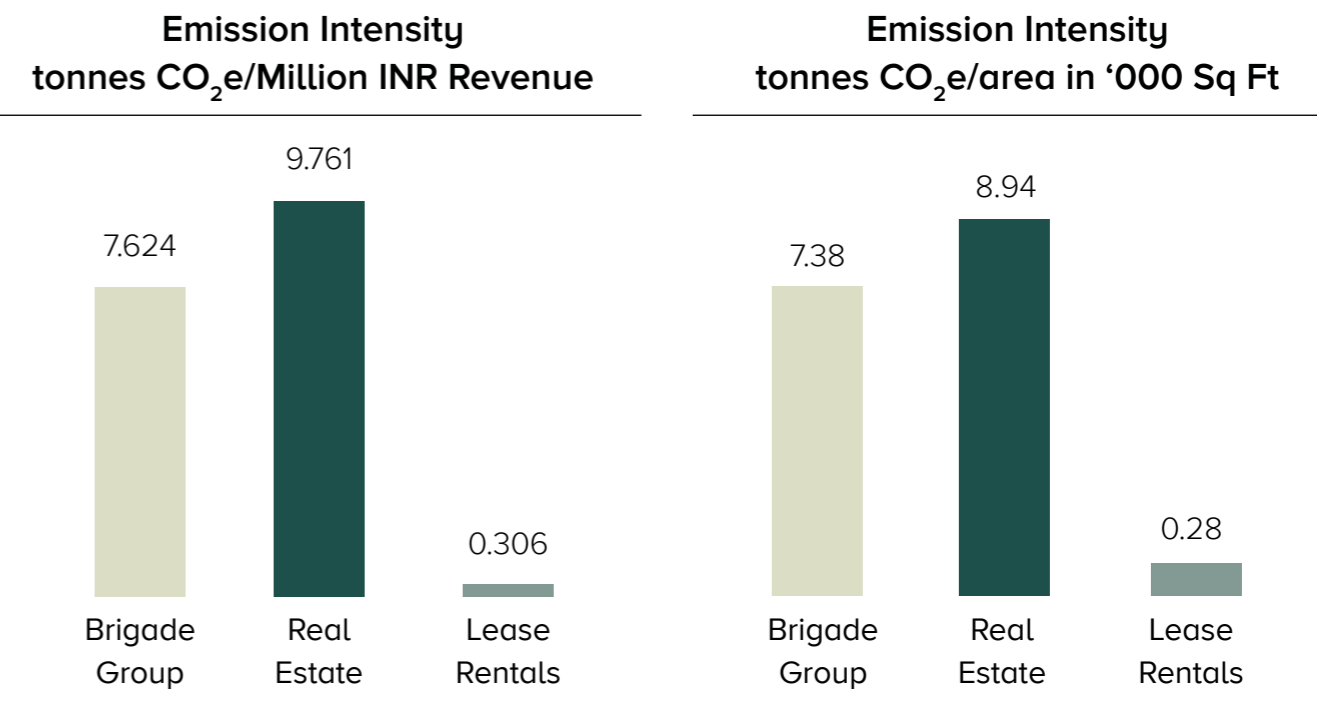
Our Carbon Footprint

Here is our comprehensive carbon footprint, considering all the GHG inventory.

Scope 1 Emissions 7,035.85 **1.75%**	Stationary Emission **52.01%**	Mobile Emission **17.35%**	Fugitive Emission **30.64%**						
Scope 2 Emissions 20,848.25 **5.40%**	Grid Electricity **100%**								
Scope 3 Emissions 3,46,704.48 **92.85%**	Purchased Goods and Services **83.89%**	Capital goods **0.05%**	Fuel-and energy-related activities **2.99%**	Upstream transportation and distribution **0.50%**	Waste generated in operations **0.14%**	Business Travel **0.05%**	Emplyoee Commute **0.37%**	Downstream leased assets **12.01%**	

* Additionally, the emissions from BuzzWorks, our co-working spaces was 674.42 tCO$_2$e of which about 98.87% accounts for Scope 2 and the remaining 1.13% are Scope 1 emissions. These emissions are not included in the Group emissions.

Decarbonisation Strategies for Net Zero

Operational Footprint

The following comprehensive strategies demonstrate Brigade Group's commitment to reducing its operational footprint and building a sustainable future:

Energy-efficiency upgrades: We are making our lease rental and hospitality buildings more efficient through retrofits, upgrading lighting and appliances to LEDs, installing smart building controls, and optimising HVAC systems. As a result of these initiatives, energy consumption in Lease Rentals reduced by 12.55% in the reporting year. In hospitality vertical energy consumption reduced by 6.74% in the same period.

Renewable energy adoption: To further reduce our reliance on fossil fuels, we are exploring on-site solar power generation, purchasing renewable energy certificates (RECs), and power purchase agreements (PPAs) with renewable energy providers. With these efforts, we were able to triple our renewable energy consumption compared to last year.

Cleaner fuel options: We are also investigating a switch to cleaner fuels like biofuels or electrification options for on-site heating and generators.

HVAC systems maintenance: We are implementing a rigorous programme to detect and repair refrigerant leaks in our HVAC systems, minimising their environmental impact.

Value chain footprint

Our sustainability initiatives extend beyond buildings and direct operations as we implement a comprehensive strategy for Scope 3, with a clear focus on reducing embodied and indirect emissions to reach net zero targets.

Purchased goods and services: To minimise embodied carbon, we are prioritising low-carbon materials, collaborating with suppliers on efficiency, and developing a sustainable vendor list. Our emissions in this category have reduced primarily because of refinement of our emission calculation approach from spend-based method to average-data method.

Capital Goods: We are emphasising low-carbon construction through life-cycle design, energy-efficient envelopes, prefabricated elements, recycled materials, and exploring modular construction.

Upstream Transportation and Distribution: We are collaborating with low-carbon logistics providers, promoting local procurement, optimising routes for efficiency, and considering near-shoring practices to effectively reduce transportation emissions. We kept up a strong domestic procurement strategy in FY 2023—24, sourcing 98% of our materials locally.

Waste Generated in Operations: We are implementing a 5-step "reduce, reuse, recycle, energy recovery, disposal" waste hierarchy with on-site sorting, partnering for sustainable disposal, and promoting tenant waste responsibility.

Business Travel: We are prioritising virtual meetings and reducing unavoidable travel emissions with high-quality programmes.

Employee Commuting: We are encouraging employee use of public transportation, cycling, and walking. Alongside, we are developing a company carpool programme and offering electric vehicle charging stations at our properties.

Building a sustainable future

Our journey to Net Zero is a collaborative effort led by our dedicated team and fueled by the long-term opportunities it presents. A decarbonised future unlocks a world of financial advantages, from cost savings through energy efficiency and renewable energy adoption to attracting environmentally conscious investors and tenants.

This focus on environmental responsibility manifests across our diverse verticals. In Real Estate, we are pioneering advanced designs, sustainable materials, and cutting-edge technologies to create buildings with dramatically reduced carbon footprints. Our commercial sector fosters collaboration with like-minded tenants, while the hospitality division actively seeks ways to minimise environmental impact.

Prestigious green building certifications like LEED and IGBC validate our commitment to sustainability beyond cost savings and brand reputation. These certifications underscore our unwavering dedication to building practices that actively benefit the environment and enhance the long-term value of our developments.

We continuously strive to improve our GHG reduction strategies through cutting-edge approaches to energy efficiency and sustainable practices. We are confident that by implementing our action plan and fostering collaboration across stakeholders, we can make a significant contribution to a more sustainable future.

"We have come a long way from our first sustainability report to publishing regular sustainability reports as per GRI Standard; from measuring operational carbon emissions to value chain emissions; from setting some targets to a holistic and well-rounded ESG targets. We have made commitments on international frameworks such as Science based target initiative (SBTi) and have secured a high GRESB rating. As we progress in our ESG journey, we are leveraging technology to monitor our ESG performance and assess our value chain, enhancing our strategy to achieve our targets. Our efforts include robust stakeholder engagement and comprehensive training and awareness programmes. All of this has been achieved with visionary leadership, robust policy framework, board-level traction, executive alignment and KRAs aligned with ESG for key executives.

Vijay Kumar Nagaraju,

Dy. General Manager - Environment, Sustainability and ESG (Corporate ESG Lead), Brigade Group

Artist's impression of Brigade Nanda Heights

M9 Materials

Sustainable Materials Management

In FY 2023–24, Brigade Group demonstrated unwavering dedication to sustainable materials management, integrating industry-leading practices and innovative strategies across our Real Estate and Lease Rental operations. This comprehensive report outlines our efforts to enhance environmental management and social responsibility through responsible procurement and consumption practices.

Strategic Material Selection - Prioritising Health and Environmental Impact

Recognising the influence of material selection on a project's environmental and social footprint, we prioritise occupant health and environmental sustainability.

We have a commitment for providing healthy and safe working environment for our employees and workers. We have made a commitment for commercial properties to be WELL Certified. This requires us to work on air, water, nourishment, light, movement, thermal comfort, sound, materials, mind and community.

Choice of materials directly have an impact on maintaining high standards for human well-being, additionally it has cross implications on air quality, thermal comfort etc.

To achieve the quality of indoor air for our properties, we are going beyond regulatory requirement by transitioning to low-VOC paints. Studies by the Environmental Protection Agency (EPA), USA, have shown that low-VOC paints can significantly reduce respiratory problems and improve overall occupant well-being.

Embracing Local Procurement for Sustainable Development

In FY 2023–24, we maintained a robust domestic procurement strategy, with 98% of materials procured locally. This approach supports local economies, fosters community engagement, and reduces carbon emissions associated with transportation. A study by the World Green Building Council found that local procurement can reduce transportation emissions by up to 30%.

98% of our procurement is from within and neighbouring districts.

Responsible Sourcing

Our Sustainable Procurement Policy features a stringent "Red List" to eliminate conflict materials and harmful substances from our projects. This proactive stance underscores our commitment to maintaining the health and safety of our workforce and occupants, aligning with evolving regulatory requirements and industry standards.

Demonstrating Progress and Sustainability

Our performance metrics highlight the tangible outcomes of our sustainable material management initiatives in FY 2023-24:

Embracing Circularity: We are committed to sourcing environmentally positive materials, minimising waste in operations, and promoting a circular economy.

Our material sourcing strategy emphasises advanced forecasting, which helps source reused and recycled materials rather than opting for virgin materials in a hurry. For steel panels, concrete, and wood, we were able to make considerable strides.

30.16% increase in reused material content.

We have made progress on moving towards sustainable materials by reducing our sourcing of virgin materials, such as concrete, steel, and wood, compared to the previous year.

Re-used Concrete waste: 3,747.57 tonnes

Re-used Steel: 383.61 tonnes

Recycled Wood, Fly ash and GGBS: 38,508.65 tonnes

It is well known that concrete reuse can lower the environmental impact of construction projects by up to 40%. National Institute of Standards and Technology (NIST) and studies by the World Steel Association indicate that using recycled steel can reduce CO_2 emissions by up to 70% compared to virgin steel production. Similarly, research by the National Recycling Coalition points out that using recycled wood products can significantly reduce energy consumption and water usage compared to virgin wood production. These collective efforts contribute significantly to reducing our environmental footprint.

42,639.83 tonnes of recycled materials consumed this year.

Building a Sustainable Supply Chain

We recognises the critical role a sustainable supply chain plays in achieving our environmental and social goals. We prioritise the procurement of materials from Micro, Small, and Medium Enterprises (SMEs), fostering local economic development and community engagement. Furthermore, Brigade actively collaborates with all our suppliers to promote sustainable practices throughout the supply chain. This collaborative approach includes training programmes, and developing innovative solutions to minimise environmental impact. By working together with our suppliers, we can create a more resilient and responsible built environment for the future.

Shaping Tomorrow's Sustainable Real Estate Landscape

Brigade Group is defining a course for leadership in sustainable materials management. We are committed to continuous innovation, exploring cutting-edge technologies and materials to minimise our environmental footprint. Recognising the power of collaboration, we will strengthen partnerships with stakeholders to integrate sustainable practices throughout the supply chain. Furthermore, Brigade Group aspires to become a thought leader, actively contributing to industry dialogues and shaping standards for sustainable development within the Real Estate sector. Through these comprehensive efforts, we aim to set new benchmarks and drive positive change, ultimately creating a more resilient and responsible built environment for future generations.

M11 Waste Management

Optimising Waste Management and Resource Efficiency

In its commitment to sustainable development, Brigade Group continues to prioritise comprehensive waste management and resource efficiency across all operations. We estimate construction and operational waste upfront, allowing us to incorporate waste reduction strategies into the design. This focus on responsible resource management continues throughout the building's lifecycle. By prioritising waste reduction, maximising recycling, and finding innovative ways to reuse resources, we strive to divert as much material as possible from landfills. This report highlights our initiatives and achievements during FY 2023–24, aligned with global reporting standards and industry best practices.

Strategic Waste Management Overview

Total Waste Generated : 3,34,918.06 tonnes	
Hazardous Waste Generated : 171.92 tonnes (0.05% of Total Waste)	
Paint Waste	28.98
Oil Waste (used oil, oil filters and oil soaked cotton)	139.97
Battery Waste	1.30
E-Waste	0.71
Other Waste	0.96
Non-Hazardous Waste Generated : 3,34,746.15 tonnes (99.95% of Total Waste)	
Construction and Demolition Waste	328,732.21
Plastic Waste	21.86
Other Waste	5,992.08

One of the most challenging aspects in waste management in Real Estate sector is construction and demolition waste. A 2023 report by the World Bank titled "What a Waste 2.0: A Global Review of Solid Waste Management" found that construction and demolition waste represent a significant 11% of the global solid waste stream, highlighting the importance of responsible waste management practices in this sector.

Hospitality operations, while essential for a well-rounded customer experience, contribute less than 1% to our total waste generation. Studies by organisations like the International Solid Waste Association (ISWA) consistently identify food waste as a major challenge within the hospitality industry. We remain committed to minimising waste generation in this area through innovative practices.

<1% of the total waste is hazardous waste.

100% organic waste is getting composted or reused.

To further enhance our performance, we are actively tracking waste intensity, defined as tonnes of waste generated per rupee of revenue. This metric allows for a more granular understanding of our waste generation patterns and facilitates benchmarking against industry peers.

Implementing a Robust Waste Reduction Strategy

Brigade Group prioritises a circular economy approach to waste management, minimising environmental impact while maximising resource recovery. We adhere to a well-defined 5-step waste hierarchy, focusing on proactive waste reduction and responsible disposal practices at every stage.

20.37% of waste recycled.

27.34% of waste reused.

Most preferred

Reduce	Reduce waste at source
Re-Use	Water utilisation (27.34%)
Recycle	Reprocessing of waste (20.37%)
Energy recovery	Utilisation of waste to energy
Disposal	Waste of landfill (52.23%)

47.77% Waste recovered (159,994.21 tonnes)

52.23% Waste disposed (174,923.84 tonnes)

Least preferred
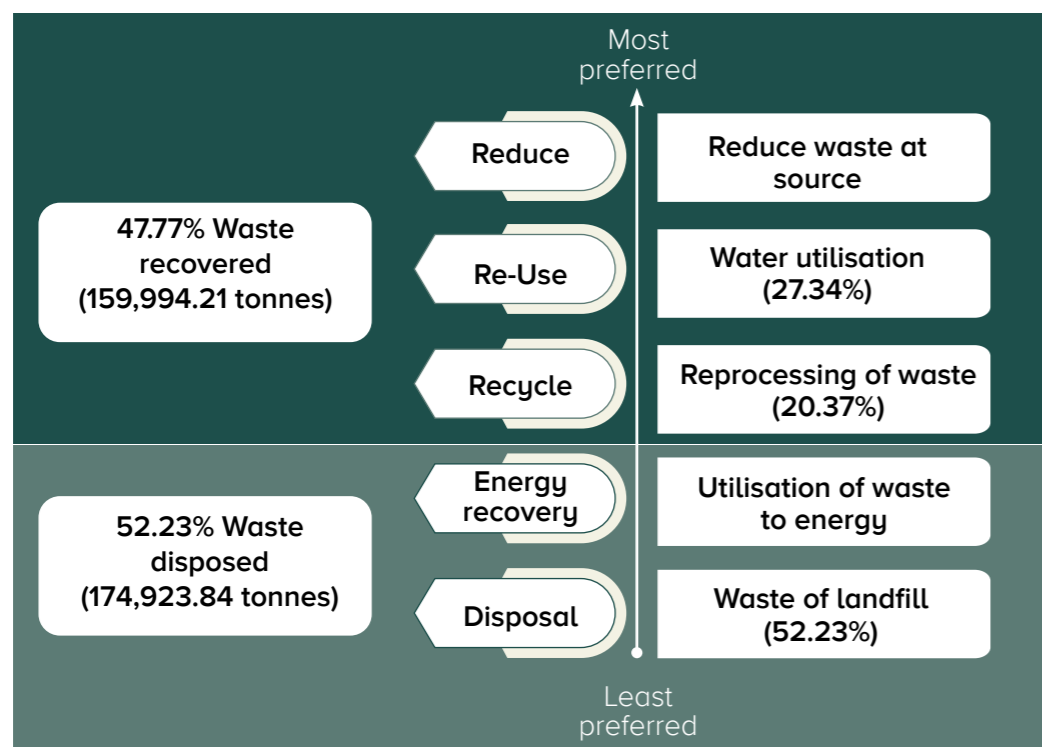
Innovative strategies for waste reduction

Brigade Group's innovative waste reduction strategies include

Secure and Efficient Material Storage: Proper storage of building materials minimises damage and contamination, reducing the need for disposal. At every project site, we have a designated material storage area with roof-top and designated waste bins. This not only protected materials from the elements but also facilitated efficient waste segregation, leading to an increase in the amount of materials diverted for recycling.

Topsoil Repurposing: Excavated topsoil is a valuable resource that can be reused for landscaping within our developments. During the construction of Brigade Orchards project , we diverted 100% of the excavated topsoil for on-site landscaping, eliminating transportation costs and promoting resource recovery. This practice not only reduces landfill use but also improves soil quality and promotes the growth of native plant species.

Biodegradable Waste Composting: Brigade Group prioritises on-site composting of organic waste generated during construction and operations. At our Brigade properties, composting facilities are yielding good quality compost. We established a dedicated composting facility that processed 202.32 tonnes of organic waste in FY 2023-24. The resulting compost is then utilised for landscaping within our projects, reducing reliance on chemical fertilisers and promoting a closed-loop system. Studies by the Environmental Protection Agency (EPA) have shown that on-site composting of organic waste can significantly reduce greenhouse gas emissions and promote soil health

100% of our waste is disposed off through authorised vendors.

Sustainable Waste Management: Shaping a Greener Future

Brigade Group remains committed to advancing waste management practices and sustainability across its operations. Looking ahead, our focus will be on continuous improvement through innovation and technology adoption, enhanced stakeholder engagement to foster a circular economy, and leveraging data analytics for informed decision-making. By embedding waste management strategies into our core operations and maintaining industry leadership in sustainable practices, Brigade Group aims to contribute positively to environmental stewardship and community well-being. Together, we are dedicated to building a more sustainable future, integrating waste-conscious initiatives into every aspect of our business.

Actual shot of Brigade Bricklane. *Courtesy: Nithin PK*

Actual shot of Brigade 7 Gardens. *Courtesy: Shiva Bhat*

M12 Biodiversity

Fostering biodiversity in urban environments

We understand the importance of maintaining ecological balance while fostering urban development. While urban development can disrupt natural habitats, it also presents an opportunity to create sustainable communities that coexist with nature. Understanding this, Brigade acknowledges the impact of its construction activities on biodiversity. Habitat modification during development can be disruptive, but landscaping with native plants and creating green spaces attracts beneficial insects and pollinators. This approach helps preserve biodiversity and contributes to the overall well-being of residents by providing a healthier and more aesthetically pleasing environment. By incorporating sustainable practices into our projects, we aim to minimise our ecological footprint.

Beyond Green Aesthetics

Brigade Group recognises that urban environments can provide valuable ecological services and support biodiversity. Our commitment extends beyond individual actions and translates into the very design of our communities. We prioritise environmental preservation through landscape design that carefully integrates new trees with existing landscapes, minimising disruption to the natural environment. Open spaces within our developments serve a dual purpose: promoting active lifestyles and fostering a healthy micro climate. Designated areas are earmarked for "urban forest development," creating a network of trees that provide shade, improve air quality, and offer habitat for fauna.

Furthermore, Brigade prioritises tree transplantation wherever feasible and utilizes native plants to enhance biodiversity and create equitable green space distribution, ensuring all residents have access to nature. This commitment to thoughtful design extends to incorporating green infrastructure, such as green roofs and podiums, that help mitigate the urban heat island effect.

These design principles are evident in projects such as Brigade Xanadu in Chennai, meticulously built around preserving peepal trees featuring extensive landscaping that creates a habitat for fauna. Studies show that even small pockets of green spaces within urban landscapes can offer crucial refuges for pollinators, birds, and other fauna. Brigade recognises the importance of these green spaces and goes beyond aesthetics by creating functional landscapes that contribute to a more biodiverse urban environment. Our communities are designed to coexist harmoniously with nature, promoting a healthy and sustainable lifestyle for residents.

A Cornerstone of Brigade's Biodiversity Policy

We successfully implemented our comprehensive biodiversity policy last year, providing a robust framework for future projects. This policy goes beyond simply mitigating our impact and actively seeks to enhance biodiversity within our developments and surrounding areas. Here's a deeper dive into the key elements of this policy:

Safeguarding Sensitive Ecosystems: We take a proactive approach by avoiding operations in and around restricted ecologically sensitive sites. This includes International Union for the Conservation of Nature (IUCN) protected areas, national parks, wildlife sanctuaries, World Heritage Sites, and biosphere reserves. This ensures we minimise our impact on areas critical for biodiversity conservation.

Collaboration for Biodiversity Enhancement: Local knowledge and collaboration are essential for achieving lasting biodiversity goals. Our policy emphasises working with local communities to co-create initiatives that enhance the biodiversity value of our projects and surrounding areas. This collaborative approach fosters a sense of ownership among stakeholders and ensures the long-term success of our efforts.

Measuring and Tracking Our Impact: Transparency and accountability are key to continuous improvement. We measure and track our impact on nature through the biodiversity policy. This allows us to identify areas for improvement and celebrate our successes in promoting biodiversity.

Preserving, Conserving and Enhancing: Our Ongoing Approach

Brigade's multi-pronged approach embodies three core principles: Preserve, Conserve, and Enhance.

Preserve

Brigade Group prioritises responsible development through ecological surveys that identify and safeguard mature trees and natural habitats. This commitment extends to Environmental Impact Assessments (EIAs) for all projects. EIAs consider species on the RET (Rare, Endangered and Threatened) list, IUCN (International Union for Conservation of Nature) Red List, and the Wildlife Act of 1972, and propose mitigation measures within Environmental Management Plans (EMPs). Our focus on comprehensive assessments ensures minimal disruption to existing ecosystems. We do not have any operational sites that are owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas.

Conserve

We eliminate harmful chemicals from the construction process and employ sustainable alternatives. Water management practices consider wildlife needs, with initiatives like creating wildlife-friendly ponds or wetlands. We actively educate stakeholders on the importance of biodiversity and sustainable practices.

Enhance

Green infrastructure integration is a hallmark of our developments, featuring elements such as green roofs, vertical gardens, and native plant landscaping. The on-site nurseries cultivate diverse native plant communities, reducing transportation emissions and promoting healthier plant growth. We prioritise sustainable practices within the nurseries themselves, utilising locally sourced materials and avoiding pesticides. Additionally, Brigade fosters partnerships with local conservation organisations to support habitat restoration projects.

16,871 trees planted in FY 2023-24

79,871 trees have been planted by Brigade Group so far

Measurable Action and Achievements: Leading the Industry

The implementation of the Biodiversity Policy has spurred significant progress in FY 2023–24. Here are some highlights that position Brigade Group as a leader in biodiversity management within the Real Estate sector:

Tree Plantation

We planted 16,871 trees, bringing our total to 79,871. This significant contribution to urban forestry not only enhances aesthetics but also promotes carbon sequestration and supports local wildlife.

Native Plant Use

We increased the use of native plant species in landscaping projects setting a new standard for sustainable landscaping practices. This not only benefits native fauna but also reduces reliance on water-intensive exotic plants.

Actual shot in Brigade Neem Grove. *Courtesy: Hidayath*

Building a Sustainable Future with Biodiversity

The Brigade Group is firmly committed to continuous improvement in biodiversity management. We strive to minimise our negative impacts and contribute to a more biodiverse urban environment while enhancing well-being for our community. Looking ahead, we are actively exploring further partnerships with environmental NGOs to leverage their expertise and expand our impact.

A Bee-eater captured in Brigade 7 gardens. *Courtesy: Basava Kumar*

"
We continually strive to enhance guest comfort and experience while staying mindful of depleting natural resources and ensuring minimal environmental impact. Our focus is long-term business sustainability and resilience. We are dedicated to integrating energy-efficient technologies, renewable energy sources, and sustainable procurement methods. From eco-friendly amenities for enhanced guest experiences to active community engagement, each initiative reflects our commitment to sustainability.

We have a commitment to create a win-win situation where providing memorable guest experiences do not necessarily have to be at the expense of compromising on our efforts to ensure long-term sustainability and preserving the environment for future generations.

Vineet Verma,

Director,
Brigade Hospitality

Lakshmi Venkatachalam
Independent Director

> It is now undeniable, that governments and companies worldwide must invest trillions of dollars on the clean energy transition to reach net zero emissions by 2050. At the same time, protecting, restoring and enhancing biodiversity is also essential to climate change mitigation and adaptation. As the world urgently needs these carbon sinks, companies must explore every possible avenue to promote ecosystem resilience and develop more sustainable production and consumption models.

At Brigade, we have pledged to be Net Zero by 2045 with a comprehensive road map in place. Our commitment includes increasing renewable resources for power generation, promoting afforestation, minimising waste and enhancing wastewater recycling. This 360⁰ approach to reducing the carbon footprint of our projects is now embedded in our corporate DNA and the results are already evident.

Artist's impression of Brigade Senate 2

Pillar 2

Scaling Livable Spaces for Communities

Brigade Tech Garden- A Certified Green Building

Overview

We recognise that our success lies in the wealth of human experiences we create. We are grounded in core values of quality, customer centricity, fairness, innovation, responsible socially and trust.

By delivering excellence in products and services, we aim to build bonds with our customers based on trust, ethics and respect. Our mantra 'QC-First' instills customer service as the most important aspect of our business.

Our company thrives, thanks to the thousands of committed and hardworking Brigadiers who work on realising the Brigade mission. Taking care of each other and providing the best possible environment for the employees is an implicit commitment of the Brigade Group.

As a responsible corporate citizen, we take our community responsibilities seriously. The Brigade Foundation works tirelessly to create a more equitable and fair world through its various social initiatives.

Social Aspirations: Progress

M5 | Health and Safety

Provide a healthy and safe working environment to our employees and workers

Target	Target Date (FY)	Status
100% Workforce trained on occupational health and safety	2025	🎯
All Lease Rental properties to be WELL Health-Safety certified	2028	⚙️

M6 | Human Rights

Respect and uphold the human rights of employees and neighbouring communities

Target	Target Date (FY)	Status
Implement Human Rights Policy	2024	🎯
Be a SMETA (Sedex Members Ethical Trade Audit) certified organisation	2025	⚙️
Align labor standards with UNGP, ILO, and the Declaration on Fundamental Principles and Rights at Work framework	2026	⚙️
UN Global Compact member	2028	⚙️

M7 | Tenants & Community

Build positive and long-lasting relationships with tenants and community

Target	Target Date (FY)	Status
Source more than 50% of materials locally year on year	Ongoing	🎯
Implement a Group-wide Net Promoter Score (NPS)	2025	⚙️
All contracts under the Lease Rentals portfolio will include Green clauses	2027	⚙️

M8 | Human Capital Development

Provide holistic learning and development opportunities for our employees and workers.

Target	Target Date (FY)	Status
Increase investment in workforce training	Ongoing	〰️
Increase women-centric leadership programmes	Ongoing	〰️
Increase employee inclusion initiatives	Ongoing	〰️

🎯 Achieved	〰️ On track	⚙️ Action initiated

M5 Health and Safety
- Championing Health & Safety Excellence

Brigade Group prioritises health and safety through a three-pronged approach

Awareness

Through regular communication, training, and campaigns, Brigade Group educates on-site workers, employees and other stakeholders about the importance of health and safety practices. By fostering a culture of awareness and accountability, we aim to continuously improve our health and safety performance and mitigate risks in the workplace.

Workplace Safety

At Brigade Group, we recognise that construction inherently involves significant exposure to potential hazards. However, our steadfast commitment to health and safety demonstrated through implementation of ISO 45001, has enabled us to achieve a remarkable record as a Zero Fatality organisation.

We recruit skilled professionals who conduct rigorous on-site inspections to ensure strict adherence to health and safety protocols, in alignment with applicable laws and regulations. All our staff undergo thorough pre-employment medical evaluations and receive comprehensive training on safety policies in their work environments.

Employee Wellness

At Brigade, we believe, wellness extends beyond healthcare with initiatives that promote physical, mental, and emotional well-being. Through offerings such as fitness facilities, mental health support (through silver oak partnership in one of the Group Company), and a nurturing work environment, we aim to maximise employee wellness.

Brigade Enterprises Ltd is certified for Integrated Management Systems (Quality, Environment and Health & Safety) for the design, development, construction & marketing of commercial and residential spaces.

ZERO Fatalities
ZERO High consequence injury

Implementing Occupational Health and Safety Management Systems

Real Estate

We uphold the highest standards of health and safety through our robust Occupational Health and Safety Management Systems (OHSMS), certified under ISO 45001. These systems encompass a comprehensive set of policies, procedures, and protocols meticulously designed to identify, assess, and control occupational hazards. By adhering to internationally recognised standards and best practices, we demonstrate, our unwavering commitment to fostering a safe and healthy work environment for all.

Our OHSMS covers all contractual and permanent workforce.

Hazard Identification and Risk Assessments (HIRA) are fundamental components of our occupational health safety management system. Workers receive training on hazard identification methodologies related to all listed construction activities before commencing any routine work on-site. For non-routine activities, we conduct a review every six months or whenever a new activity is undertaken.

Construction activities are supervised by qualified and competent personnel, with site foremen trained to ensure adherence to quality processes.

Hierarchy of Controls

Most Effective

Elimination — Physically remove the hazard

Substitution — Replace the hazard

Engineering Controls — Isolate people from the hazard

Administrative Controls — Change the way people work

PPE — Protect the worker with Personal Protective Equipment

Least Effective
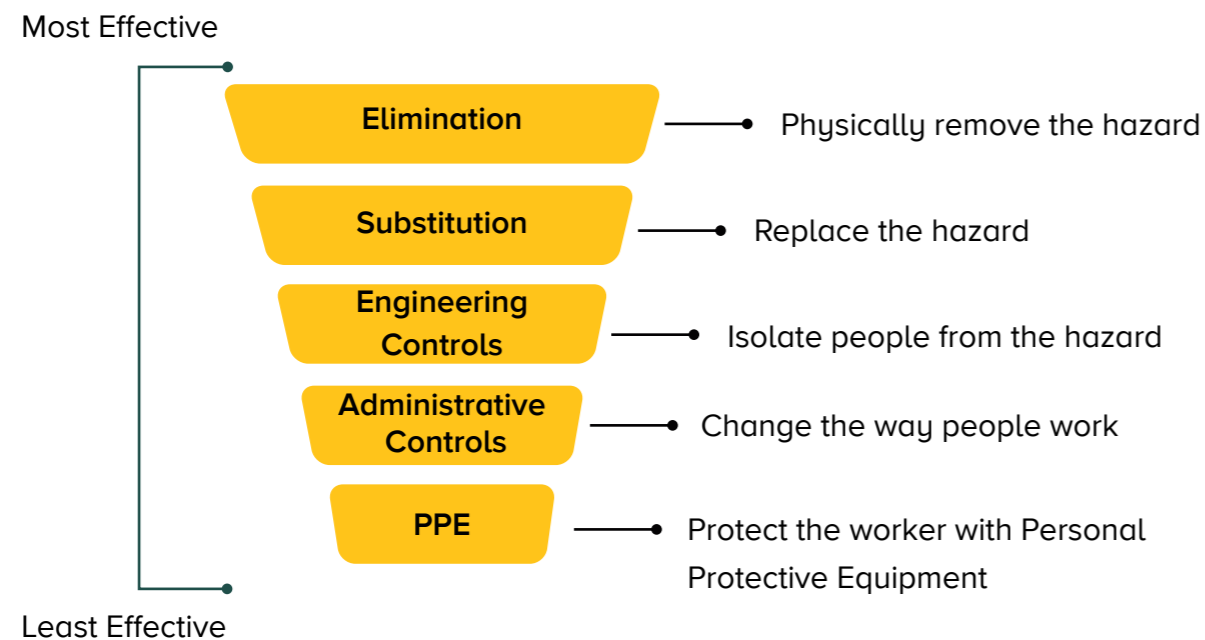
100% Health & safety practices assessed by statutory authorities / third parties.

We diligently identify and mitigate all potential risks, maintaining a comprehensive list of potential construction emergencies. We have developed an Emergency Response Plan and established an Emergency Response Team (ERT) that is extensively trained to handle any construction emergencies. Regular demonstrations and mock drills ensure our ERT's readiness and assess their preparedness.

We have a joint-management-worker health and safety committee in all our projects. This committee has 50% participation from worker representatives. Workers have access to various direct and indirect communication systems such as toolbox talks, safety committee meetings, site walks or by reaching out to the immediate supervisor on site. The health and safety committee plays a crucial role in ensuring that all employees and workers on site are provided with Personal Protective Equipments (PPEs) and receive adequate training for a safe working environment. Monthly safety committee meetings are held, chaired by the Execution Head who serves as the decision-making authority on safety matters.

~20,000 Toolbox Talks across project sites

Promoting Worker Health

We consider the health and safety of our workforce as a cornerstone of our success. Recognising the critical nature of worker health and safety in the construction sector, we view it not only as our corporate responsibility but as a strategic imperative that directly impacts productivity and organisational achievement.

We have implemented comprehensive programmes and have invested in resources promoting physical and mental health among our workforce.

Access to healthcare services

We facilitate workers' access to non-occupational medical and healthcare services through tie-ups with the nearest hospital. Workers are provided with the BOCW registration cards to claim medical expenses through governmental schemes.

Health promotion

We conduct medical camps and awareness programmes focusing on healthy diets and address health risks such as HIV/AIDS, tobacco use, mental health, injury etc.

On-site facilities

The project sites have a first aid facility with a qualified male nurse, a 24/7 ambulance facility and a weekly doctor visit.

The OHS management system establishes systems and processes to prevent injuries by implementing safety measures such as training, hazard assessments, and timely reporting and treatment of incidents.

There were 149 near miss cases in the reporting year. We handled approximately 235 work related first-aid injuries with utmost care and urgency; three cases required hospitalisation.

0.036 rate of work-related injuries.

Fostering a Culture of Comprehensive Safety through Training

We invest in a comprehensive safety programme to cultivate a work environment, where every employee feels empowered and confident to perform their duties with the utmost regard for safety and efficiency. The training needs are regularly assessed specific to every employee and worker's role and responsibilities. The training programme encompasses a meticulously designed curriculum that equips our employees with the necessary knowledge, skills, and resources to navigate the work environment with confidence and competence.

Our safety programme is characterised by its comprehensive approach, addressing a diverse range of topics:

OHS training/awareness sessions conducted

- Workers induction
- Regular toolbox talks
- Emergency evacuation procedures
- Use of PPEs
- Health and well-being
- Health camps
- Behaviour based safety
- Job specific training
  » Excavation safety
  » Working at heights
  » Fall protection
  » Hot works like welding and gas cutting operation
  » Plant and machinery operators training
  » Material handling
- Hazard Identification and Risk Assessment
- Statutory requirement and compliances
- Benefits of BOCW registration
- Following of operational control procedures

Our effective safety management system is underpinned by a strong safety culture. We aim to cultivate a positive environment that optimises our health and safety performance. To achieve this, we implement the following practices:

01 Management's clear priority and commitment to safety

02 Emphasis on continuous improvement

03 Allocation of resources for safety initiatives

04 Worker consultation and valuing their input

05 Establishment of robust procedures and methodologies
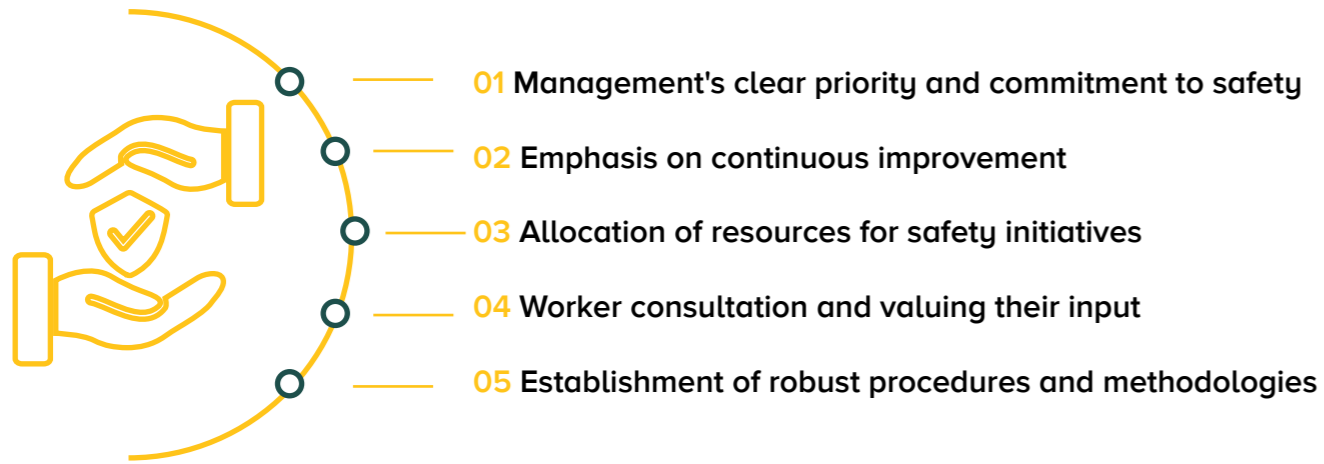
These practices collectively contribute to fostering a proactive and safety-focused culture, ensuring the well-being of our employees and enhancing our overall safety performance.

Our Safety Commitment

Started in 2009, the "Helmet of Honour" programme has been a longstanding tradition, designed to support project teams and contractors in achieving the highest monthly health and safety scores.

This recognition programme's success is attributed to our transparent scoring system, which involves an exhaustive 30-point checklist. Each year, top performers receive Platinum, Gold, and Silver stars. Dashboards across the project sites provide individuals and teams with immediate access to their scores. We have documented enhanced compliance with health and safety standards, increased awareness, stronger camaraderie among site teams, and a healthy spirit of friendly competition.

100% compliance with the National Building Code and Fire Safety protocol.

Brigade El Dorado won the Bengaluru regional level safety award 2024

Hospitality

As part of our commitment to excellence in hospitality, we prioritise the safety and well-being of our team through comprehensive Occupational Health and Safety (OHS) practices. Our adherence to the Environmental Health and Safety (EHS) policy is non-negotiable, ensuring that every member of our staff, from engineering to kitchen and housekeeping, is well-versed in safety protocols.

We provide generic OHS training to all workers, grounding them in the fundamental aspects of our EHS policy. Moreover, we delve into specific areas with targeted training sessions such as our 'Introduction to Ergonomics' programme, which is designed for general industry outreach, equipping our staff with the knowledge to maintain a safe and efficient work environment. We conduct meticulous risk assessments tailored to each department, fostering a culture of awareness and proactive risk management.

Additionally, we offer specialised training on the proper use of Personal Protective Equipment (PPE), tailored to the unique requirements of our engineering, kitchen, and housekeeping departments.

We invest in comprehensive health programmes for our employees, including regular check-ups and mental health support in partnership with external agencies.

Safeguarding Public Spaces with Enhanced Safety Measures

Our clubs, malls, hospitals, and other commercial buildings experience substantial foot traffic. To prioritise public safety, we have implemented robust business continuity plans, disaster management protocols, and emergency procedures across all our projects. Regular drills ensure that all personnel are well-prepared and familiar with safety protocols for real-life incidents. Additionally, our facility management team maintains clear safety signage, including emergency exit points, guidelines for elevators and swimming pool areas, comprehensive surveillance and security measures.

Enhancing Site Visit Protocols for Safety

Ensuring the safety of visitors and stakeholders during site visits is of utmost importance to us. We have enhanced our site visit protocols to incorporate stringent safety measures and procedures. From mandatory safety briefings to personal protective equipment requirements, we prioritise the well-being of everyone involved in our projects. By maintaining high safety standards on-site, we aim to create a safe and welcoming environment for all visitors.

ZERO Injuries in the Hospitality vertical
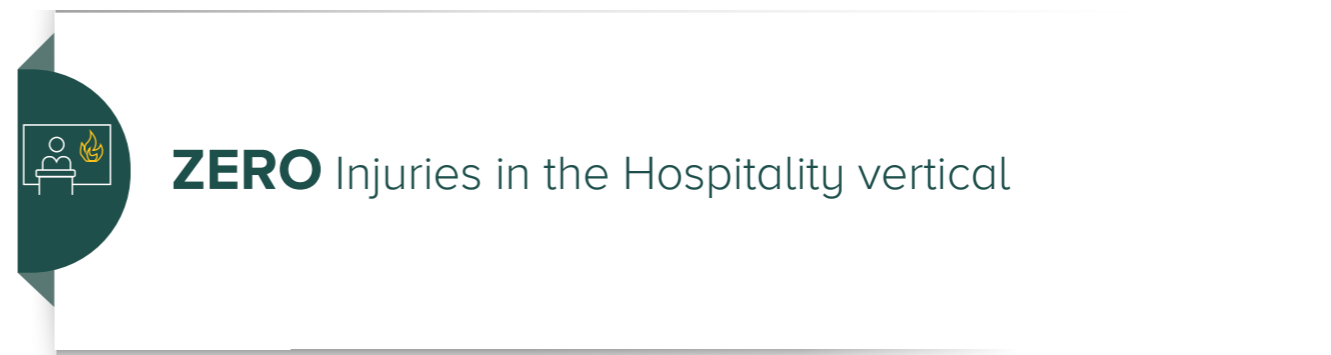
Safety drill for workers

M6 Human Rights

At Brigade Group, we are committed to promoting and integrating Human Rights in all aspects of our operations. By championing a culture of transparency, fostering awareness, and valuing every human life, we aim to create a future free of exploitation of Human Beings.

Our Human Rights Policy Pillars

- 1 Prohibition of Forced Labor
- 2 Prohibition of Child Labor
- 3 Fair Remuneration
- 4 Freedom of Association and Collective Bargaining
- 5 Workplace Discrimination or Harassment
- 6 Health, Safety & Wellbeing
- 7 Diversity & Inclusion
- 8 Learning & Development
- 9 Protection of Data
- 10 Rights of Communities
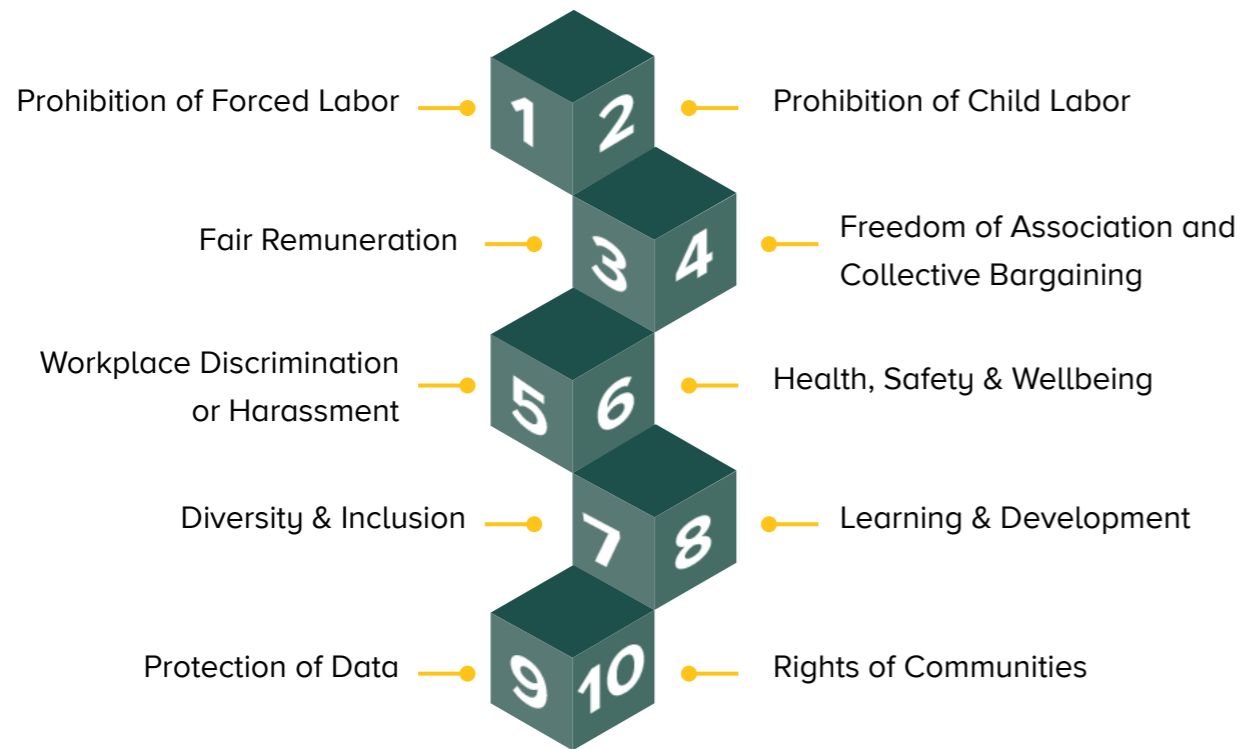
We are committed to strict enforcement of our Human Rights policy; thus, all our employees are trained in identifying and reporting human rights violations. We provide 8 to 12 weeks of reasonable notice for any significant operational changes to employees. These minimum notice periods help maintain employee satisfaction and motivation when implementing operational changes.

100% coverage of employees and workers under Human Rights Policy.

Human Rights as a pillar of Sustainability

Social sustainability is a top priority for us, and we are targetting complete alignment with International Labour Organisation (ILO) and United Nation Guiding Principles on Business and Human Rights (UNGP).

All employees receive regular awareness sessions on PoSH, Child Labour, Non-discrimination and other Human Rights related topics. These sessions are integral to our Group's core values and are included in the induction training for new employees.

Safeguarding human rights extends beyond our operations. As we collaborate with suppliers, contractors, and business partners, we strongly encourage them to align with our Human Rights policy and processes. Compliance with all applicable human rights laws is also integrated into the supplier onboarding and screening process. We have assessed our operations and direct suppliers engaged with us for any significant risk or incidents of child labour or forced labour. At the organisational level, we do not have any collective bargaining agreements. There are zero complaints reported for child labour, forced labour and Prevention of Sexual Harassment (PoSH).

In the coming years, we plan to conduct more targeted sessions on Human Rights with focus on specific aspects of relevance for our workforce and value chain partners.

1,103 Security Personnel trained on Human Rights Policies & Procedures

Reporting Violations

The Group has formal channels where violations of Human Rights could be brought to our attention safely and anonymously.

Customers
here4you@brigadegroup.com

Investors and Shareholders
investors@brigadegroup.com

Employees and Management
ethicscommittee@brigadegroup.com   or
chairmanauditcommitteebel@gmail.com

Physical address
29th & 30th Floor, World Trade Centre,
Brigade Gateway Campus,
26/1, Dr. Rajkumar Road,
Malleswaram- Rajajinagar,
Bengaluru - 560055

Phone Number
91-80-41379200

Actual shot of Brigade Deccan Heights

M7 Tenants & Community
- Fostering Sustainable Relationships with our Tenants

In Lease Rentals and Retail, sustainability is not just about eco-friendly buildings; it is about nurturing enduring relationships with our tenants. At Brigade Group, we recognise that our tenants are not just occupants of our spaces; they are integral partners in our journey towards sustainable development. As we embark on a future packed with possibilities, we envision cultivating a tenant-centric ethos that not only ensures their comfort and satisfaction but also propels us towards a more sustainable and prosperous tomorrow.

Trust built for perpetuity

In our industry, trust is the cornerstone upon which enduring relationships are built. Our commitment to fostering long-term partnerships with our tenants is unwavering. We understand that trust is not something that can be demanded; it is earned through consistent actions and genuine care. Over the years, we have cultivated a reputation for integrity, reliability, and transparency, which has resonated with our tenants. Through transparent communication, fair practices, and prompt resolution of issues, we endeavor to instill confidence in our tenants, thereby laying the foundation for mutually beneficial relationships that stand the test of time.

During the reporting period, there were no non-compliances with regulations or voluntary codes regarding the health and safety of customers.

Actual shot of Brigade World Trade Center, Bengaluru

CUSTOMER TESTIMONIAL ★ ★ ★ ★ ★

Celebrating Excellence: A Tribute to Brigade Group

"We extend our heartfelt appreciation to Brigade Group, for their exceptional job in managing the construction and handover of our beautiful apartment complex at Brigade 7 Gardens. We are incredibly impressed with the following aspects:

High-Quality Construction and Maintenance:
The quality of construction throughout the complex is commendable. From the use of high-grade materials to meticulous attention to detail in both apartments and common areas, Brigade Group has created a superior living environment. The ongoing maintenance ensures that our surroundings are consistently well-maintained.

Timely Handover:
We are grateful for the timely handover of the apartments, which minimised inconvenience and allowed residents to settle in smoothly.

These achievements reflect Brigade Group's dedication, expertise, and commitment to excellence. Thanks to their efforts, we now have a beautiful and well-maintained place to call home.

As residents of Brigade 7 Gardens, we are proud of our association with Brigade Group and look forward to many more positive experiences.

Raunaq Sinha
Brigade 7 Gardens

Engagement for Empowered Tenants

Respect is at the heart of every interaction we have with our tenants. We recognise the diverse needs and aspirations of our tenant community and strive to create an environment where their voices are heard, and their concerns are addressed with empathy and professionalism. From the moment a potential tenant engages with us, whether through our marketing materials or during the leasing process, we ensure that every interaction is characterised by respect, honesty, and integrity. By fostering a culture of open communication and collaboration, we empower our tenants to thrive within our spaces, contributing to their success and well-being.

Genuine Marketing Practices

We believe trust and brand image contribute immensely towards our success and growth. Our customer engagement firmly remains rooted in the hard details of our properties and a sacred commitment towards a delightful post purchase experience through our web portal 'mykey' that ensures customers can access information about their new properties with ease.

CUSTOMER TESTIMONIAL ★ ★ ★ ★ ★

Enhancing Community Engagement

Brigade Group's outstanding efforts in supporting the Utopia Cricket Club (UCC) to organise India Vs Pakistan T20 World Cup cricket match streaming event at the common ground was truly commendable. The event brought together over 400 residents, showing a sense of community and camaraderie within our estate. The excitement and enthusiasm surrounding the event were palpable, and it was remarkable to witness residents cheering on their respective teams in such a spirited manner. Brigade Group's initiative in facilitating this gathering significantly contributed to the success of the event.
Special thanks go to the Brigade Estate team for their extraordinary commitment. They stayed on the ground until the match concluded, even when it extended beyond the expected time, ensuring the comfort and enjoyment of the residents. This memorable event is a testament to Brigade Group's dedication to creating a vibrant and inclusive community.

Kumar Sumit
Utopia Cricket Club (UCC)

During the reporting period, there were no instances of non-compliance related to product and service information or marketing communications.

Customer at the focus of services

We place our customers at the heart of everything we do. Each one of us, regardless of our role, is committed to delivering exceptional service to both our internal and external customers. Our CRM team conducts a CSAT survey following the onboarding process and project handover. During the reporting period, we carried out the onboarding survey across all active projects, receiving a total of 716 responses. This survey assesses the overall customer experience, from filling out the e-application and uploading KYC documents, to accessing the cost sheet, project specifications, e-signing, and interacting with customer care. The onboarding survey across all projects, had an average score of 4.5/5. Additionally, our handover survey across fifteen projects garnered 2,245 responses, averaging 4.4/5. We are committed towards improving our processes and enhancing customer experience.

CUSTOMER TESTIMONIAL ★ ★ ★ ★ ★

We extend our sincere gratitude for the exceptional service during the registration process. From the initial inquiry to completion, Brigade Group's team demonstrated professionalism, efficiency, and a genuine commitment to a seamless experience. We appreciate the effort and dedication throughout. The attention to detail, clear communication, and readiness to address any questions were exemplary. The team's pride in delivering high-quality service was evident, and we are grateful for the positive experience. The complex registration process was made manageable thanks to Ms. Divya S and her team. Their expertise and guidance were invaluable, affirming our decision to partner with Brigade Group. Our appreciation extends to everyone involved in the registration process. We are grateful for the hard work and dedication.

Krithika,
Neem Grove

A Vision for Sustainable Partnership

As we look towards the future, our commitment to foster sustainable relationships with our tenants remains steadfast. Through trust, respect, and environmental stewardship, we envision a future where every interaction with 'The Brigade Group' is characterised by positivity, empowerment, and shared prosperity.

CUSTOMER TESTIMONIAL ★ ★ ★ ★ ★

Commendation for Brigade Group's Outstanding Event Facilitation

We extend our sincere appreciation to Brigade Group for their exceptional support during the flat owners meeting held on 28th April at the Brigade Citadel Clubhouse, Hyderabad. The permission granted promptly and the facilitation of a tour of the premises for all attendees were highly commendable. With Brigade Group's assistance, we comfortably accommodated 170 members, marking a successful first meeting in the clubhouse.

The smooth execution of the event was made possible by the collaborative efforts of staff and security personnel. We are especially grateful to Mr. Harish Thummala from the Estate Department, whose support at every stage of planning and execution was invaluable. His supervision and coordination ensured a seamless experience, allowing attendees to fully appreciate the amenities and facilities provided.

We look forward to Brigade Group's continued support in creating meaningful experiences for the owners and residents of Brigade Citadel. Once again, we thank the entire team and security personnel associated with the event.

Warm regards,

S Venkateswarlu
(Authorised Representative, Ad-hoc Committee)

Elevating Customer Experience with Customer Connect

Dedicated channels to attend to customer queries and resolve complaints fairly.

In-person Customer Support Walk-ins at head office and site offices.

Online Customer Support
Email address (here4you@brigadegroup.com)
Social media: Twitter, Facebook, LinkedIn, Instagram
Customer web portal: https://www.brigadegroup.com/mykey
Brigade Group Chat: Customer chatbot
Qwikspec: Dedicated application for customers to share feedback on their purchased deals)

Voice Customer Support
Telephone (Customer Care Services) 1800 102 9480 / NRI: +91 96112 18222

Phone Number
91-80-41379200

98% of Customer Complaints resolved this year.

4.5/5 Customer onboarding score.

Community Welfare

At the heart of our commitment to local communities lies a fundamental belief: true prosperity for individuals and corporations is inseparable from the well-being of the entire community. As part of this commitment, The Brigade Foundation was established under the Brigade Group.

Brigade Foundation is a not-for-profit trust that focuses on providing quality education, healthcare and community development in Bengaluru, to create a meaningful impact on society through corporate social responsibility (CSR) initiatives across four thematic areas, broadly:

Environment

Ensuring environmental sustainability, conservation of flora and fauna, animal welfare, and maintaining soil, air, and water quality.

Promotion of Music and Culture

Safeguarding national heritage, art, and culture, including historical restoration and support for traditional arts and handicrafts.

Skill Development & Education

Enhancing education, vocational skills, and livelihood opportunities for children, women, the elderly, and the differently abled.

Health

Promoting access to sanitation and preventive healthcare.

Brigade Group spent INR 7.86 Cr on CSR expenditure in FY 2023-24.

Brigade's CSR Project: St. John's Medical College Hospital

Sector: Health
Collaborator: St. John's Medical College Hospital at Brigade Meadows.
Number of beneficiaries: 9000* with 10% beneficiaries from the vulnerable and marginalised section.

The hospital aims to deliver healthcare services to the local community, particularly to those in need, at accessible rates. The planned hospital will have approximately 100 beds and will occupy a built-up area of 10,112.83 square metres. Situated in South Bengaluru, off Kanakapura Road, the hospital is a collaboration between CBCI Society and St. John's Hospital. It aims to address healthcare needs in the region, including beneficiaries from vulnerable and marginalised groups.

*The number derived is approximate, as the hospital is under development and is not yet operational. The Brigade Foundation is developing this hospital.

Other Community Initiatives: Brigade Foundation in partnership with other subsidiaries, joint ventures, partners and other stakeholders have contributed to many projects as follows:

Treatment for Cancer in children

Sector: Health (Cancer treatment for Children)
Collaborator: Mitra CanCare Foundation
Number of beneficiaries: 20 children

We have extended a Gold Sponsorship for Tarangini 2024, an initiative by Mitra CanCare Foundation aimed at fundraising for childhood cancer. This event was held in Bengaluru in March 2024. This sponsorship reflects our dedication to supporting meaningful causes within our community that resonate with our values.

Support for University

Sector: Education
Collaborator: The Chanakya University
Number of beneficiaries: 70

Chanakya University, founded in 2021, is a modern global private institution. The University offers undergraduate and postgraduate programmes across various disciplines, including Science, Humanities & Social Sciences, Accounting & Commerce, Business & Management Studies, IT & Software, and Mass Communication & Media. Foundation supported University's capital and operational expenditure.

Citizenship & Life Skill Education among Children

Sector: Education (Citizenship & Life Skill Education among Children)
Collaborator: CMCA (Children's Movement for Civic Awareness)
Number of beneficiaries: 173 institutions and 7,846 students

CMCA (Children's Movement for Civic Awareness) aims to shape our youth into engaged, thoughtful, and participatory citizens, contributing to an inclusive and sustainable India. This initiative will be rolled out across schools in Chikmagalur District and town, targetting students in Grades 6 to 10. The impact report will highlight the progress made in fiscal years 2023 and 2024.

Facilitating Govt. School's Infrastructure

Sector: Education (Facilitate Govt. School infrastructure)
Collaborator: Vishwa Vidyalaya Vidya Samsthe
Number of beneficiaries: 250-300 students (~84,000 meals served annually)

A government-aided Primary and High School in Chikmagalur received a donation for the installation of a steam cooking equipment system. This system is utilised for preparing mid-day meals to serve approximately 250-300 students. The contribution aims to enhance the school's meal preparation infrastructure, ensuring nutritious meals for students. The initiative also installed one unit of RO drinking water system.

School Infrastructure Support

Sector: Education (School infrastructure support)
Collaborator: Kota Viveka Vidhya Sangha

The organisation operates three schools and a college in Kota, Udupi District, serving a total of 2,200 students. The organisation is helping rebuild the 54-year-old Viveka High School for Girls. Brigade Foundation contributed to this initiative by covering the construction costs for one classroom, as part of the 'Amrutha Mahotsava 2023-24'.

Leadership Programme

Sector: Education (DISHA programme)
Collaborator: Buoyancee

Another initiative of the Brigade Foundation under Education is providing sponsorship for leadership training aimed at empowering the government school children and underprivileged youth. This initiative reflects our dedication to nurturing future leaders and fostering opportunities for personal and educational development among marginalised communities.

Library by Brigade

Sector: Education
Collaborator: RV University

The Brigade Foundation as part of its contribution to the education sector, helped establish a new library building at the R V University campus, Mysuru Road. The new library building is named "Library by Brigade". This contribution underscores our commitment to enriching educational resources and fostering a culture of learning and knowledge sharing within the community.

National Tenpin Bowling Championship

Sector: Community Development
Collaborator: KSTBA (Karnataka State Tenpin Bowling)

In the reporting period, the Brigade Foundation sponsored the 32nd National Tenpin Bowling Championship. We believe through sports, we can transform communities-promoting health, empowering youth, and fostering social inclusion.
By organising events, supporting local clubs, and providing resources, we are building stronger, more connected communities.

Sponsoring Bengaluru Literature Festival (BLF)

Sector: Community Development
Collaborator: Bengaluru Literature Festival (BLF)

The Brigade Foundation sponsored the 12th edition of BLF, held on December 2nd and 3rd, 2023, providing support and participation in this prestigious event. By sponsoring and participating in such events we hope to build a more vibrant and connected community through the magic of literature.

IAMS 40th Anniversary Celebration

Sector: Community Development
Collaborator: IAMS (Indian Arts & Music Society)

Brigade Foundation contributed to the Indian Arts and Music Society to promote and showcase arts in Bengaluru as part of their 40th anniversary celebrations. Supporting arts highlights our commitment to nurturing cultural enrichment and artistic expression within the community.

Project PARAM

Sector: Community Development
Collaborator: Janaseva Trust Param

Project PARAM is an initiative aimed at inspiring and educating the youth of the nation. This multifaceted project includes a cutting-edge centre for science, culture, and conventions. The Brigade Foundation supported the construction of guest rooms at the world-class convention centre. The convention centre has a seating capacity of 3,000 and accommodations for 500 guests.

Supporting Classical Music Festival

Sector: Community Development
Collaborator: Ramaseva Mandali Trust, RCT

Our sponsorship supports the 86th Ramanavami Global Music Festival 2024, renowned as the largest Indian Classical Music Festival spanning 31 days and drawing over 5,00,000 attendees. With approximately 400 international artists gracing its stages, the festival serves as a platform for promoting, protecting, and preserving India's cultural heritage. By democratising access to Indian classical music, the festival nurtures emerging talent and contributes to the cultural enrichment of our society.

Award cermony picture

M8 Human Capital Development

At Brigade, our commitment to inclusivity and diversity shines through the workforce statistics for FY 2023-24. We had a total of 4,592 employees, which includes 56% permanent and 44% contractual employees. Our workforce also includes contract workers. We had a total of 12,081 contract workers with 95% male and 5% female.

Fostering an Inclusive Work Environment

We are dedicated to enhancing gender diversity in our operations and value chain. Our Diversity, Equity, and Inclusion (DEI) policy underpins our vision of cultivating a workplace that is equitable, secure, and free from prejudice. Our DEI training initiatives are designed to raise awareness among employees about the inherent benefits of fostering workplace diversity. The policy extends its reach to encompass our labour force, supply chain partners, and business associates. It is imperative to acknowledge that societal and cultural factors can influence the pace of our DEI objectives.

In the permanent employee category, we had a total of 1,122 new hires. Of the total new hires, the maximum hiring of 64% was in the under 30 years age group, while 35% of the new hires belonged to the 30-50 age group and the remaining 1% of new hires were in more than 50 age group. Amongst the new hires, 17% were females.

In the reporting period, we had a total employee turnover of 788, with the maximum attrition in the under 30 years age group at 62%, while in the 30-50 years, it is at 37% and the remaining 1% in more than 50 years age group. The breakdown of employee turnover by gender reveals that 84% are male and 16% are female.

Hiring Rate **24%**
Turnover Rate **17%**

Developing a Workforce for Tomorrow

Diversity in an organisation refers to the inclusion of individuals from different backgrounds, experiences, cultures, races, genders, ages, and abilities. Embracing diversity is essential for creating a rich and inclusive workplace environment that promotes creativity, innovation, and collaboration.

Our workforce comprises individuals from varied backgrounds and professional expertise spanning across the country. Our recruitment and advancement procedures are characterized by equity and impartiality, recruiting individuals from diverse backgrounds including ex-servicemen and persons with disabilities. In the reporting period, we have three specially-abled employees. Parity in compensation and benefits across all organisational tiers is a cornerstone of our approach, ensuring the financial prosperity and economic well-being of our employees.

We have had the highest gender diversity among our BoD at 25%, followed by 18% and 17% in the associate and middle management category. However, in the senior management and the top management, gender diversity is at 9% and 11% respectively.

Through our hiring and retention initiatives, we are looking forward to promoting diversity, eliminating gender bias, and supporting equal opportunity. We apply these principles equally to recruitment, opportunities for advancement, and remuneration policies. We understand equality of remuneration is also an important factor in retaining qualified employees.

During the reporting period, the ratio of the average salary of women to men for various categories was as follows: 0.68 for top management, 0.76 for senior management, 1.01 for middle management, 0.93 for junior management and 0.83 workers.

25% Board Diversity.

22% Overall, Gender diversity.

Training and Development

Our training and development framework empowers employees to enhance their performance by honing their existing skills, acquiring new ones, and expanding their knowledge base. We are committed to continuously enhancing our employees' skills through soft skills to job-specific and upskilling initiatives. Skilled employees enhance our human capital and contribute to employee satisfaction, which correlates strongly with improved performance.

This year, our learning and talent development team provided our workforce with access to over 1,690+ different training opportunities, totalling 1,06,309 training hours across the Group.

Training programmes focused on various thematic areas such as:

- Women as Emerging Leaders
- Enterprise Risk Management
- Organisational & Leadership Strategies
- Teamwork and Development
- Technology and Digital Literacy
- ESG related topics
- Prevention of Sexual Harassment (PoSH)

We embrace a hybrid training approach and advocate for the utilization of third-party learning platforms such as Udemy, Coursera, and LinkedIn Learning. The efficacy of these training sessions is assessed through the Kirkpatrick evaluation model. Feedback is collected from participants, their supervisors, and department heads to evaluate the applicability of the acquired skills and the subsequent enhancement of work productivity.

As part of the learning and development programme, we conducted Infosec training, through external training partners. This training was conducted as virtual interactive live training sessions for three (3) batches. 81% of our employees completed this programme.

1 Lakh+
hours of training provided

Employee engagement event

Select list of training conducted under different verticals of the Group

Real Estate	LEASE RENTALS	HOSPITALITY
Communication coaching by Edmyst	INFLUENCE Event - A talk Teamwork & Development	Art of Leading
Email Etiquette sessions	Knowledge Sessions on MS Teams	Brand Training
Empowered ME	Aagaaz Corporate Orientation	Communicable diseases
E-Learning through LMS	Aagaaz Project Site	Business Etiquette and Personal Appearance
Engineers Meet	Advanced Business Development: Communication and Negotiation	Crucial Conversations
ERT - Emergency Response Training	BRIGHT Leadership Programme - Mentoring Session 2-L2	Digital Guest Experiences
Engineers Orientation Programme	Canadian Delegation on Clean Tech	Disability & LGBTQ sensitisation
Financial Wellness Programme for Women at Brigade	CII Greenpro Summit	Envision - Leadership Essentials
HR40under40 – by Jombay	Communicating with Charisma	Ergonomics
IT-Skills	Communication within Teams	Food & Safety Training
Power BI	Confidence-Building Strategies for Work and Life	Grooming Training
QA Training	Employee Productivity & Compliances	Housekeeping Knowledge and Skills
Service Etiquette and Do's and Dont's	ERT Training	Human Trafficking Overview
Strategic Leadership Development Programme by IIMB	Generative AI in HR	Mental Health Awareness
Synergy	Group Mediclaim Coverage Benefits Induction Session	Power of Loyalty
SAP Training	Knowledge Session on MS Teams - Level - 1	Quality Metrics
Women Emerging Leaders	YourDOST Webinar	Rewards Programme Overview
Anti-Corruption	Organisational & Leadership Strategies for Excellence	Risk Management
	Removing Noise and Bias from Strategic Decision-Making	Social Media: Personal and Professional Impacts
	Secrets Successful People Know about Time Management	Telephone Etiquettes Training
	Tech Bytes Session 35-Link Cards - Digital Business Cards	
	The Three Pillars of Effective Communication	
	WELL Summit by IWBI	
PoSH and IC member Training		
ESG related topics : GHG Accounting, BRSR Reporting, Supply Chain Management		
Employee Stock Option Plan (ESOP) and Insider Compliance Training for all Eligible Employees		

Performance and career development

The performance and career development review is a crucial process within an organisation that focuses on evaluating individual performance and supporting career growth. During these reviews, employees receive constructive feedback on their achievements and areas for improvement, along with guidance for skill development and goal setting.

Performance review also contributes to skills management in the organisation and helps develop the human capital.

We emphasise open dialogue to align personal aspirations with organisational needs, fostering a culture of continuous improvement and employee engagement. Through this process, we aim to empower our team members to reach their full potential and contribute meaningfully to our collective success.

A total of 2,282 employees received career development reviews for permanent and contractual employees. Amongst permanent employees 88% received performance reviews.

Employee ESG training

Employee Benefits

Employee benefits play a crucial role in attracting and retaining a talented workforce within an organisation. These benefits go beyond salary and encompass various perks and incentives aimed at improving the overall well-being and satisfaction of employees.

Brigade offers all its employees (permanent and contractual) benefits such as insurance coverage, healthcare services, disability and invalidity coverage, maternity leave whereas benefits such as retirement provisions, and stock ownership are provided only for permanent employees.

Equitable compensation of its workforce is a key requirement to promote diversity, eliminate gender bias and support equal opportunity. At Brigade, we ensure all our employees receive wages well above the minimum wage. Our commitment is reflected through the fair and just compensation of our workforce that we provide for their valuable contribution to the organisation.

Parental Leave

As an organisation, we regard our employees as integral members of our corporate family. All our permanent employees are entitled to parental leave. Women in contractual workforce are entitled to maternity leave.

Parental leave benefits employees by supporting work-life balance, promoting gender equality, and contributing to the well-being of families. Inclusive parental leave policies help us attract and retain talented employees, foster a supportive work environment, and demonstrate a commitment to family-friendly practices.

At Brigade, our inclusive policy grants 180 days of parental leave for female employees and three (3) days for male employees, ensuring equity and promoting gender equality.

In the reporting period, the return-to-work rate for female employees who availed parental leave was approximately 75%.

"Our commitment to ESG is integral to our operations. We ensure transparency through open communication, providing clear and accurate information to all stakeholders. Upholding the highest ethical standards, we ensure fair dealings and integrity. We proactively and with rigour duly comply with regulatory requirements and industry standards, and implement robust risk management strategies to mitigate potential risks. Actively engaging with stakeholders, we address their needs and concerns and hold ourselves accountable for our environmental and social impact through regular monitoring and reporting. These governance practices ensure responsible development, fostering trust and long-term value for all our stakeholders.

P. Om Prakash,

Company Secretary, Brigade Group

Employee Engagement

Employee engagement is crucial for organisational success. Through these activities, we help create a positive work environment where employees feel valued and motivated. Supporting work-life balance, promoting inclusivity, and encouraging effective leadership and teamwork also enhance engagement. By investing in these areas, we boost employee morale, productivity, and employee satisfaction, ultimately contributing to a successful and resilient organisation. Some of the employee engagement activities conducted during the reporting period are as follows:

Engineers Meet:

The Engineers Meet aims to educate and align engineers towards achieving excellence in our projects and beyond with the motto 'Do it Right, First time, Everytime.' The half-day monthly meeting is scheduled every 3rd Saturday of the month with an invite to all Engineering participants. It is conducted both in-person as well as on Teams to accommodate participants from outstation locations.

During FY 2023-24, presentations were shared on functional aspects including safety and quality, insights on customer experiences, and best practices related to projects.

External speakers also contributed to topics such as advanced technologies and industry trends.

Engineers meet picture

Foundation Day Celebrations

On Brigade Foundation Day, celebrating our 37th anniversary, we underscored our commitment to environmental consciousness and employee wellness. Our focus on Environmental, Social, and Governance (ESG) initiatives prompted us to distribute eco-friendly gifts to all Brigadiers. This year, each employee received a wellness pack comprising a Digital Wellness Kit and an Eco Kit, reflecting our dedication to fostering a greener and healthier environment.

The Digital Wellness Kit features mobile and laptop Envirochips, designed to counteract the harmful waves emitted by electronic devices. These chips, a one-time application, effectively neutralise radiation without compromising device performance, offering protection in our tech-saturated surroundings.

Our Eco Kit promotes green practices by encouraging employees to cultivate plants. Equipped with plant seeds, coir pots, nutrients, potting mix, recycled pens and pencils, and a plant-able notepad. This kit inspires Brigadiers to nurture greenery in their favourite spaces.

iHRMS

Introducing iHRMS marks a significant step in our journey to enhance employee experience and streamline HR processes. By digitising the entire recruitment and onboarding process, from application to joining, we have achieved a remarkable 95% reduction in paper usage, embodying our commitment to sustainability.

Embracing World Environment Day

As part of world environment day, we organised a seed ball preparation camp at our corporate office. Seed balls, wrapped in a mixture of clay and compost, were prepared to facilitate effortless planting during the spring season. Over 600 seed balls were crafted, contributing to the promotion of biodiversity and ecosystem restoration.

To commemorate the world environment day, our employees took a collective pledge to uphold environmental conservation. This initiative, underscores our shared commitment to safeguarding the planet for future generations.

Brigadier's making seed balls

Seed balls

Earth Day celebrations

In celebration of Earth Day, we hosted a poetry and slogan competition organisation-wide. This creative endeavour allowed employees to express their passion for environmental protection, culminating in the recognition of winners whose contributions inspired and resonated with our collective ethos.

Festivals & Celebrations

On the occasion of the Ganesha festival, we encouraged sustainable practices by organising a workshop for employees to craft eco-friendly Ganesha idols from clay. This initiative aimed to foster creativity while promoting environmentally conscious traditions, aligning with our commitment to responsible living and the preservation of natural resources.

Ganesha festival celebrations

Ensuring an Ethical Supply Chain

We acknowledge that our sustainability journey encompasses more than just our internal operations. We are dedicated to fostering a responsible and ethical supply chain that reflects our ESG strategy. This commitment involves actively engaging with suppliers, integrating ESG factors into our procurement processes, and closely monitoring compliance with our established standards. In the reporting period, no new suppliers were screened using environmental or social criteria.

Building Strong Relationships with Local Suppliers

We prioritise collaborating with local suppliers to support local businesses and reduce our carbon footprint. During the 2023-24 period, we partnered with a total of 455 suppliers, all of which are domestic companies. Around 23 of our suppliers have ISO certifications, which shows their commitment to International standards for quality management and other processes.

Supplier Engagement and Capacity Building

We are actively working on implementing a comprehensive supply chain engagement programme. This programme will encompass elements such as developing ESG policies, conducting training sessions, and establishing feedback mechanisms to continually improve our approach. Brigade Group seamlessly integrates ESG requirements into procurement processes focusing on business ethics, no child labour, complying with environmental standards, occupational health and safety, and fair labour practices. A total of 125 awareness sessions were conducted for suppliers, covering 27% of our total suppliers.

Supplier Assessments

In the reporting period, we evaluated five significant suppliers for ESG compliance. Our assessment focused on their environmental impact, including climate action, waste management, and biodiversity impact; social responsibility covering human rights practices, OHS, and community engagement; and governance, ensuring corporate governance and ethical business practices.

Amongst the suppliers assessed, 80% scored above 40% on overall ESG criteria, with one supplier exceeding 51%.

INR 469 Cr
Total Supplier spending

Supplier Relationship Duration

3%

77%

20%

■ < 5 years   ■ 5 - 15 years   ■ > 15 years
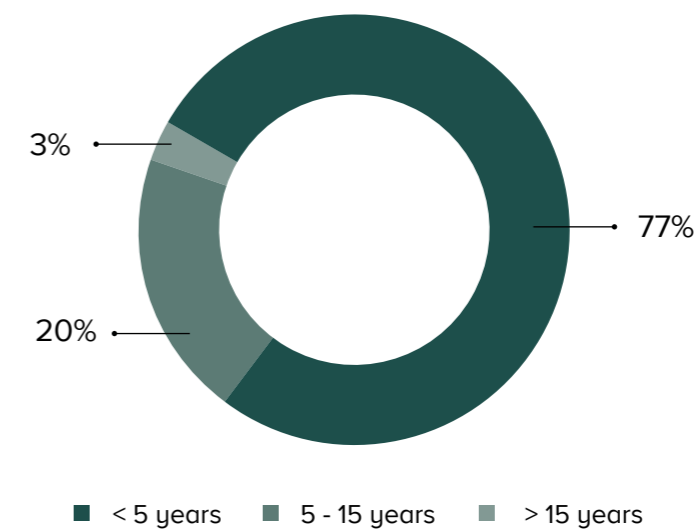
125 awareness sessions conducted covering **27%** of suppliers

Monitoring Contractor Compliance

As a responsible corporate citizen, Brigade Group recognises the importance of extending our commitment to health and safety beyond our operations. We work closely with our suppliers and partners to promote health and safety practices throughout our supply chain. By setting clear expectations, providing guidance, and fostering collaboration, we strive to create a safer and more sustainable business ecosystem.

We are committed to ensuring that our contractors uphold our ESG standards. All tender documents incorporate environmental, health, and safety (EHS) requirements, along with statutory compliances.

We conduct regular meetings with contractors to discuss progress, address concerns, and monitor compliance. These meetings include weekly progress reviews, fortnightly sessions focusing on observations and compliance status, and monthly safety committee meetings. Additionally, we hold a half-yearly management review meeting. Contractors are required to submit quarterly reports on their ESG performance. We conduct various monitoring activities such as

Internal audits: 100% of projects and functions are covered annually.
External audits: Third-party audits are conducted on 80% of projects.

Stock imagery for visual representation

Taking the next step: SMETA Certification

Continuing our commitment to ethical business practices, we are currently pursuing SMETA (Sedex Members Ethical Trade Audit) certification. The SMETA audit framework assesses critical areas including labour standards, health and safety, environmental practices, business ethics, and supply chain management. Through SMETA certification, we underscore the dedication to ethical sourcing, social responsibility, and operational transparency. Achieving SMETA certification will reinforce trust with stakeholders and demonstrate alignment with international standards for ethical business and responsible sourcing.

42% of total supplier expense for eco-friendly & green certified materials.

"Our projects prioritise designs that have energy efficiency and renewable energy use integrated. We meticulously incorporate advanced water management systems and sustainable landscaping practices to enhance ecological balance. Each design decision is guided by our commitment to minimising environmental impact while maximising efficiency and aesthetic appeal. Our pioneering sustainable design solutions not only meet but exceed industry standards, ensuring our developments contribute positively to both the environment and the community.

Ajay Koshy,

Head, Design & Development, Brigade Group

Artist's impression of Brigade Xanadu

Pillar 3

Scaling Good Governance for Shareholders

Artist's impression of Brigade Laguna

Overview

At Brigade Group, our strategic focus emphasises maximising resource efficiency and leveraging advanced technologies to minimise our environmental footprint and lower emissions across our entire operations. We are committed to ethical, environmentally sustainable, and socially responsible practices, as detailed in our extensive ESG policy. This dedication is supported by our Integrated Management System Certification (ISO 9001:2015, ISO 14001:2015, ISO 45001:2018), which confirms our adherence to rigorous governance and operational excellence criteria.

Our commitment extends beyond environmental stewardship to fostering a culture of diversity and inclusion. This holistic focus ensures that every initiative and project we undertake is aligned with our core values, enhancing the quality of life for our communities and contributing positively to societal progress.

We operate with integrity and transparency, complying with all local and national laws. Our commitment to good governance is also recognised by the Government of India, Ministry of Finance, which awarded us a Certificate of Appreciation for prompt tax compliance in the financial year 2022-23, further highlighting our dedication to financial responsibility.

Governance Aspirations: Progress

We at Brigade Group are driven by a deep understanding of how Real Estate development and Lease Rentals profoundly affect individuals and communities. Upholding the principles of good governance is not just a priority but a reflection of our organisational character.

Our governance aspirations focus on proactive sustainability risk management, rigorous compliance measures, and driving forward our sustainability agenda. Through these goals, we aim to embody ethical practices and responsible business conduct while fostering positive societal and environmental impacts.

M3 **Business Conduct and Compliance**

Practice high standards of business ethics on an everyday basis

Target	Target Date (FY)	Status
All employees and suppliers are trained on the Code of Conduct	2024	Employees ◎« Suppliers ⌐
Implement ESG Policy	2024	◎«

M4 **ESG Governance**

Establish a strong and diverse governance framework for ESG

Target	Target Date (FY)	Status
Establish a strong and diverse governance framework for ESG	2028	◎«

M10 **ESG Risk Management**

Identify and mitigate all material risks to the company including immediate ESG Risks

Target	Target Date (FY)	Status
Integrate ESG risks into enterprise risk strategy	2024	⌐
Publish Brigade Group's first Task Force on Climate-related Financial Disclosures Report (TCFD)	2025	⌐

◎« Achieved	⌐ On track	⌂ Action initiated

M3 Business Conduct and Compliance

At Brigade Group, we understand that our reputation in the marketplace hinges on the beliefs of our stakeholders. Over more than three decades, we have prioritised trust-building through transparency and exemplary conduct.

Guiding Values

Code of Conduct

The code of conduct at Brigade Group is built on our guiding core values and applies to the Board of Directors, Executive and non-executive members, and senior management. It is a set of organisational guidelines to be followed when dealing with other stakeholders. Listed below are few of the guidelines:

- Competition and Fair Dealing - Ensures fair practices and prohibits manipulation and misrepresentation.
- Compliance with Laws - Obligates adherence to all relevant legal standards.
- Confidentiality of Information - Protects proprietary information, allowing disclosure only as authorised or legally required.
- Conflict of Interest - Avoids personal interests that conflict with company interests, requiring disclosure and management.
- Corporate Opportunities - Prohibits personal gain from company opportunities without full disclosure and rejection by the Board.
- Health & Safety - Prioritises a safe and healthy work environment.
- Honesty, Integrity, Due Care and Diligence - Demands business conduct with integrity, honesty, and due diligence.
- Insider Trading - Forbids trading on non-public, price-sensitive information, complying with regulations.
- Intellectual Property Rights - Protects and manages the company's intellectual property rights.
- Protection and Proper Use of Company's Assets - Safeguards company assets and prohibits unauthorised personal use.

During the reporting period, there were no legal actions for anti-competitive behaviour, anti-trust and monopoly practices.

- **100%** of employees trained in the Code of Conduct and Ethics.
- **Zero** incidents of corruption.

Long service award

Data Privacy and Security

At Brigade Group, safeguarding stakeholder information is paramount. With access to sensitive customer data, we prioritise data privacy and security, implementing robust safeguards and stringent retention policies. Our comprehensive Information Security and Privacy Policy, alongside a dynamic cyber security framework, ensures proactive risk mitigation and resilience against cyber threats.

We regularly review and update our cyber security framework and business continuity plans, maintaining meticulous compliance with regulatory standards set by the Telephone Regulatory Authority of India (TRAI) across our IT and Contact Centre infrastructure. Through clearly defined responsibilities and processes, we rigorously manage information privacy across all business units, with non-compliance resulting in disciplinary action.

In the reporting period, there were a total of 11 cases of customer privacy breach reported. No cases are pending and we are working to enhance the procedures and systems for customer privacy protection.

Stock imagery for visual representation

Conflict of Interest

Brigade Group upholds stringent conflict of interest guidelines outlined in its code of ethics policy to safeguard against personal interests impacting organisational objectives. Applicable to all employees, including directors and third parties involved in business relations with the organisation, the policy mandates reporting any conflicts, real or perceived, to management. Additionally, related-party transactions are disclosed in adherence to regulations.

To mitigate conflicts among Board members, annual disclosures and declarations are mandatory, ensuring transparency regarding changes in Directorship, Committee positions, or shareholding. In instances of conflicts, concerned Directors abstain from participating in agenda items during Board and Committee meetings where personal interests are involved. This protocol reinforces fairness, integrity, and impartial decision-making within the organisation's governance framework.

Grievance Redressal

We are committed to fostering transparency and accountability through robust stakeholder engagement and grievance mechanisms. Stakeholders, including employees, shareholders, and external parties, have accessible channels to address human rights concerns and grievances effectively.

For external stakeholders, such as customers, suppliers, and community members, here4you@brigadegroup.com serves as a direct interface to voice concerns related to human rights issues. Additionally, the Ethics Committee provides a formal avenue for stakeholders to escalate grievances, ensuring prompt attention and resolution. Shareholders are encouraged to communicate their concerns via investors@brigadegroup.com, allowing for direct engagement with the organisation's leadership.

Internally, Brigade Group prioritises a supportive work environment through comprehensive grievance mechanisms for employees. "Write@CMD" offers employees a direct line of communication with the CMD, fostering open dialogue and trust. The "Whistleblower@Brigade" platform empowers employees to report unethical or dishonest practices anonymously, without fear of retaliation. Furthermore, the "HR CONNECT" forum facilitates communication between employees and zonal HR teams, providing a dedicated space for addressing various employment-related matters.

> Brigade Group has implemented an "Ear to the ground" policy, which encourages employees to speak out against anything harmful within the organisation.

Artist's impression of Brigade Cornerstone Utopia

Our Policies

We believe that effective governance starts with clear processes, awareness of these processes, and robust checks and balances to swiftly identify and address any discrepancies. Our comprehensive suite of policies establishes clear protocols for workplace conduct and business operations, ensuring strict compliance.

Designed for simplicity and clarity, our policies embody our commitment to transparency and high ethical standards. They are periodically reviewed and updated to remain aligned with current best practices and regulatory requirements. This regular review process involves our Board of Directors and Senior Management, who are responsible for the approval and endorsement of our policies.

Our policies can be found on our website at
https://www.brigadegroup.com/investor/corporate-governance/policies

Brigade Group Policies

● **ESG Policy**

This policy delineates Brigade Group's ESG approach and its integration throughout operations, outlining our commitments and aspirations for achievement of our ESG goals.

● **Environmental Policy**

Considering our ambitious objectives, this policy serves as a guidance mechanism for monitoring progress of our goals. The policy dwells on specific climate change adaptation, mitigation, energy management, as well as biodiversity and habitat restoration.

● **Biodiversity Policy**

We aspire to foster a future where human prosperity and ecological vitality coexist harmoniously. As a prominent Real Estate company, we recognise the dual potential of the Real Estate sector to influence biodiversity positively and negatively. We understand that our choices in land use, materials, and the integration of natural elements within our built environment directly shape biodiversity outcomes. By prioritising the preservation of diverse species and habitats, we aim to minimise our ecological footprint and uphold our commitment to sustainable development. Introduced in 2023, this policy serves as a guiding framework, outlining our proactive measures to respect and safeguard biodiversity across all stages of our projects and operations.

● **Diversity Equity and Inclusion (DEI) Policy**

In alignment with the Group's vision, this policy elaborates on the interventions undertaken to foster an inclusive, safe, and discrimination-free workplace. Additionally, it underscores our commitment to creating a harassment-free environment and outlines our approach towards achieving this goal.

● **Health Safety and Wellbeing Policy**

The policy underscores the Group's dedication to fostering a safe and healthy workplace environment, encompassing both physical and mental well-being, for our employees and workers.

● **Human Rights Policy**

This policy underscores Brigade Group's unwavering dedication to protecting and promoting human rights. It articulates the standards of conduct expected from our stakeholders and outlines our proactive measures to address any grievances or violations. Safeguarding human rights is paramount to fostering a culture of dignity, equity, and respect within our organisation and the broader community.

● **Business Continuity and Disaster Management Policy**

This policy serves as a proactive measure to mitigate potential disruptions to our business operations, ensuring resilience and effective risk management through established processes and practices.

● **Shareholders Rights Policy**

This policy is instrumental in educating shareholders about their entitlements within the legal and regulatory framework governing our operations. Anchored in the principles of equitable treatment, it ensures transparency and fairness in our dealings with shareholders.

● **Stakeholder Engagement Policy**

The Policy delineates Brigade Group's stakeholder engagement protocols, detailing how we identify our key stakeholder groups and facilitate transparent communication with them.

● **Supplier Code of Conduct Policy**

Our suppliers and vendors play a pivotal role in fostering our growth and reinforcing trust within the industry. This policy articulates the standards of conduct we require from them, encompassing business ethics, labor standards, health and safety protocols, and regulatory compliance when engaging with Brigade Group.

● **Sustainable Sourcing Policy**

Our sustainable sourcing policy outlines our preference for procuring products that contribute positively to the environment, economic and social sustainability.

Corporate Governance

Board of Directors

Sustainability governance empowers organisations to adopt a forward-thinking approach to their operations, mindful of their impact on the environment, society, and stakeholders. A robust governance process enables proactive identification and mitigation of sustainability-related risks, facilitates navigation through evolving regulatory landscapes, and minimises non-compliance risks.

The Board of Directors play a crucial role in charting the strategic course for Brigade Group. Comprising diverse individuals with relevant expertise and experience in our sector, our Board embodies effective decision-making principles. Exceeding regulatory mandates and to ensure transparency, our board has 50% independent directors and 25% female representation, fostering an environment conducive to creative problem-solving and strategic decision-making.

Board Tenure and Performance Evaluation

The Nomination and Remuneration Committee holds responsibility for appointing Independent Directors for a term of five years, with the possibility of renomination for a second term upon completion. After serving two terms, Independent Directors may be renominated following a cooling-off period of three years. Executive Directors are appointed for five-year terms based on recommendations from the Nomination and Remuneration Committee and shareholder approval. Independent Directors conduct separate meetings to review the performance of Non-Independent Directors, including the Chairman, Managing Directors, and of the entire Board.

50% Independent directors
25% Board Gender Diversity

Brigade – Group CMD's Office
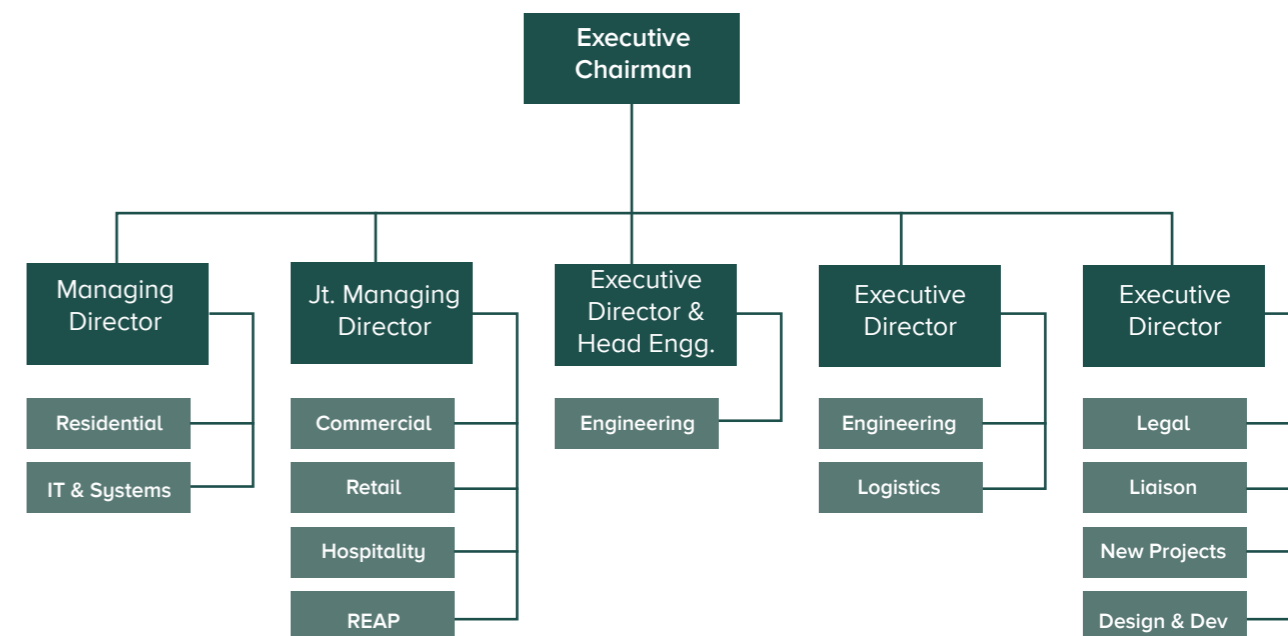
Brigade – Group Org Chart
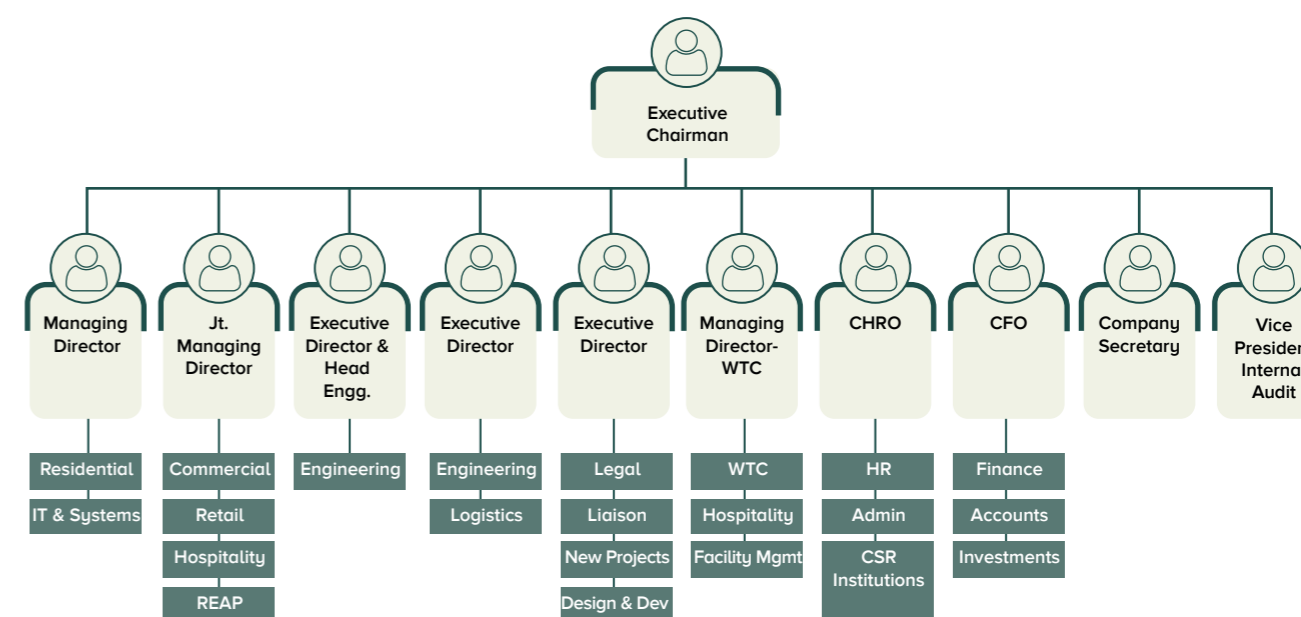
Board Members

M. R. Jaishankar (aged 70), has over 35 years of experience in the construction and real estate development industry. He holds a Bachelor of Science Degree and a Master of Business Administration Degree. His forward-thinking guidance, steadfast dedication to excellence, and focus on meeting customer needs have driven Brigade's evolution to a multinational, multi-domain and multi-city organisation. Jaishankar played a crucial role in establishing the company as a market leader in real estate development, and his exceptional achievements surpass construction and building. He has made noteworthy contributions to education, health, community development, and social philanthropy. In September 2022, the Federation of Karnataka Chambers of Commerce and Industry (FKCCI), honoured his contribution with the Bharat Ratna Sir M Visvesvaraya Award. He was also awarded an Honorary Doctorate Degree from Bengaluru City University for his notable contributions to society and impressive achievements in infrastructure development.

M.R. Jaishankar
Executive Chairman

Pavitra Shankar (aged 43), has been associated with Brigade for over seven years and is in charge of formulating and executing Brigade's residential business strategy and fostering its expansion with an emphasis on sales, marketing, finance and customer experience apart from other functions. She holds a Master of Arts Degree in Economics and Mathematics from the University of Virginia, as well as a Master of Business Administration Degree in Real Estate and Finance from Columbia Business School in the United States. With an overall professional background of over 18 years, she has acquired extensive experience in consulting, private equity, and real estate development.

Pavitra Shankar
Managing Director

Nirupa Shankar (aged 41) has been with Brigade since 2009, and is responsible for overseeing the hospitality, office, and retail operations of the company. In addition, she holds responsibility for overseeing Human Resources (HR), Public Relations (PR), and Innovation apart from other functions. She holds a Bachelor of Arts Degree in Economics from the University of Virginia, and a Master of Science Degree in Hospitality Management from Cornell University. Nirupa possesses a strong analytical ability and has embraced a data-driven methodology when it comes to making decisions. She has prior experience as a Senior Business Analyst at Ernst & Young LLP, where she worked in various locations including New York, Washington, D.C., and North Carolina. She initiated the establishment of the Brigade Real Estate Accelerator Program (REAP), which is Asia's first real estate accelerator. The primary objective of this program is to provide guidance and support to high-tech start-ups operating within the real estate sector.

Nirupa Shankar
Jt. Managing Director

Amar Mysore (aged 45) has more than ten years of experience in supply chain management, manufacturing, the power industry, and real estate. At Brigade, he plays a crucial role in liaising with government authorities and statutory bodies, particularly focusing on residential functions. He is also focused on driving the company's expansion plans in Hyderabad, further extending Brigade's footprint in the region. Amar holds the responsibility of overseeing the business development function of the company. He has played a crucial role in procuring renewable energy for our portfolio of businesses. He holds a Master of Engineering Degree from Pennsylvania State University in the United States.

Amar Mysore
Executive Director

Roshin Mathew (aged 61) has over three decades of experience and possesses a wealth of knowledge in project management, civil construction, and real estate development. He has been with the Brigade Group for nearly twenty years and has been the head of the Engineering department since 2007. Rosh in holds a Bachelor of Technology Degree in Civil Engineering from Kerala University in India, and a Bachelor's and Master's Degree of Science in Building Engineering and Management from the School of Planning and Architecture in New Delhi.

Roshin Mathew
Executive Director

Pradyumna Krishna Kumar (aged 41) has over 17 years of experience in investor relations and working with private equity investors. He has been associated with the Brigade Group since 2009, and has successfully facilitated numerous land acquisitions and handles all necessary documentation. He holds a Bachelor of Commerce Degree from the University of Madras and a Master of Business Administration Degree from the Asian Institute of Management in Manila, Philippines.

Pradyumna Krishna Kumar
Executive Director

Board Members

Aroon Raman (aged 64) held the position of Managing Director at Raman Boards and subsequently at Raman Fibre Science Private Limited, a company specialising in advanced material science. He successfully sold the company to multinational corporations. With a natural inclination towards entrepreneurship, he provides expert guidance and consultation to businesses regarding technological aspects. He holds a Master of Business Administration Degree and a Master of Economics Degree from the esteemed Wharton School at the University of Pennsylvania. He is a member of the boards of various corporations and charitable organisations. Aroon has had the honour of serving as the Chairman of the Confederation of Indian Industry, Karnataka. In recognition of his significant contributions to the industrial development of the state, he was awarded the Karnataka Rajyotsava Award in 2010.

Aroon Raman
Vice Chairman &
Independent Director

Dr. Venkatesh Panchapagesan (aged 56) has over 20 years of experience in academia and over 29 years in the global financial services sector. He is an Associate Professor of Finance at IIM Bengaluru and also serves as the Head of the N.S. Raghavan Centre for Entrepreneurial Learning and the Real Estate Research Initiative. Dr. Venkatesh held the prestigious position of being the sole academic representative from India at the Initiative for Real Estate at the World Economic Forum. Before joining IIM Bangalore in September 2011, he had a professional affiliation with Bridgewater Associates, the largest hedge fund in the world. In this role, he held the position of Global Currency Trading Strategist and was responsible for spearheading initiatives to enhance trading and research analytical infrastructure. From 2005 to 2008, he worked for Goldman Sachs Asset Management in New York, where he was responsible for overseeing trading research for their quantitative hedge funds. He is a Chartered Accountant, a Cost Accountant, and an alumnus of IIM Kolkata.

Dr. Venkatesh Panchapagesan
Independent Director

Lakshmi Venkatachalam (aged 70) has over three decades of experience in the public sector and she has also worked in development banks. She became a member of the Indian Administrative Service in 1978, and through her tenure, she occupied various high-level managerial roles within the State Government of Karnataka such as the Commissioner of the Bengaluru Development Authority and the Principal Secretary in the Departments of Industry. She also held esteemed positions within the Government of India including Director at the Ministry of Steel and Chairperson at the Coffee Board of India. From 2010 to 2015, she was the Vice President for Private Sector and Co-financing Operations at the Asian Development Bank. Lakshmi holds a Master of Arts Degree in Economics and a Master of Business Administration, both from Boston University in the United States.

Lakshmi Venkatachalam
Independent Director

Bijou Kurien (aged 65) has over 35 years of experience in the consumer durables and fast-moving consumer goods (FMCG) industries. He provides advisory services to multiple consumer product companies and offers mentorship to start-up ventures. Bijou is employed as a consultant and holds a position on the strategic advisory board of L. Catterton Asia. Additionally, he holds positions on the boards of various publicly traded and privately held companies. He holds a Bachelor of Science Degree and a Postgraduate Diploma in Business Management from XLRI, Jamshedpur.

Bijou Kurien
Independent Director

Pradeep Kumar Panja (aged 68) has more than four decades of experience in finance and he has served on the Board of The State Bank of India for five years. During his tenure at SBI, he played a key role in effectively overseeing a wide range of portfolios including corporate, international, treasury, information technology, retail, and transaction banking. He is also experienced in treasury and investment management and was Treasury Head at the Global Markets Group. He is a Certified Associate of the Indian Institute of Bankers (CAIIB) and also holds a Master of Science Degree in Statistics from the University of Madras.

Pradeep Kumar Panja
Independent Director

Velloor Venkatakrishnan Ranganathan (aged 71) has over four decades of financial experience and has worked in India and globally. Before his current role, he was a Senior Partner and Country Head for Quality & Risk Management at a prominent global services firm. He has also worked with the International Council for Commercial Arbitration in Hague, Netherlands; the Conciliation Committee of Independent Experts; the Governing Board of Bharti Foundation (Airtel); and the Advisory Council of Bharti Institute of Public Policy at the Indian School of Business (ISB) Mohali Campus. He is a Chartered Accountant and holds a Degree in Commerce with a distinguished gold medal. He was honoured with the Sankara Ratna Award by Sankara Nethralaya, a renowned charitable eye hospital in Chennai.

Velloor Venkatakrishnan Ranganathan
Independent Director

Abraham has around four decades of rich and versatile experience including sales and marketing. He was associated with the Tata Group for over 25 years in various capacities. Stephanos was Managing Director of Tata Steel Downstream Products Ltd for around 10 years. He holds a Bachelor of Science Degree in Mechanical Engineering with a Post Graduate Diploma in Management from IIM, Calcutta (specialisation in Marketing and Strategic Management).

Abraham Stephanos*
Independent Director

* To be appointed as an Independent Director w.e.f. 28th Mat 2024

Board Qualification and Expertise

The Board members bring a diverse array of qualifications and expertise, coupled with a proven track record of propelling the Group forward. The table below outlines the key areas of expertise for each Board member. This wealth of diverse perspectives and knowledge enhances the Board's decision-making capabilities, ensuring a comprehensive outlook on strategic matters.

Name of the Director	Key qualifications, skills and attributes					
	Finance	Leadership	Real Estate	Industrial Development	Sales & Marketing	Technology
Mr. M.R. Jaishankar	✓	✓	✓	✓	✓	✓
Ms. Pavitra Shankar	✓	✓	✓	✓	✓	✓
Ms. Nirupa Shankar	-	✓	✓	-	✓	✓
Mr. Amar Mysore	✓	✓	✓	✓	✓	✓
Mr. Roshin Mathew	✓	✓	✓	✓	-	✓
Mr. Pradyumna Krishna Kumar	✓	✓	✓	-	-	-
Mr. Bijou Kurien	✓	✓	✓	✓	✓	✓
Mr. Pradeep Kumar Panja	✓	✓	-	-	✓	✓
Ms. Lakshmi Venkatachalam	✓	✓	✓	✓	-	✓
Dr. Venkatesh Panchapagesan	✓	✓	✓	-	-	✓
Mr. Aroon Raman	✓	✓	✓	✓	✓	✓
Mr. Velloor Venkatakrishnan Ranganathan	✓	✓	-	✓	-	✓

Board Remuneration

The remuneration policy for Directors, Key Managerial Personnel, and Senior Management Personnel is meticulously formulated in compliance with the Companies Act, 2013 requirements and SEBI Listing Regulations. The Nomination and Remuneration Committee recommends remuneration for the Board of Directors, considering qualifications, expertise, core competencies, job profiles, and industry standards.

Fixed Pay Structure

Under this structure, Whole-time, Executive, and Managing Directors receive monthly remuneration as per agreements ratified by the Board and Nomination Committee, subject to shareholder approval. Non-Executive Directors receive sitting fees for their participation in Board and Committee meetings. Senior Management is entitled to monthly compensation, guaranteed benefits, and employer contributions to retirement funds.

Variable Pay Components

According to the remuneration policy, any excess pay received by Executive Directors beyond prescribed limits must be repaid within two years. Non-Executive Directors are eligible for commissions, not exceeding 1% of adjusted net profits, subject to shareholder approval. Performance-linked rewards are applicable to Senior Management.

Board Tenure and Performance

The Board's Nomination and Remuneration Committee oversees the appointment of Independent Directors, selecting them for initial term of 5 years. Following the conclusion of this period, they may be considered for a subsequent term, subject to performance reviews and stakeholder approval. After two terms, a mandatory 3-year interval is required before potential re-appointment, ensuring fresh perspectives within the governance framework.

Executive Directors are appointed for five-year term based on thorough evaluations and recommendations by the Nomination and Remuneration Committee, with final approval by shareholders.

Independent Directors also have separate meetings, without non-independent directors and management present, to impartially assess the effectiveness of their non-independent counterparts, the Chairman, Managing Directors, and the Board's collective performance, promoting rigorous governance standards.

Board Committees

Board committees play a vital role in governing the organisation, facilitating in-depth discussions and analysis of specific issues. They serve as effective mechanisms for enhancing accountability and oversight. The Brigade Group Board has established five committees to address critical governance topics, in accordance with the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.

Board Committees of Brigade Group

Board & Committees Composition

Category	Total Members	30 – 50 Years Old		> 50 Years Old	
		Male	Female	Male	Female
Board of Directors	12	2	2	7	1
Audit Committee	5	-	-	5	-
Nomination and Remuneration Committee	4	-	-	4	-
Stakeholders' Relationship Committee	4	-	1	2	1
Risk Management Committee	6	1	-	4	1
Corporate Social Responsibility Committee	4	-	1	2	1

Name of the Committee	Board Members	Position in the committee
Audit Committee	Dr. Venkatesh Panchapagesan	Chairman
	Mr. Bijou Kurien	Member
	Mr. Pradeep Kumar Panja	Member
	Mr. Aroon Raman	Member
	Mr. Velloor Venkatakrishnan Ranganathan	Member

Name of the Committee	Board Members	Position in the committee
Stakeholders' Relationship Committee	Ms. Lakshmi Venkatachalam	Chairman
	Ms. Pavitra Shankar	Member
	Mr. Pradeep Kumar Panja	Member
	Dr. Venkatesh Panchapagesan	Member

Name of the Committee	Board Members	Position in the committee
Corporate Social Responsibility Committee	Mr. M.R. Jaishankar	Chairman
	Ms. Nirupa Shankar	Member
	Ms. Lakshmi Venkatachalam	Member
	Mr. Aroon Raman	Member

Name of the Committee	Board Members	Position in the committee
Risk Management Committee	Mr. M.R. Jaishankar	Chairman
	Mr. Amar Mysore	Member
	Mr. Roshin Mathew	Member
	Mr. Bijou Kurien	Member
	Ms. Lakshmi Venkatachalam	Member
	Mr. Pradeep Kumar Panja	Member

Name of the Committee	Board Members	Position in the committee
Committee of Directors	Ms. Pavitra Shankar	Chairman
	Mr. Bijou Kurien	Member
	Mr. Pradeep Kumar Panja	Member
	Ms. Nirupa Shankar	Member

Name of the Committee	Board Members	Position in the committee
Depositories Committee	Ms. Pavitra Shankar	Chairperson
	Ms. Nirupa Shankar	Member
	Mr. Pradyumna Krishna Kumar	Member

Name of the Committee	Board Members	Position in the committee
Nomination and Remuneration Committee	Mr. Aroon Raman	Chairman
	Mr. Bijou Kurien	Member
	Dr. Venkatesh Panchapagesan	Member
	Mr. Velloor Venkatakrishnan Ranganathan	Member

Audit Committee

The Audit Committee, comprised of five board members, oversees the financial reporting process and ensures the integrity of the Group's financial statements. It interfaces with external auditors to evaluate their independence and objectivity, while also monitoring the organisation's compliance with regulatory requirements.

Nomination and Remuneration Committee (NRC)

The NRC is responsible for recommending and deciding on matters related to the appointment, remuneration, and governance of executive directors, board members, and senior management. It operates in alignment with the Group's nomination and remuneration policy.

Stakeholders' Relationship Committee

The Stakeholders' Relationship Committee manages and enhances stakeholder relationships to foster business growth and resilience. It addresses complaints and feedback, particularly from shareholders, ensuring fair, timely, and effective resolution of concerns regarding financial performance, policies, and other relevant matters.

Risk Management Committee

The Risk Management Committee identifies, assesses, and monitors business risks, developing strategies to mitigate them. It oversees the effectiveness of the Group's Risk Management Framework and integrates sustainability risks into the risk management process.

Corporate Social Responsibility Committee (CSR)

The CSR Committee formulates and recommends CSR strategies to the Board, in line with the Brigade Group's CSR policy. It oversees budget allocation, implementation, monitoring, and reporting of CSR activities. CSR initiatives identified by the committee are undertaken by Brigade Foundation, a not-for-profit trust of the Group.

Artist's impression of Brigade Square

M4 ESG Governance: The three-line Sustainability Governance Model

GOVERNING BODY

Risk Management Committee of the Board of Directors

Accountability to stakeholders for ESG oversight

MD, Directors, and BU/Department Heads

Corporate and Brand communication and ESG Leadership

ESG COUNCIL

Manages actions to achieve organisational ESG objectives

ESG MANAGEMENT TEAM

Steering Committee

Business Segments - Development, Facilities Operations

Functional teams

Marketing, Facilities, Engineering Contract, Finance, HR

INTERNAL AUDIT

Independent Assurance

Services Head Internal Audit

External Assurance Providers

ESG REPORTING TEAM

Representatives of Departments

Facilities, HR, Engineering, Contracts, IT, Finance, Marketing, EHS, CSR

Strategic ESG Impact Areas Governed

- Water Management
- GHG Emissions
- Business Conduct and Compliance
- ESG Governance

- Health & Safety
- Human Rights
- Tenants & Community
- Human Capital Development

- Materials
- ESG Risk Management
- Waste Management
- Biodiversity

Sustainability Governance

The three-line Sustainability Governance Model comprises of a governing body, the ESG council, and the potential for independent external assurance providers. The governing body comprises of Risk Management Committee consisting of the Board of Directors which is accountable to the stakeholders for ESG oversight. It also comprises the Managing Director, other Directors, business units, and department heads accountable for brand communication and ESG leadership. The ESG council manages actions to achieve organisational ESG objectives. The ESG Council further includes the ESG Management team, the ESG Reporting team, and the Internal Audit team. This enhanced model effectively integrates Environmental, Social, and Governance (ESG) considerations into our decision-making, ensuring both top-down and bottom-up accountability. This Governance model demonstrates our commitment to sustainable business practices and maintaining strong, positive relationships with all stakeholders.

M10 ESG Risk Management

At Brigade Group, our risk management framework is aligned with the globally recognised standards of the Committee of Sponsoring Organisations of the Treadway Commission (COSO), which we have adopted since March 2018.

This robust framework enhances our ability to effectively identify, evaluate, and mitigate risks, thereby strengthening our long-term resilience and stability. Comprising of five interrelated components, the risk management strategy is comprehensive and forward-thinking. It proactively addresses a variety of risk factors- including regulatory shifts, technological advancements, socioeconomic changes, and environmental challenges. These elements are seamlessly integrated into our comprehensive Enterprise Risk Management Framework, safeguarding our business against future uncertainties and maintaining our commitment to sustainable growth.

COSO aligned risk management framework
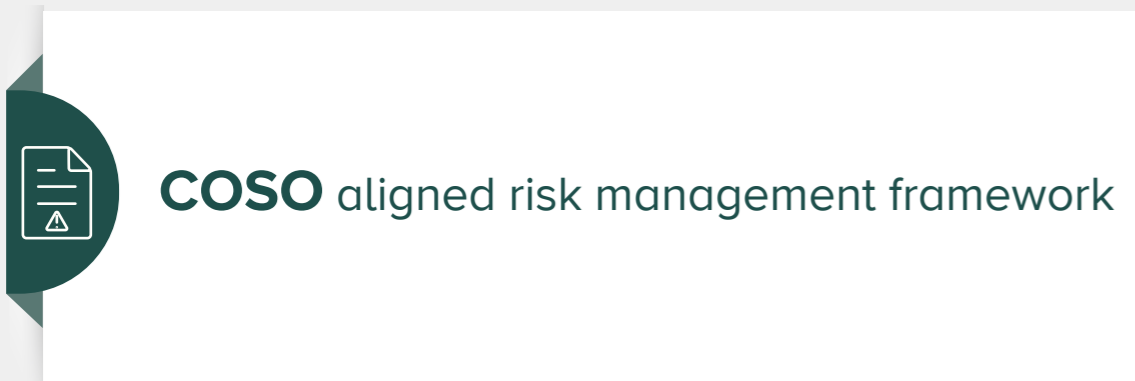
COMPONENTS OF ERM FRAMEWORK

Governance and Culture	Strategy and Objective Setting	Performance	Review and Revision	Information Communication and Reporting
• Implement Board Oversight • Establish operating structures • Define desired organisational culture • Demonstrate commitment to core values • Attract, develop and retain capable individuals	• Analyse business context • Define risk appetite • Evaluate alternative strategies • Formulate business objectives	• Identify risk, Assess the severity of risk • Prioritise risk • Implement risk response • Develop portfolio view	• Assess substantial change • Review risk and performance, • Pursue improvement in Enterprise Risk Management	• Leverage information and technology • Communicate risk information • Report on risk culture and performance

ESG Risk Management

The Risk Spectrum: A Closer Look

Our journey spanning over three decades is a testament to its resilience and strategic prowess in routing a variety of risks inherent in the Real Estate sector. In a dynamic and evolving landscape there are myriads of risks that can pose challenges. These challenges include financial risks stemming from market volatility and economic fluctuations, operational risks related to project execution and delivery, regulatory risks associated with compliance and governance, environmental risks such as climate change impacts and sustainability concerns, and reputational risks that can arise from stakeholder perceptions and public scrutiny.

Types of Risks

1. Transition Risks
2. Financial Risks
3. ESG (Environmental, Social, and Governance) Risks
4. Project Lifecycle Risks
5. Physical Risks
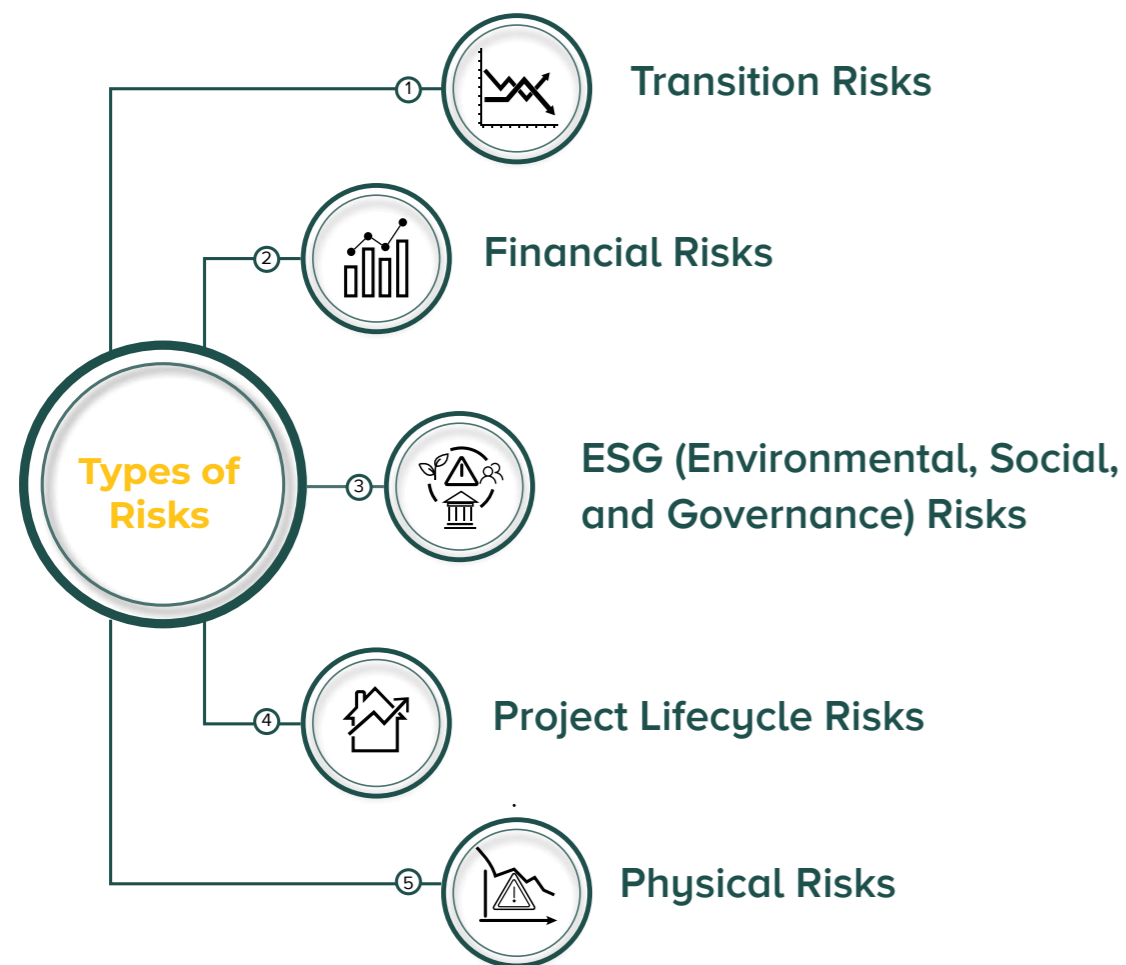
We are enhancing our risk management approach by incorporating ESG considerations into our enterprise risk strategy. This involves adhering to ESG guidelines, frameworks, and regulations, and identifying specific ESG-related risks and opportunities.

Risk Assessment
We prioritise early identification and assessment of both physical and transition risks throughout our project lifecycle. By integrating ESG risk identification criteria and methodologies, we enhance our ability to gauge the likelihood and impact of these risks accurately.

Project Lifecycle Risks
At Brigade Group, we foster a culture that values risk awareness and encourages proactive risk management. Our Risk Management Committee is dedicated to identifying, assessing, and monitoring business risks, implementing controls, and adopting risk-sharing mechanisms.

Transition Risks
We continuously monitor transition risks stemming from policy changes, technological advancements, and other disruptions. Through meticulous feasibility analysis and budgeting processes, we anticipate and address potential financial implications, ensuring our preparedness for future challenges.

Physical Risks
From the early stages of the project, to the development cycle and completion, we diligently assess and monitor physical risks such as floods, earthquakes, fire break-out etc., Our location selection process incorporates comprehensive risk assessments, historical data analysis, and expert guidance to prioritise and address potential hazards effectively.

Emergency Preparedness
Our Emergency Response Plan outlines procedures for addressing physical risks, with regular employee training and procedural reviews enhancing our readiness. Throughout procurement activities, we consider the monetary impact of risks, ensuring holistic risk management across all phases of our projects.

Mitigating ESG Risks
Our risk management framework now includes tailored strategies and controls to address ESG risks effectively. We deploy proactive measures to mitigate these risks and ensure the resilience of our business operations.

Climate Risk

Climate change is the biggest threat that our world is facing today. The impacts are already visible: glaciers are shrinking, sea levels are rising, habitats are shifting, and the frequency of droughts, heat waves, and catastrophic events is increasing. Limiting warming to 1.5°C will be exceedingly difficult without immediate and widespread global action.

At Brigade Group, we understand the environmental impact of our operations. Combatting climate change is a top priority. We are committed to addressing climate impacts through strategic actions to manage and mitigate carbon emissions and assess climate risk exposure. To examine potential physical and climate-related risk factors, a consolidated climate risk assessment was conducted to evaluate physical and transition risks.

Governance

Climate governance for risks and opportunities is overseen by the Chairman and the board-level risk management committee. Brigade Group conducts regular risk assessments to understand climate-related risks and how existing risks may pan out under various scenarios. With targets set for reducing emissions, it's crucial that investments are justified through the lens of climate risks.

Strategy

Brigade Group aims for net zero emissions by 2045, with the commitment already submitted to the Science Based Targets initiative (SBTi). We are now working on implementing the strategy and submitting the roadmap to SBTi. The current regulatory scenario and future projections must align with our strategy, moving all building stock towards resilience and mitigation. The risk horizon is categorised as short-term (0-3 years), mid-term (3-10 years), and long-term (10-20 years).

Climate Risk Assessment

The organisational risk team identified prominent climate risks, their locations, and possible causes. Physical risks such as water crises, air/noise pollution, and extreme weather conditions can impact employee productivity, operational efficiency, cost, and efficiency in the long term.

Physical Risks: Physical risks are categorized as acute (sudden-onset events) and chronic (gradual stress). Acute risks include drought, heat waves, floods, cyclones, and water scarcity, while chronic risks involve extreme summer temperatures, water stress, and air quality issues.

Transitional Risks: Transitional risks were assessed across various factors, including policy and legal or regulatory, technology, market, and reputation. Regulatory risks encompass compliance with country-specific and investor interest aligned to international regulations, while technology risks involve upgrading and investing in new technology; market risks relate to changing customer behaviour and increased raw material costs, while reputational risks involve customer preferences and stakeholder concerns, if climate issue is not addressed.

Methodology

Scenario Selection: We address potential climate risks and opportunities through transitional and physical scenario analysis.

Transitional Climate Risks Scenarios: The International Energy Agency (IEA) provides distinct scenarios to assess transitional risk. For detailed impact mapping, we are considet the Beyond 2 Degree Scenario (B2DS) and the 2 Degree Scenario (2DS).

Physical Climate Risks Scenarios: The IPCC proposed four scenarios (RCP 2.6, RCP 4.5, RCP 6, and RCP 8.5) to assess physical risks. We are considering RCP 2.6 (best case) and RCP 8.5 (worst case) for detailed impact mapping.

Risk Identification

Physical Risk: Our risk assessment process considers local and regional contexts. Major acute risks identified are drought, heat waves, floods, cyclones, and water scarcity. Chronic risks include extreme summer temperatures, water stress, and air quality issues.

Acute Physical Risk Impacts: Drought: work disruption, community impact, water scarcity. Heatwave: Work disruption, increased energy consumption, and employee wellness impact. Floods and Cyclones: Work disruption, power system failure, transportation issues, and property damage.

Chronic Physical Risk Impacts:
- **Extreme Summer Temperatures:** Affects productivity, operational efficiency, increased raw material costs, and energy consumption.
- **Air Quality:** Long-term health issues and reduced operational efficiency.
- **Water Stress:** Increased operational costs, supply chain disruptions.

Transition Risk: Brigade Group has committed to Net Zero Emissions by 2045. Risks include increasing GHG emissions prices, regulatory compliance, technology investments, market changes, and reputational concerns.

Risk Management Structure at Brigade Group

Risk management at Brigade Group is inherently a united effort, necessitating robust engagement and thorough communication across all tiers and functions of the organisation. We meticulously delineate and articulate the roles and responsibilities essential for adept risk management within our corporate structure.

Board of Directors

The pinnacle of our risk management hierarchy, the Board of Directors, sets the tone by overseeing the entire risk management programme. The BoD is responsible for approving the Group's risk appetite, the Enterprise Risk Management (ERM) policy, and the overarching processes and accountabilities.

Risk Management Committee

Charged with crafting a comprehensive risk policy, this Committee is a Board-established body that steers the oversight of both risk management practices and the integrity of internal controls. Their work is pivotal in shaping the strategic direction for managing risks across the Group.

Risk Management Executive Committee

Functioning under the strategic direction of the Risk Management Committee, this executive committee is tasked with the hands-on implementation and ongoing refinement of risk management policies, principles, and internal controls. This committee plays a critical role in translating strategic risk objectives into operational realities.

Corporate Risk Coordinator

The risk coordinator serves as the vital link between the Risk Management Committee, the Executive Committee, the Board, and various risk owners within the organisation. The coordinator ensures seamless communication and integration of risk management efforts across different levels.

Risk Owners

Risk owners are at the frontline of our risk management strategy. Each owner is tasked with specific responsibilities to mitigate risks within their purview, ensuring that all risk reduction measures are effectively implemented and aligned with the Group's overall risk management objectives.

By integrating these roles and responsibilities, Brigade Group maintains a dynamic and proactive risk management environment that supports strategic objectives and protects organisational value.

Roles & Responsibilities of Risk Management Committee
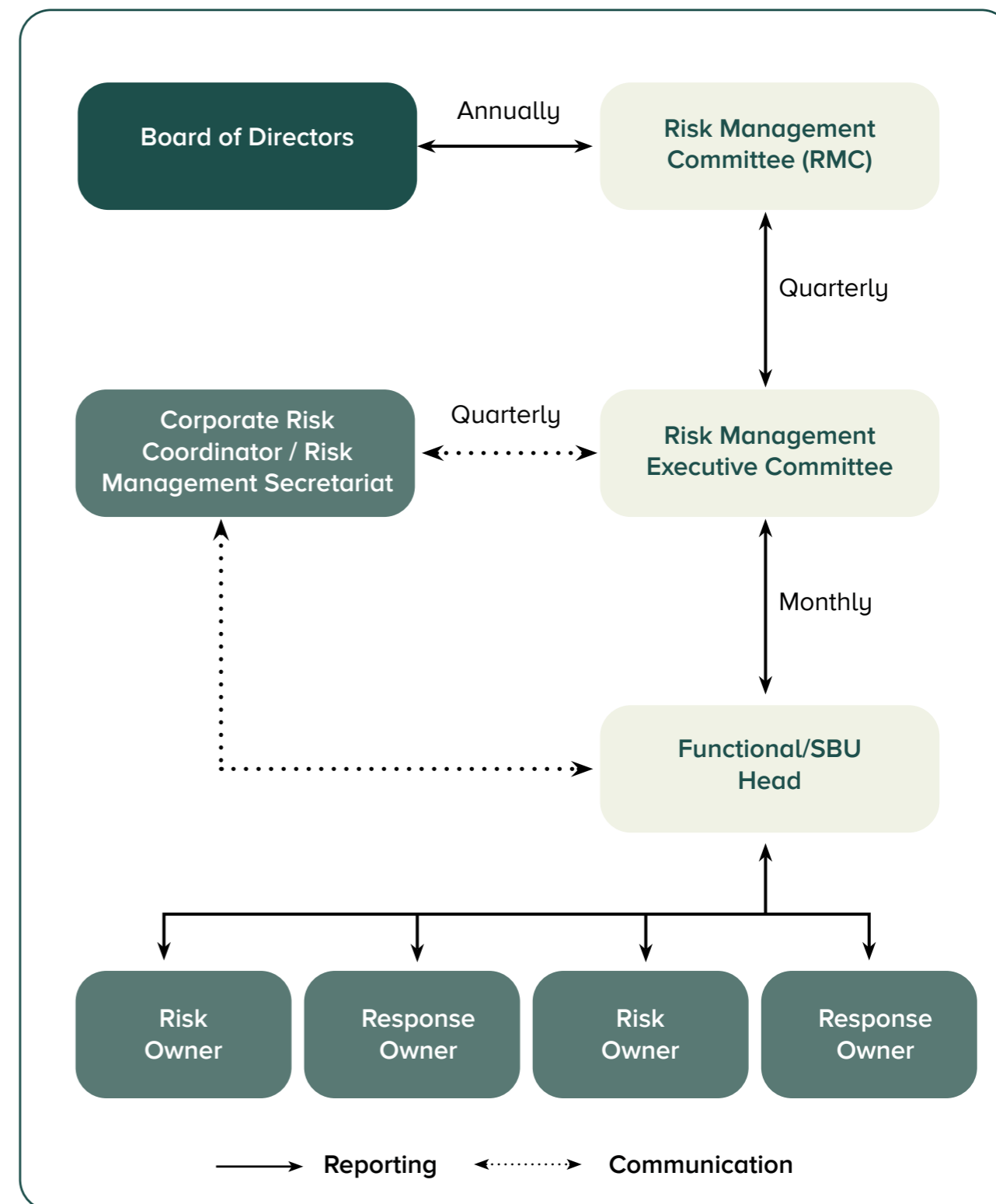
Cultivating a thriving ecosystem for sustainable workspaces

At BuzzWorks, a young and dynamic venture by Brigade Group, we believe in fostering a vibrant work ecosystem that goes beyond just providing space. Our collaborative workspaces, strategically located across key Indian cities such as Bengaluru and Kochi, serve as launchpads for success, catering to businesses of all sizes and fostering a community that embodies our motto, "YOUR VIBE, YOUR TRIBE."

We seamlessly blend convenience, creativity, and collaboration. Our revolutionary approach combines the youthful energy of the co-working model with the established structure of managed offices, creating a dynamic environment that caters to the diverse needs of modern professionals. This innovation, inspired by the bee's industrious nature and the sun's energizing power, aligns perfectly with Brigade Group's commitment to sustainability, allowing us to cultivate a greener work culture, one sustainable space at a time.

Building a sustainable future, together

As we set our sights on the future, we are abuzz with innovative ideas to solidify our leadership in sustainable workspaces. This journey seamlessly aligns with Brigade Group's ambitious mission to achieve net zero, and together, we are poised to redefine the future of work in India.

By remaining at the forefront of sustainable practices and fostering collaboration, we are confident that BuzzWorks can play a significant role in shaping a greener future for workspaces in India. We invite our tenants, partners, and the wider community to join us on this exciting journey.

Passion is the fuel that drives us at BuzzWorks. Our open, state-of-the-art environments inspires and motivate people from all walks of life be it innovative startups or seasoned professionals. We cultivate a vibrant community of diverse individuals, fostering dynamic spaces for networking, synergy, and growth-creating an ecosystem built on collaboration and shared success.

Our vision is to cultivate a work environment that's not just vibrant and fosters a strong sense of community but also exists in harmony with the environment. A core focus for us is incorporating sustainable design principles. This translates to maximising natural light utilisation, as evidenced by our open floor plans and embracing biophilic design, integrating plants and greenery into our workspaces.

Our commitment goes beyond environmental impact to prioritise occupant well-being and productivity. We partner with air quality and purification companies ensuring clean air. Many locations offer amenities like gyms, pools, and outdoor spaces to encourage physical activity. Our plug-and-play model allows quick, seamless business setups with fully furnished workstations, high-speed internet, and meeting rooms, reducing setup time, resource consumption, and waste.

Annex A: Assumptions and Re-Statements

Real Estate: List of assets covered in FY 2023-24*	
Assisted Living / MSRH	Brigade Padmini Tech Valley
Brigade Calista	Brigade Pearl-Atmosphere
Brigade Citadel	Brigade Sanctuary
Brigade Cornerstone Utopia	Brigade Sapphire
Brigade Deccan Heights	Brigade Square
Brigade El Dorado - A Block	Brigade St. John's Hospital
Brigade El Dorado - FGHI & Common	Brigade Twin Towers
Brigade El Dorado - Jasper	Brigade Valencia
Brigade El Dorado - Krypton	Brigade Vantage
Brigade El Dorado - L Block	Brigade WTC Annex
Brigade El Dorado - E Block	Brigade Xanadu-Arcade
Brigade Gem	Brigade Xanadu-Bonito
Brigade Horizon	Brigade Xanadu-Celeste & Destino
Brigade Komarla Heights	Fairmont at Brigade Orchards
Brigade Laguna	IBS Styles, Mysuru
Brigade Nanda Heights	New Villas
Brigade Oak Tree Place	WTC-Chennai Residences
Brigade Oasis	Xanadu-Celeste & Destino
Brigade Orchards- Goldspire	Park Side East
Brigade Orchards-Ivory	The Residences at Brigade Tech Gardens

* Our offering on co-working spaces, BuzzWorks, is kept out of the Group boundary in the current report. The emissions have been calculated and reported separately.

Estate Mangement: List of assets covered in FY 2023-24	
Aspiro - Brigade Xanadu	Juniper at Brigade Orchards
Brigade Atmosphere Villa	Brigade Parkside East
Brigade Bricklane	Parkside Retirement Homes At Brigade Orchards
Brigade Northridge Neo	Kino at Brigade Orchards
Brigade Parkside North	Brigade Utopia- Eden
Brigade Seven Garden	Brigade Utopia- Serene

Lease Rentals: List of assets covered in FY 2023-24**	
Brigade Opus	WTC Bengaluru
Brigade Southfield	WTC Chennai
Brigade Tech Gardens	WTC Kochi
Orion Avenue Mall	Brigade Senate-I
Orion Mall Gateway	Brigade Signature Tower
Orion Uptown Mall	

Hospitality: List of assets covered in FY 2023-24	
Augusta Club	Holiday Inn- Chennai OMR IT Expressway
Four points by Sheraton, Kochi	Holiday Inn Express & Suites- Bengaluru OMR
Galaxy Club, Bengaluru	MLR Convention Centre
Grand Mercure - Bengaluru	Regent Club
Grand Mercure-GIFT City, Gandhinagar	Sheraton Grand, Bengaluru
Grand Mercure, Mysuru	Signature Club
Holiday Inn- Bengaluru	Woodrose Club

** Corporate Office is common for all the verticals however, the data is considered under the Lease Rentals vertical. Other sales offices for the Group are considered under Lease Rental vertical.

Re-statements:

1) Corporate office at Bengaluru is included under Lease Rentals vertical, while it was accounted separately in 2022-23.

2) Estate Management is included under Real Estate vertical in the current reporting, while it was accounted separately in 2022-23.

3) RE 100 goal under pillar 1 is removed due to non-applicability.

4) Total scope 3 emissions reported for 2022-23, is being corrected as 4,48,741 tCO2e as rectification of baseline. However there is no change in the intensity.

5) Intensity for all environmental indicators is calculated with respect to revenue from operations in the current reporting period, while it was calculated with total revenue in the previous report.

GHG Reporting Methodology and Exclusions

Standard and Coverage

Emissions are calculated based on the GHG Protocol Corporate Account and Reporting Standard published by World Resource Institute (WRI) and World Business Council for Sustainable Development (WBCSD). Gases included in the calculation are CO_2, CH_4, N_2O, HFCs, PFCs, SF_6 and NF_3. The overall emission boundary is consolidated as per the Operational control approach. This consolidated report includes The Brigade Group - Brigade Enterprises Limited and its subsidiaries. Brigade Group accounts for 100% of the GHG emissions over which it has operational control. It does not account for GHG emissions from operations where it owns equity but does not have operational control.

Scope 3	Methodology
Purchased goods and services	Average-data and Spend-based method
Capital goods	Average spend-based method
Fuel- and energy-related activities	Average-data method
Upstream transportation and distribution	Distance-based and Fuel-based method
Waste generated in operations	Waste-type-specific method
Business travel	Distance-based method
Employee commuting	Distance-based method
Downstream leased assets	Activity-specific Method

Based on the nature of business and the sector of operations, the following Scope 3 categories are not applicable and excluded.

Category Number	Category Name
Category 8	Upstream leased assets
Category 9	Downstream transportation and distribution
Category 10	Processing of sold products
Category 11*	Use of sold products
Category 12	End of life treatment of sold products
Category 14	Franchises
Category 15	Investments

* Relevant and not yet accounted for

Emission factors were adopted from sources like Intergovernmental Panel on Climate Change, Department for Environment Food and Rural Affairs (DEFRA) UK, US Environmentally Extended Input Output (USEEIO) models and India GHG programme and the International Civil Aviation Organisation (ICAO).

Assumptions:

1) Water

i) As per GRI recommendations, water consumption is calculated as the difference between water withdrawal and water discharge.

ii) Evaporation losses are currently not factored in due to limitations in data collection. Future reports will explore methods to incorporate this data.

iii) Third party water also includes water from municipal authorities which may include surface water for which the data is not available.

2) Energy & Emission

i) In instances where the quantity of fire suppression system refills cannot be tracked, a value of 3.5% of the system capacity is used, based on guidance from the US EPA. Future reports will prioritise improved data collection in this area.

ii) In cases where the exact load of upstream deliveries cannot be tracked, a standard of 1 tonne is assumed. This assumption acknowledges the limitations of current data and will be refined as more granular data becomes available.

iii) A general emission factor has been applied to estimate emissions associated with services utilised in this reporting period. This approach will be improved in future reports to achieve a more precise mapping of emissions specific to each service.

iv) Due to the diverse nature of purchased products, spend based methodology is used for emission mapping for certain data sets, US EEIO emission factor database is used and an exchange rate of 73.9339 INR/USD are used to convert expense data into an estimated emission footprint. The rate pegged at USD 2021 rate, may lead to uncertainties, which may be corrected as we move from spend-based method to average-data method. Future reports will explore methods to gather more detailed product-level data.

v) A comprehensive survey to map employee commute data for accurate emission calculation is underway. Currently, data for 25% of employees has been collected. To estimate the complete employee commute footprint, data for remaining employees has been extrapolated. Future reports will prioritize increased survey participation for more precise data.

vi) Emissions from employee travel using electric vehicles are assumed to be zero. While well-to-tank emissions associated with electricity generation exist, their impact is considered minimal in this context. Future reports will explore methods to incorporate this data if it is deemed significant.

vii) Total distances traveled for business purposes are available, but vehicle specifications are not currently tracked. Therefore, the most commonly used vehicle type (premium sedan, <2000 cc engine, diesel fuel) has been assumed for emission calculations.

viii) The approach for emission calculation for purchased goods for real estate in FY 2023-24 is as per average-data based method and in FY 2022-23 was spend-based method.

3) Material

i) While for real estate, material data quantities are available, only spend data is currently available for the wide variety of materials purchased. Therefore, to convert this data into metric units and ensure comparability with the previous year, an aggregate weight conversion rate (tonnes/INR) established for the current year has been applied. Future reports will explore methods to gather more specific material-level data for improved accuracy.

Annex B: Sustainability data for FY 2024

Financials	Unit	FY 2023-24	FY 2022-23
Revenue			
Revenue (from core business segments)	INR in Million	48,967	34,446
Other Income	INR in Million	1,675	1,186
Total Revenue Generated	**INR in Million**	50,642	**35,632**

Total Workforce	Unit	FY 2023-24	FY 2022-23
India	Count	16,673	16,715
Other Countries	Count	0	-

Business Portfolio	Unit	FY 2023-24	FY 2022-23
Total Built-up and Managed Area	Sq Ft	5,06,17,042.59	2,45,01,385
Total Building Assets	Count	75	72
Real Estate			
Managed Area	Sq Ft	3,85,67,477.73	1,31,24,135.00
Building Assets	Count	48	49
Lease Rentals			
Managed Area	Sq Ft	97,25,004.34	89,29,379
Building Assets	Count	13	9
Hospitality			
Managed Area	Sq Ft	23,24,560.52	24,47,871
Building Assets	Count	14	14

Green Building Certifications till date in Real Estate Portfolio	Unit	FY 2023-24	FY 2022-23
Certified Green Building Built-up Area	Million Sq Ft	0.17	6.38
Pre-certified Green Building Built-up Area	Million Sq Ft	3.66	8.52
Certification Green Building Verification in process	Million Sq Ft	4.09	7.26

Water Management	Unit	FY 2023-24	FY 2022-23
Water Withdrawal by Source			
Surface Water	Million Litres	0	0
Produced Water	Million Litres	1.38	0
Ground Water	Million Litres	607.86	478.00
Third Party Water	Million Litres	803.10	674.00
Total Water Withdrawal	**Million Litres**	**1,412.34**	**1,152.00**

Water Management	Unit	FY 2023-24	FY 2022-23
Water Consumed	Million Litres	1,364.59	1,140.00
Total water consumption at each facility in areas with water stress	Million Litres	1,364.59	
Water Recycled and Reused	Million Litres	523.46	616.00
Water discharged	Million Litres	47.75	36.00

Water Intensity	Unit	FY 2023-24	FY 2022-23
Water Consumption Intensity	Million Litres/ Total Revenue in Million INR	0.0279	0.03
	Kilolitres/ Total Revenue in Million INR	27.86	33.12
	Million litres/ Built up Area in Sq Ft	0.017	0.05

Energy Consumption[4]	Unit	FY 2023-24	FY 2022-23
From Fuel			
Mobile Sources			
Diesel	Gigajoules	15,608.20	25,922.00
Petrol	Gigajoules	352.39	110.00
CNG	Gigajoules	283.34	
Stationary Sources			
Diesel (Owned DG sets)	Gigajoules	30,032.23	6,231.00
Diesel (Contracted DG sets)	Gigajoules	2,945.42	3,963.00
LPG	Gigajoules	11,753.73	10,842.00
PNG	Gigajoules	20,379.98	20,345.00
CNG	Gigajoules	75.14	
Total Fuel Consumed	**Gigajoules**	**81,430.43**	**67,413.00**
From Electricity			
Grid Electricity	Gigajoules	3,09,701.63	1,32,211.00
Renewable Sources			
On-site	Gigajoules	5,989.63	424.00
On-site	Gigajoules	25,444.22	9,648.00
Total Electricity Used	**Gigajoules**	**3,41,135.48**	**1,42,283.00**
Energy Used			
Total Non-renewable Energy Used	Gigajoules	3,91,132.06	1,99,624.00
Total Renewable Energy Used	Gigajoules	31,433.85	10,072.00
Total Energy Used	**Gigajoules**	**4,22,565.91**	**2,09,696.00***
Energy Intensity			
Total Non-Renewable Energy Intensity	Gigajoules/ Total Revenue in Million INR	7.99	5.60
Total Renewable Energy Intensity	Gigajoules/ Total Revenue in Million INR	0.64	0.28
Total Energy Intensity	Gigajoules/Total Revenue in Million INR	8.63	5.89
Total Energy Use Intensity	Gigajoules/Built-up Area in Sq Ft	0.0083	0.0086

* Data boundary for total energy in FY 2022-23 included Real Estate, Hospitality and Estate Management. FY 2023-24, all Group verticals are included.

Greenhouse Gases (GHG) Emissions[6]	Unit	FY 2023-24	FY 2022-23
Direct Emissions (Scope 1)	tCO_2e	6,541.90	6,265.00
Indirect Emissions (Scope 2)	tCO_2e	20,147.13	26,075.00
Total Emissions (Scope 1 and 2)	**tCO_2e**	**26,689.03**	**32,340.00**
Indirect Emissions (Scope 3)	tCO_2e	3,46,637.22	4,48,741.00
Total Emissions (Scope 1, 2 and 3)	**tCO_2e**	**3,73,326.25**	**4,81, 081.00**
Emission Intensity by Revenue			
Scope 1 and 2 Emission Intensity	tCO_2e/ Total Revenue in Million INR	0.55	0.91
Scope 3 Emission Intensity	tCO_2e/ Total Revenue in Million INR	7.08	12.63
Emission Intensity by Built-up Area			
Scope 1 and 2 Emission Intensity	tCO_2e/ Built up Area in Sq Ft	0.0005	0.00100
Scope 3 Emission Intensity	tCO_2e/ Built up Area in Sq Ft	0.0068	0.02000

Other Air Emissions	Unit	FY 2023-24	FY 2022-23
Nitrogen Oxides (NOx)	kg	508.79	523.00
Sulphur Oxides (SOx)	kg	236.55	217.00
Particulate Matter (PM)	kg	683.19	682.00

Waste	Unit	FY 2023-24	FY 2022-23
Total Waste Generated	**Tonnes**	0	**96,856**
Hazardous Waste			
Paint Waste	Tonnes	28.98	9.00
Oil Waste	Tonnes	139.97	5.00
Battery Waste	Tonnes	1.30	0.20
E-Waste	Tonnes	0.71	5.00
Other Hazardous Waste	Tonnes	0.95	13.00
Total Hazardous Waste	**Tonnes**	**171.91**	**32.20**
Non-Hazardous waste			
Construction and Demolition Waste	Tonnes	3,28,732.21	62,826.00
Plastic Waste	Tonnes	21.86	16.00
Other Non-Hazardous Waste	Tonnes	5,992.08	33,982.00
Total Non-Hazardous Waste	**Tonnes**	**3,34,746.15**	**96,824.00**
Offsite Waste Recovery			
Recycled	Tonnes	68,225.00	1,016.00
Re-used	Tonnes	91,566.00	0.30
Other Operations (Composting)	Tonnes	202.00	527.00
Total Waste Recovered	**Tonnes**	**1,59,994.00**	**1,543.30**
Offsite Waste Disposal			
Incineration	Tonnes	1.29	353.00
Landfill	Tonnes	1,74,922.55	94,959.00
Total Waste Disposed	**Tonnes**	**1,74,923.84**	**95,312.00**
Waste Intensity by Revenue			
Waste Intensity	Waste Generated in Tonnes/Total Revenue in Million INR	6.84	2.81

Input Materials[2]	Unit	FY 2023-24	FY 2022-23
Total Input Material used	Tonnes	20,16,247.41	22,33,742.00
Recycled and Re-used Input Materials			
Recycled GGBS	Tonnes	36,828.00	42,501.00
Recycled Fly Ash	Tonnes	1,677.00	61.00
Recycled Wood	Tonnes	4.00	-
Total Recycled Input Materials	**Tonnes**	**38,509.00**	**42,562.00**
Re-use Concrete Waste	Tonnes	3,748.00	2,828.00
Re-use Content in Steel	Tonnes	384.00	345.00
Total Re-used Input Materials	**Tonnes**	**4,132.00**	**3,173.00**
Renewable Input Materials			
Soil	Tonnes	9,83,277.88	6,39,392.00
Wood	Tonnes	2,439.61	-
Other Renewable materials	Tonnes	779.54	-
Total Renewable Input Materials	**Tonnes**	**9,86,497.03**	**6,39,392.00**
Non-Renewable Input Materials used			
Iron (Re-enforcement Steel)	Tonnes	25,522.57	37,450.00
Structural Steel	Tonnes	2,566.62	8,973.00
Other Non-Renewable Input Materials used	Tonnes	9,59,021.35	-
Total Non-Renewable Input Materials Used	**Tonnes**	**9,87,110.54**	**46,423.00**

Headcount of Workforce	Unit	FY 2023-24	FY 2022-23
Permanent Workforce			
Employees	Count	2,588	2,118
Workers	Count	0	426
Total Permanent Workforce	**Count**	**2,588**	**2,544**
Contract Workforce			
Employees	Count	2,004	238
Workers	Count	12,081	13,933
Total Contract Workforce	**Count**	**14,085**	**14,171**
Workforce Diversity	Unit	FY 2023-24	FY 2022-23
Total Males in Workforce	Count	14,992	15,725
Total Females in Workforce	Count	1,681	990
Permanent Workforce			
Male	Count	2,144	2,139
Female	Count	444	405
Contract Workforce			
Male	Count	12,848*	13,586
Female	Count	1,237	585
Workforce Diversity by Age	Unit	FY 2023-24*	FY 2022-23
Under 30 Years	Percentage	25	30
Between 30 to 50 Years	Percentage	67	69
Over 50 Years	Percentage	8	1

* Data reported for Real Estate vertical only

Workforce Diversity by Designation	Unit	FY 2023-24	FY 2022-23
Male			
Associate	Count	1,354	1,527
Middle Management	Count	552	464
Senior Management	Count	191	124
Top Management	Count	42	24
Contract Workforce	Count	11,424	13,586
Female			
Associate	Count	299	292
Middle Management	Count	116	97
Senior Management	Count	22	11
Top Management	Count	7	5
Contract Workforce	Count	657	585
Workforce by Geography	Unit	FY 2023-24	FY 2022-23
India	Count	16,673	16,715
New Hire Diversity	Unit	FY 2023-24	FY 2022-23
By Gender			
Male	Count	914	1,356
Female	Count	208	258
Total New Hires	**Count**	**1,122**	**1,614**
By Age Group			
Under 30 Years	Count	717	981
Between 30 to 50 Years	Count	394	601
Over 50 Years	Count	11	32

Workforce Turnover	Unit	FY 2023-24	FY 2022-23
By Gender			
Male	Count	659	835
Female	Count	129	168
Total Workforce Turnover	**Count**	**788**	**1,003**
By Age Group			
Under 30 Years	Count	488	635
Between 30 to 50 Years	Count	291	353
Over 50 Years	Count	9	15

Workforce Benefits	Unit	FY 2023-24	FY 2022-23
Parent Leave			
Eligibility	Count		
Male	Count	2,144	1,788
Female	Count	444	330
Total Workforce Eligible for Paternal Leave	**Count**	**2,588**	**2,118**
Availed			
Male	Count	0	0
Female	Count	12	0
Total Workforce that Availed Paternal Leave	**Count**	**12**	**0**
Return to Work and Retention Rate of Workforce	**Percentage**	**75**	**100**

Workforce Safety Performance	Unit	FY 2023-24	FY 2022-23
Permanent Workforce Safety Performance			
Total Hours Worked by Permanent Workforce	**Hours**	**31,11,264**	**19,05,330**
Injuries			
High-consequence Work-related Injuries (excluding fatalities)	Count	0	0
Work-related Injuries	Count	0	0
Fatalities	Count	0	0
Ill-health	Count	0	0
Contract Workforce Safety Performance			
Total Hours Worked by Contract Workforce	**Hours**	**8,31,11,707**	**5,65,92,325**
Injuries			
High-consequence Work-related Injuries (excluding fatalities)	Count	0	0
Work-related Injuries	Count	3	5
Fatalities	Count	0	0
Ill-health	Count	0	0

Permanent Workforce Training and Development	Unit	FY 2023-24	FY 2022-23
By Gender			
Male	Hours	85,711	71,854
Female	Hours	20,598	17,053
Total Permanent Workforce Training Hours	**Hours**	**1,06,309**	**88,906**
By Designation			
Male			
Associate	Hours	36,579	51,297
Middle Management	Hours	19,588	15,370
Senior Management	Hours	8,332	4,667
Top Management	Hours	12,918	520

By Designation			
Female			
Associate	Hours	9,724	12,448
Middle Management	Hours	4,341	3,993
Senior Management	Hours	2,128	432
Top Management	Hours	3,694	180
Average Training Hours			
Male	Hours	40	34
Female	Hours	46	42
Average Permanent Workforce Training Hours	**Hours**	**43**	**35**
Average Training Hours by Gender and Designation			
Male			
Associate	Hours	27	34
Middle Management	Hours	35	33
Senior Management	Hours	44	38
Top Management	Hours	308	22
Female			
Associate	Hours	33	43
Middle Management	Hours	37	41
Senior Management	Hours	97	39
Top Management	Hours	528	36

Performance Management and Career Development by Gender and Designation	Unit	FY 2023-24	FY 2022-23
Male			
Associate	Percentage	81	85
Middle Management	Percentage	92	85
Senior Management	Percentage	90	85
Top Management	Percentage	100	85
Contract Workforce	Percentage	1	0
Female			
Associate	Percentage	100	85
Middle Management	Percentage	91	85
Senior Management	Percentage	91	85
Top Management	Percentage	100	85
Contract Workforce	Percentage	2	0
Board Diversity	**Unit**	**FY 2023-24**	**FY 2022-23**
By Age			
Under 30 Years	Percentage	-	-
Between 30 to 50 Years	Percentage	33	27
Over 50 Years	Percentage	67	73
By Gender			
Male	Percentage	75	73
Female	Percentage	25	27

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