



BRIGADE

Building Positive Experiences

SCALING
NEW HEIGHTS
FOR A
**SUSTAINABLE
FUTURE**



**SUSTAINABILITY
REPORT
2022-23**

Actual image of Brigade Tech Gardens



Artist's impression of aerial view of Brigade Padmini Tech Valley

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M.R. Jaishankar

Executive Chairman

Sustainable development and being mindful of the environment go hand-in hand with Brigade's core value of being 'Socially Responsible'. We feel strongly about giving back to society through our many environmentally friendly initiatives – from planting trees and creating green lung spaces in and around our projects, rejuvenating lakes, redeveloping parks and playgrounds, and the preservation of ancient trees.

Dear Stakeholders,

I am delighted to share the 5th edition of Sustainability Report for the financial year 2022-23.

This year we defined a new vision to elevate our positive impact: 'Scaling New Heights For A Sustainable Future'.

We also set ambitious time-bound targets from being Net Zero in 2045, Upholding Human Rights across our value chain, to integrating ESG into the risk governance process.

Our vision aligns with our determination to double down on our efforts to address climate change, social inequalities and build resilience for the long run. We will continue to report on our sustainability performance transparently and with integrity.

We are focused on taking Brigade global - by targeting a 5-star GRESB rating (a Real Estate scoring methodology) and fast-tracking the integration of sustainability into our executive and operational decision-making.

I take this opportunity to thank all our people, partners, and customers for their continued overwhelming support. It is what will keep propelling us forward – now – to build a legacy our future generations can be proud of.

M.R. Jaishankar
Executive Chairman



Pavitra Shankar
Managing Director

We believe in measures that will have impact and change people’s behaviour for the better, and we believe in putting in infrastructure that will help our future customers. We have been trying to greenify and to plant a lot of trees within our projects and in our neighbourhoods. It’s important that in addition to wanting to be a profitable company, wanting to be an organisation that meets the customer’s requirements, we also want to meet society’s requirements and create spaces that are good for the environment and are sustainable for growth of our cities.

ABOUT THE REPORT

Our 5th Sustainability Report showcases our efforts in Sustainability across our Real Estate Development, Lease Rental and Hospitality business for FY23.

It includes the narrative of our new Sustainability vision and ambitions we aspire to achieve, along with the non-financial performance of our business across the Group.

The Report also reflects the many initiatives we have undertaken over the year, its importance to our stakeholders and our progress.



Reporting Framework

The Report has been prepared in accordance with the Global Reporting Initiative (GRI) 2021. We have also considered the United Nations Sustainable Development Goals (UN SDGs).



Reporting Principles

We have followed the principles of stakeholder inclusiveness, materiality, sustainability context and comprehensiveness in developing the document. It presents the engagement process and key issues identified by different stakeholder groups.

By engaging with key stakeholders, we identified the material issues that impact our ability to value creation. Based on these material issues, we present the associated performance for the reporting.



Feedback

We value the feedback of our stakeholders and effectively use the same to improve policies, processes, performance, and disclosures.



Reporting Period

This Report presents information on our sustainability performance for the period between 1st April 2022 - 31st March 2023.



Reporting Boundary

The scope of this Report includes the entire business of Brigade Enterprises Limited and its subsidiary companies, except Tandem Allied Services P. Limited – a step-down subsidiary under our business. Unless specifically mentioned, Brigade Enterprises Limited and its subsidiary companies are collectively referred to as Brigade Group throughout the Report.

Details on Brigade Group’s Corporate Offices and projects under Property Development and Estate Management and Hospitality and Lease Rentals can be found in Annex A: Reporting Boundary and Re-statements and Annex B: Sustainability Data for FY 2023.

Contact Us



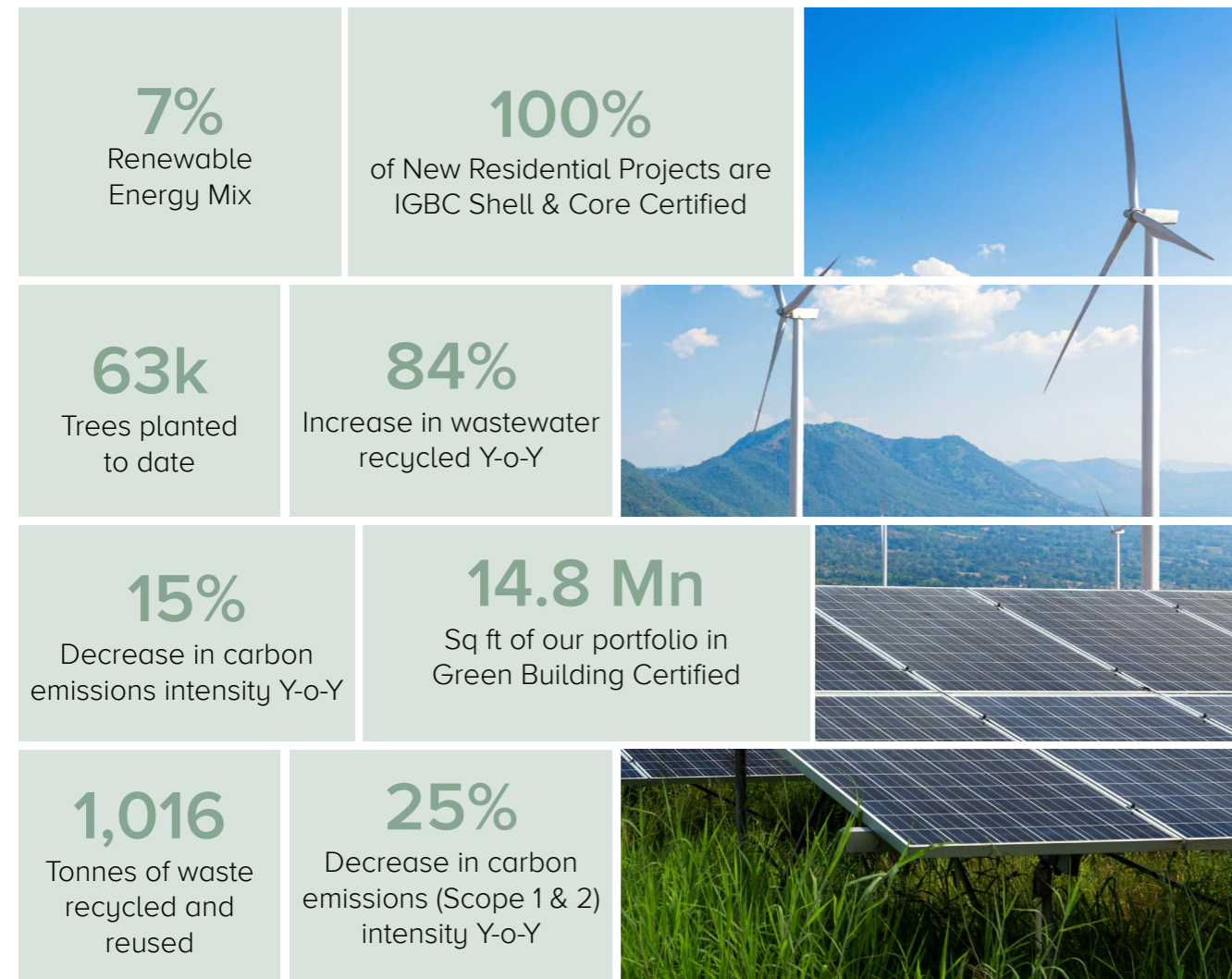
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SUSTAINABILITY HIGHLIGHTS FY 2023

ENVIRONMENTAL ACHIEVEMENTS



SOCIAL ACHIEVEMENTS



GOVERNANCE ACHIEVEMENTS



WHO WE ARE

From the humble beginnings of a 5-member team in Bangalore Karnataka, nearly 3 and half decades ago. The Brigade Group has established itself as India's leading property developer.

Our landmark buildings dot the skylines of major cities across Karnataka, Telangana, Tamil Nadu, Kerala, and Gujarat. Our expertise covers real estate development, commercial property management – office and retail and hospitality sectors.

We are in a sector capable of touching millions of lives by creating living spaces. We also contribute to economic development through the jobs opportunities we generate and our tax contributions.

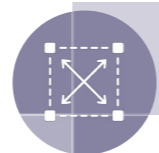
The Brigade Foundation drives our philanthropy efforts across education, health, and community development – our contribution to Corporate Social Responsibility.



Revenue
INR 3,563 Cr



Built-up Area Developed
8 Mn Sq. Ft.



Built-up Area Managed
16 Mn Sq. Ft.



Workforce
16,715



Cities Present
8



Headquarters
Bengaluru,
Karnataka

WHAT WE DO



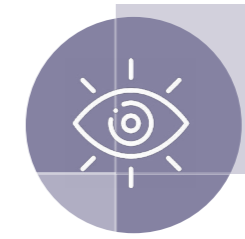
The Real Estate business at Brigade creates residential buildings, commercial spaces, and various mixed-use projects.

The hospitality segment has constructed hotels and partnered with major hospitality groups like Marriott for its Sheraton Hotel, Accor Group for Grand Mercure and IGH Group for Holiday Inn.

The Group develops and leases/sells Commercial Office and Retail spaces to third parties.

OUR SHARED VISION

We are fully committed to creating value for all our stakeholders. Our vision and mission shape our strategic objectives, guide our actions, and help us deliver profitable growth, responsibly. It has helped keep us nimble, agile and stable, honouring the best interests of all our stakeholders at the heart of what we do at Brigade Group.



VISION

The Brigade Group aspires to be a world-class organization in its products, processes, people and performance'. This statement governs all the Group's business strategies and acts as a goal to strive for.



MISSION

Our shared mission is to “To constantly endeavor 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”.

OUR VALUES

At Brigade Group, every Brigadier is guided by our core values:

QC - FIRST

It serves as an internal compass, guiding our everyday actions to achieve our vision together. These 6 values serve as a framework for decision-making and define how our employees interact with each other, customers and with stakeholders. Consistently upholding our core values has helped build our reputation as a trustworthy organization.



Quality

Our stringent adherence to process-driven policies has made our brand synonymous with quality. With our unwavering focus since inception, we have become a beacon in the industry. We were the first property developer in South India and the second in the country to get an ISO 9001:1994 certification.



Customer Centricity

Our brand tagline, 'Building Positive Experiences,' is inspired by our customer-centric approach. We always emphasise providing our customers with the best designs, products, and services at every step of their journey.



Fairness

At Brigade, we are strong proponents of equal access to opportunity, clear processes and an environment that encourages open communication. This is facilitated by a robust feedback system for constructive internal discussions, which lead to improved products and services. Our Company has been certified as a Great Place to Work consecutively for 13 years, which is a testament to our commitment and our values.



Innovation

Brigade Real Estate Accelerator Program (REAP) reflects our drive to always innovate. This program aims to help facilitate sustainability and innovation in the real estate industry by mentoring start-ups and helping them scale up.



Responsible Socially

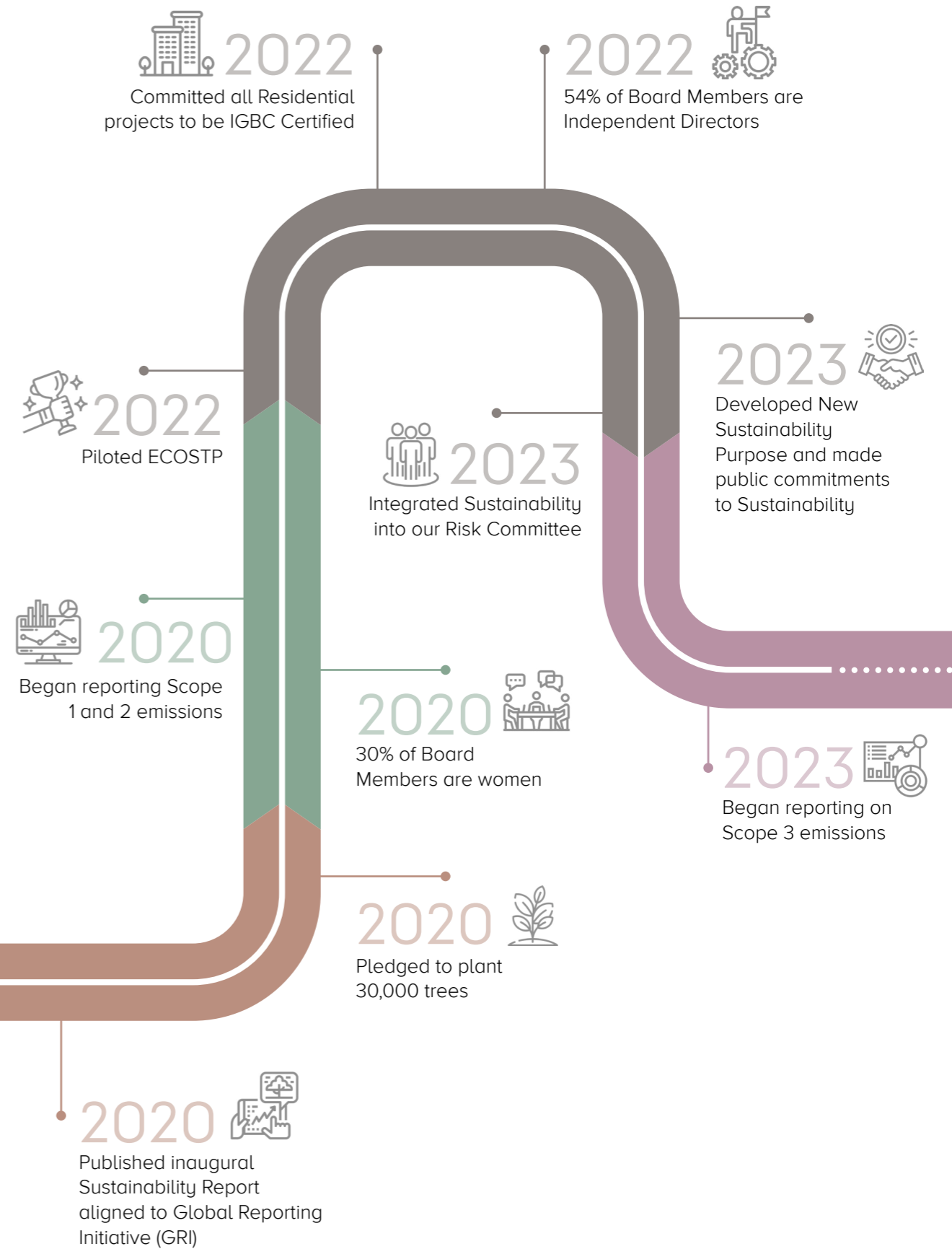
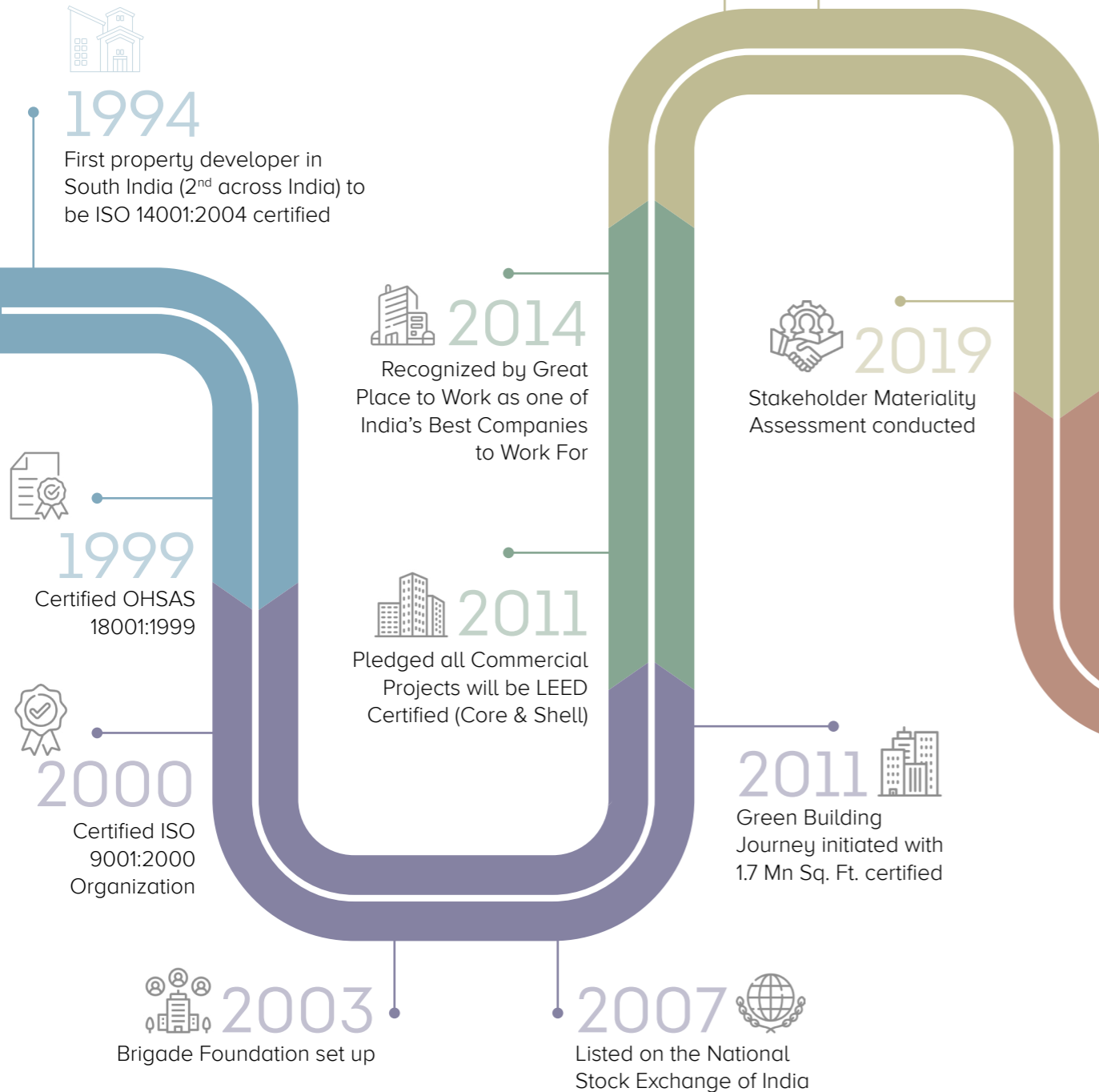
Since our inception, we have always felt a great responsibility to the communities and social settings we serve. Our commitment to helping bring about positive change and improving the communities in which we operate is reflected through the Brigade Foundation which runs several initiatives of education, health and community development, to name a few.



Trust

Our Company has always strived to create relationships based on mutual respect and trust across all business transactions. Over 27,000 families and numerous corporates have placed their faith in us over the years and we have become even more aware of being a trusted brand since the pandemic to ensure we continue to provide positive experiences and support to our customers

OUR SUSTAINABILITY JOURNEY



SHARPENING OUR SUSTAINABILITY FOCUS

At Brigade Group, we've always believed in building a better tomorrow. Our projects stand out for a sense of responsible consumption of natural resources while having a positive social impact.

We undertake regular assessments of our material sustainability focus areas to understand what sustainability factors matter most. This exercise involves capturing inputs through structured stakeholder dialogues and analyzing sustainability frameworks standards and our peer environment.

Engaging our stakeholders

We prioritize which stakeholders to engage based on the significance of our impact on them, as well as their level of influence and interest in our business.



	Stakeholders	Engagement Mechanisms	Frequency of Engagement	Relevant matters
	Board of Directors	<ul style="list-style-type: none"> Board Meetings Annual General Meeting 	Regular Annual	Consultation, participation and sharing of information on <ul style="list-style-type: none"> regulatory compliance growth and profitability fiduciary accountability to shareholders
	Channel Partners	<ul style="list-style-type: none"> Meetings Feedback 	Weekly Monthly and Quarterly	Consultation and information on <ul style="list-style-type: none"> insights into customer needs market trends competitive landscape
	Contractual Workforce	<ul style="list-style-type: none"> Induction program Toolbox meetings Training sessions 	Need based Weekly	<ul style="list-style-type: none"> Consultation on knowledge transfer and job training Sharing Information on changes required in internal processes
	Customers	<ul style="list-style-type: none"> Here4You (online feedback) Expos and Events Meetings Webinar 	Monthly Quarterly	Consultation and sharing information on <ul style="list-style-type: none"> customer preferences, behaviours and expectations areas for improvement
	Employees	<ul style="list-style-type: none"> Townhalls Team building activities Leadership talk Engineer's Meet Surveys and Feedbacks Celebration of festivals Mentoring and Counselling Virtual and Physical trainings 	Weekly Quarterly Annual Need based	Consultation, participation and sharing of information on <ul style="list-style-type: none"> health, safety and wellbeing training and skill development diversity and inclusion and equal opportunity workplace
	Government and Regulators	<ul style="list-style-type: none"> CREDAI CII MCA SEBI Stock Exchanges 	Annual Need based	Consultation and sharing information on <ul style="list-style-type: none"> impact of current and upcoming regulations and Sector-related experiences, opportunities and challenges
	Investors and Shareholders	<ul style="list-style-type: none"> Annual General Meeting 	Regular	Consultation and sharing information on <ul style="list-style-type: none"> long-term business strategy business model capability to generate value strategic collaborations and partnerships
	Non-Government Organizations (NGOs)	<ul style="list-style-type: none"> Meetings Feedback 	Regular	Participation, consultation and sharing of information on <ul style="list-style-type: none"> Levers to reduce sustainability risks and create a positive impact in the long run
	Suppliers and Vendors	<ul style="list-style-type: none"> Meetings Press Conferences, Media kit 	Regular	Participation, consultation and sharing of information on <ul style="list-style-type: none"> 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



Actual image of Brigade Xanadu

IDENTIFYING MATERIAL FOCUS AREAS

Our stakeholders are local and international. Sustainability awareness especially, on environmental, social and governance topics, have become increasingly important for organizations from both a regulatory and a stakeholder perspective.

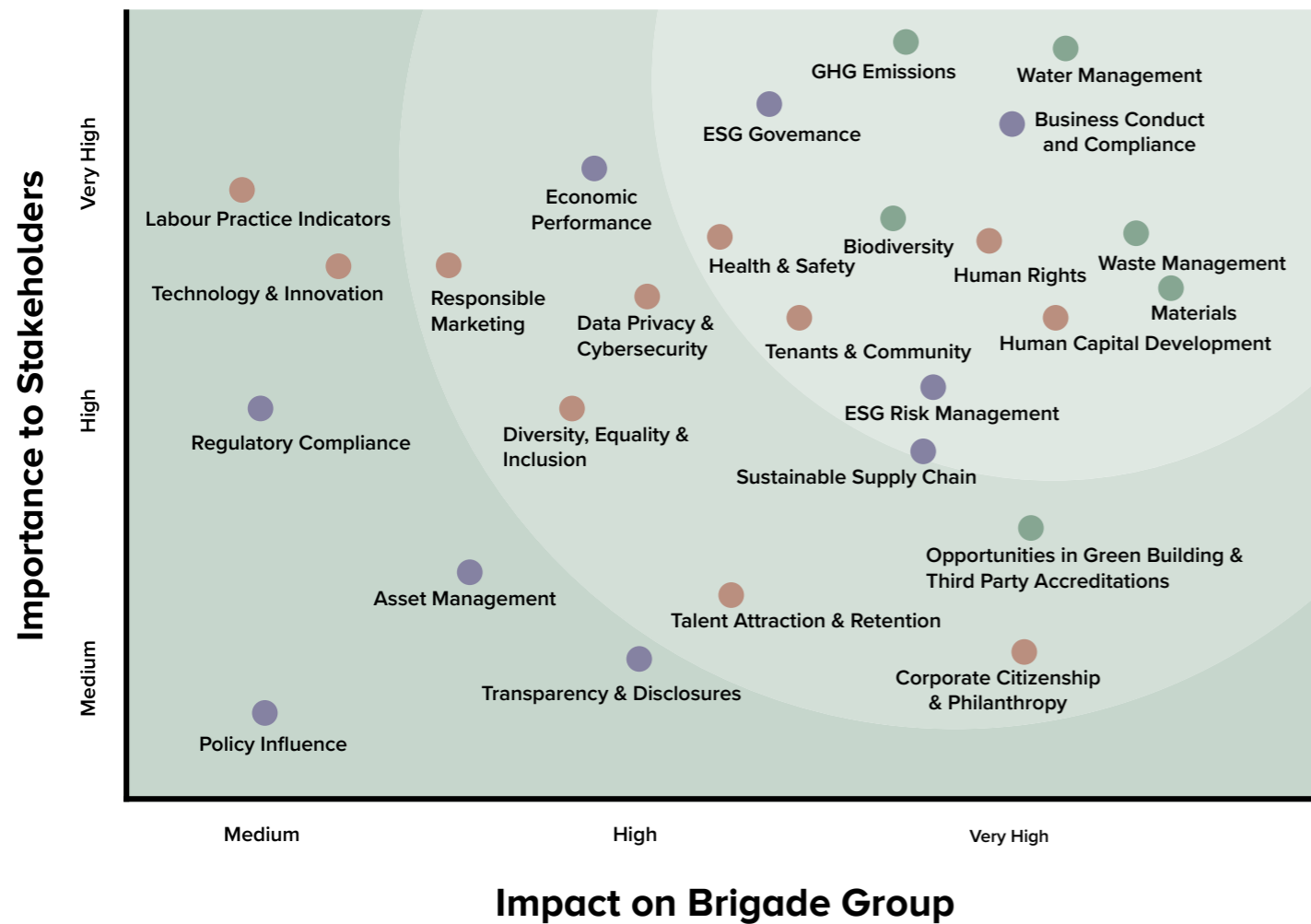
In 2019, the Group conducted an interactive stakeholder dialogue to understand the topics that matter most to them to improve transparency and trust. Considering the changing regulatory environment, changes in the ecosystem and stakeholder expectations, we reviewed our materiality matrix in this reporting year – after a gap of 3 years.

This year, we revisited our sustainability material topics. We looked at the regulatory environment we operate, including global standards and frameworks (GRI, S&P, SASB and MSCI) and emerging industry trends in Sustainability. We also assessed our competitive landscape and factored in what our customers, shareholders, partners, and employees expect of us.

OUR LATEST MATERIALITY MATRIX

A shortlist of 26 topics was evaluated. Their importance was effectively prioritized, and 12 material topics were identified as “Very High” in importance.

These have formed the basis of our sustainability strategy at Brigade Group. We also developed targets and our performance will be closely monitored and reported each year.



Very High Importance

- M1 Water Management
- M2 GHG Emissions
- M3 Business Conduct and Compliance
- M4 ESG Governance
- M5 Health & Safety
- M6 Human Rights
- M7 Tenants & Community
- M8 Human Capital Development
- M9 Materials
- M10 ESG Risk Management
- M11 Waste Management
- M12 Biodiversity

High Importance

- M13 Opportunities in Green Building & Third-Party Accreditations
- M14 Corporate Citizenship & Philanthropy
- M15 Talent Attraction & Retention
- M16 Sustainable Supply Chain
- M17 Diversity, Equality & Inclusion
- M18 Data Privacy & Cybersecurity
- M19 Responsible Marketing
- M20 Economic Performance

Medium Importance

- M21 Transparency & Disclosures
- M22 Asset Management
- M23 Regulatory Compliance
- M24 Technology & Innovation
- M25 Labour Practice Indicators
- M26 Policy Influence

SUSTAINABILITY FOCUS AREAS FOR BRIGADE GROUP

Very High Importance	Sustainability Material Focus Areas	Importance to Brigade Group	Changes to material focus areas compared to the previous reporting period
M1	Water Management	The water footprint for the real estate sector is significant. Water-related risks such as scarcity, flooding and water quality issues can pose significant challenges to our organization. Mitigating these risks through sustainable building design, efficient water conservation, and mindful consumption is of critical priority for our organization.	Priority has shifted to Very High Importance from High Importance
M2	GHG Emissions	As leaders in the real estate segment, we are committed to reducing the environmental impact of our operations. Our ambitious Net Zero focus will help minimize our carbon footprint and support our customers and suppliers to achieve similar emissions reduction.	The scope of this focus area has expanded from energy and emission reduction to achieving Net Zero.
M3	Business Conduct and Compliance	Embracing ethical practices will help build trust, maintain a positive reputation and create a sustainable organisation. We strongly believe that engaging in ethical practices will contribute to a better business environment and society.	No change
M4	ESG Governance	The management and oversight of ESG risks and opportunities will help develop long-term value through accountability for the Brigade Group and promote constructive engagement with stakeholders.	No change
M5	Health & Safety	Brigade Group recognizes that a safe and healthy work environment will help employees and workers feel secure and confident in their well-being.	No change
M6	Human Rights	We believe that respect for human rights is a fundamental right. Ensuring fair labour practices, from safe working conditions and training to removing bias and preventing discrimination and harassment in our organisation and supply chain, will help create a stable foundation for sustainable development.	Priority has shifted to Very High Importance from High Importance

Very High Importance	Sustainability Material Focus Areas	Importance to Brigade Group	Changes to material focus areas compared to the previous reporting period
M7	Tenants & Community	By actively engaging with our tenants and community and fostering better relations, we can gain insights to improve our real estate development and management services and overall customer experience.	This focus area has been renamed to Tenants and Community from Customer Health and Safety. The scope has expanded to include communities influenced by our projects.
M8	Human Capital Development	Investing in employees' knowledge, skills, and overall development will improve productivity, efficiency and greater employee engagement and retention.	The scope of the focus area has expanded beyond training and education of employees. It includes employee physical and mental health and career development
M9	Materials	The choice of materials in the real estate sector can indirectly impact emissions and energy efficiencies and overall impact the economy. Focusing on high-quality materials can also contribute to long-term value.	Priority has shifted to Very High Importance from High Importance
M10	ESG Risk Management	Increased ESG risk management is essential to proactively identify and mitigate the impacts of climate change, social disruptions and ethical governance across our business, given the probability of such incidents being on the rise.	New focus area introduced of Very High Importance
M11	Waste Management	The Brigade Group believes in pivoting to waste reduction, increasing recycling and reuse of materials to ease the burden of waste generation and minimize waste to landfills.	No change
M12	Biodiversity	Real estate development always involves transforming natural landscapes into a built environment. By integrating biodiversity in the spaces, we develop or manage, we can foster multi-species habitats to stem biodiversity loss in urban and rural settings.	Priority has shifted to Very High Importance from High Importance

OUR SUSTAINABILITY PURPOSE

Building on our efforts over the last few decades, we at Brigade Group committed to a new purpose: **‘Scaling new heights for a sustainable future,’** joining global and national efforts to tackle climate change and meet the needs of the present generation without compromising the next.

As part of this commitment, we have outlined 3 pillars:

PILLAR 1. SCALING SUSTAINABLE OPERATIONS FOR THE PLANET

By adopting eco-friendly practices across our operations, we will

- Ensure judicious usage of water and contribute towards improved water levels
- Increase the use of eco-labelled materials during construction and adopt circularity for waste generated
- Reduce the overall carbon footprint by designing and building sustainable products and services
- Respect and enhance local biodiversity

PILLAR 2. SCALING LIVABLE SPACES FOR COMMUNITIES

By developing spaces that improve the quality of life of communities anywhere, we will

- Provide a healthy and safe working environment to our employees and workers
- Respect and uphold the human rights of employees and neighbouring communities
- Provide holistic learning & development opportunities for our employees and workers
- Build positive and long-lasting relationships with tenants and community

PILLAR 3. SCALING GOOD GOVERNANCE FOR SHAREHOLDERS

By conducting our business with the utmost integrity and good governance, we will

- Establish a strong governance framework to manage ESG goals
- Practice high standards of business ethics on an everyday basis
- Identify and mitigate all material risks to the company, including immediate ESG risks



Nirupa Shankar Joint Managing Director



While sustainable development goes hand-in-hand with our core values of being socially responsible – it also helps in the business aspect of creating superior products that are easier to sell / lease. Post the emergence of the COVID-19 virus, a lot more importance is being given to “wellness” from an employee / customer standpoint. Employers, especially MNCs, desire to have offices where sustainable and environment-friendly practices can be adopted. Employee well-being is a big focus now. With this in mind, we have created a “sustainability” focused platform within our start-up portfolio at the Brigade Real Estate Accelerator Program (Brigade REAP). Currently, about 35-40% of the 66 start-ups mentored in the program are in the sustainability space.

CONTRIBUTING TO SUSTAINABLE DEVELOPMENT GOALS OF THE UNITED NATIONS

The 17 goals under the SDGs of the United Nations have cemented their role as the global community's response to arrest development challenges.

India's vision for 2030 is aligned with the spirit of the SDGs and has been localized at the State and Union territory level.



INDIA'S FIRST INTERACTIVE MUSIC MUSEUM SUPPORTED BY THE BRIGADE GROUP

Located in Bengaluru, Karnataka, over a hundred thousand people have walked the halls of the Indian Music Experience since 2019. It is a non-profit initiative supported by the Brigade Group which aims to preserve India's rich musical heritage by bringing youth closer to India's diverse music.

WE SUPPORT 15 OF THE 17 UN SDGS

Brigade Group – through our business and philanthropy – play an important role to accelerate progress across 15 Sustainable Development Goals





Roshin Mathew
Executive Director



We live by our core values of quality, customer centricity, fairness, innovation, responsible socially and trust. Brigade Group has led initiatives which are pioneering in nature, particularly in the field of sewage treatment and rainwater harvesting. We started them even before the government made it mandatory.

PILLAR 1

SCALING SUSTAINABLE OPERATIONS FOR THE PLANET

Sustainability is the essential pillar for our organization's future success. At Brigade Group, we recognize the importance of embedding sustainable practices in our business operations. Our vision is to reduce our environmental impact by embracing new technologies, increasing our renewable energy mix and incorporating eco-friendly materials in our operations.

SCALING SUSTAINABLE OPERATIONS FOR THE PLANET

Our Aspirations



Water Management

M1



Ensure judicious usage of water and contribute towards improved water levels

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



GHG Emissions

M2



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

Target	Target Date (Financial Year)
Be a member of the Science Based Target Initiative (SBTi)	2024
Be a member of the RE100 initiative	2024
Adopt Green Building norms across all new projects	2030
Operations to be 100% renewable energy powered	2040
Achieve Net Zero emissions	2045



Materials

M9



Increase the usage of eco-labelled materials during construction

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



Waste Management

M11



Adopt circularity with waste generated

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



Biodiversity

M12



Respect and enhance local biodiversity

Target	Target Date (Financial Year)
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

WATER MANAGEMENT



M1

Securing Water Resilience

Uninterrupted water supply is a basic expectation from the thousands of people who live, work and rest in projects developed or managed by Brigade Group. It is a promise we keep.

Given the diverse properties we build and manage, we have always used water cautiously, reducing what we can and reusing and repurposing as much as possible. Our properties are also equipped with rainwater harvesting and zero-discharge plants. We also continuously invest in technologies like smart meters that help us control water in real-time and limit wastage.

This year, we saw a 40% spike in water use compared to last year¹. This year we also expanded our water reporting to include the water consumption of projects transitioning to their new owners.

Water use in Property Development

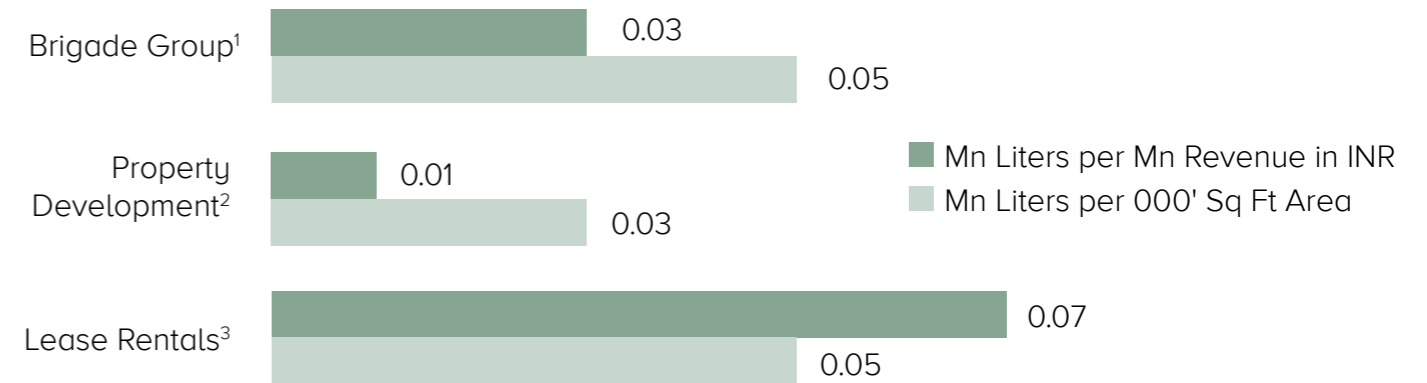
As a principle, we go to great lengths to develop projects outside of in water stress areas. Before the commencement of construction, Brigade’s Property Development team evaluates rainfall, water stress and proximity to water bodies of project sites. Properties are designed to ensure rainwater is diverted to storm drains which are then treated and reused.

Our make-shift labour camps near construction sites are operational only after adequate wastewater treatment facilities are implemented. Water treated from labour camps is usually diverted to meet construction needs. Most of our projects are active only after the Sewage Treatment Plant, Water Treatment Plant, underground sumps and overhead tanks are constructed.

No wastewater generated contaminates groundwater or nearby water bodies resulting from Brigade Group’s development activities. We also use ready-mix concrete with curing agents to reduce water consumption.

¹Data from Estate Management has been included in our report starting this year.

Water Use Intensity Ratio in FY 2023



1. Brigade Group Total Area FY 2023 (Built-up and Managed) = 24,501 (000) Sq Ft, FY 2023 Revenue = INR 35,632 Mn
 2. Property Development Built-up Area FY 2023 = 8,106 (000) Sq Ft, FY 2023 Revenue = INR 22,447 Mn
 3. Lease Rentals Managed Area FY 2023 = 8,929 (000) Mn Sq Ft, FY 2023 Revenue = INR 6,201 Mn

100% of water used for landscaping is treated wastewater

Water use in Lease Rentals and Hospitality

Water use in our commercial buildings is different. We manage various commercial properties – hotels, clubs, offices, mixed-use and more. Our hospitality operations, for example, cater to our guests' needs – with kitchens and amenities like air conditioning, swimming pools, and common areas like lobbies running around the clock.

We ensure water-saving fixtures are built-in and upgraded periodically. Rainwater is collected across these properties and treated. All wastewater generated is treated in Sewage Treatment Plants (STPs). Treated wastewater is then used for flushing, landscaping and HVAC. We have opted for water-efficient fixtures to reduce indoor and outdoor water use. Aerators and pressure-reducing devices are used in showers, toilets, and wash basins across the kitchen and bathroom in our leased properties. Sensor-activated water faucets are also used to reduce water flow. Our goal is to ensure optimal water efficiency such that our guests or tenants need not have to worry about it thanks to these devices.

We also encourage our customers across our business to save water by turning off faucets in their homes when not in use, using laundry services responsibly across our hotels, and reporting on leaks to our on-site team promptly. This is done with the help of sign boards across our commercial properties.

This year, with business and personal travel on the uptick and employees returning to offices, water consumption across our commercial properties increased by 56%.

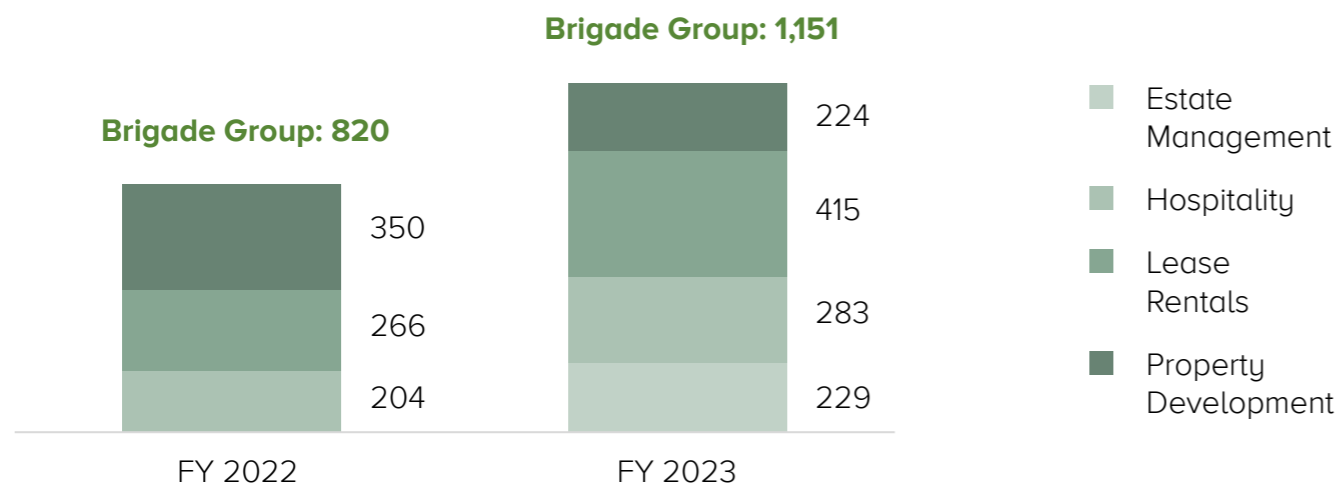
The Group's Water Footprint

Water withdrawal increased by 40% compared to last year. Nearly 60% of our water is from third parties.

Of the 1,151 Mn litres of water withdrawn - over 36% was from our Lease Rentals portfolio. Compared to last year, this portfolio also saw the most significant increase in water withdrawn increase from 266 Mn Litres last year to 415 Mn Litres this year consistent with the economic recovery observed after the pandemic.

Since last year, our recycled water has increased by 84%. This year, we recycled and treated 615 Mn litres of wastewater. This gives us confidence that we are on the right path to water positivity.


Water withdrawal by Brigade Group in Mn Litres




WATER CONSERVATION AND REPLENISHMENT

All projects are designed to conserve water through rooftop rainwater and stormwater harvesting systems. Deep recharge pits are also constructed to replenish groundwater. Rooftop rainwater runoff is usually diverted to rainwater collection tanks and used for domestic purposes after filtration and disinfection.


Through our proptech accelerator program Brigade REAP (Real Estate Accelerator Program), we implemented **WeGOT** - a third-party innovative water management tool that measures real-time water consumption. It is supported by an IoT mobile application and can detect leaks in the plumbing system. This empowers the teams on site to take immediate action and conserve water.



56% of water consumed is recycled

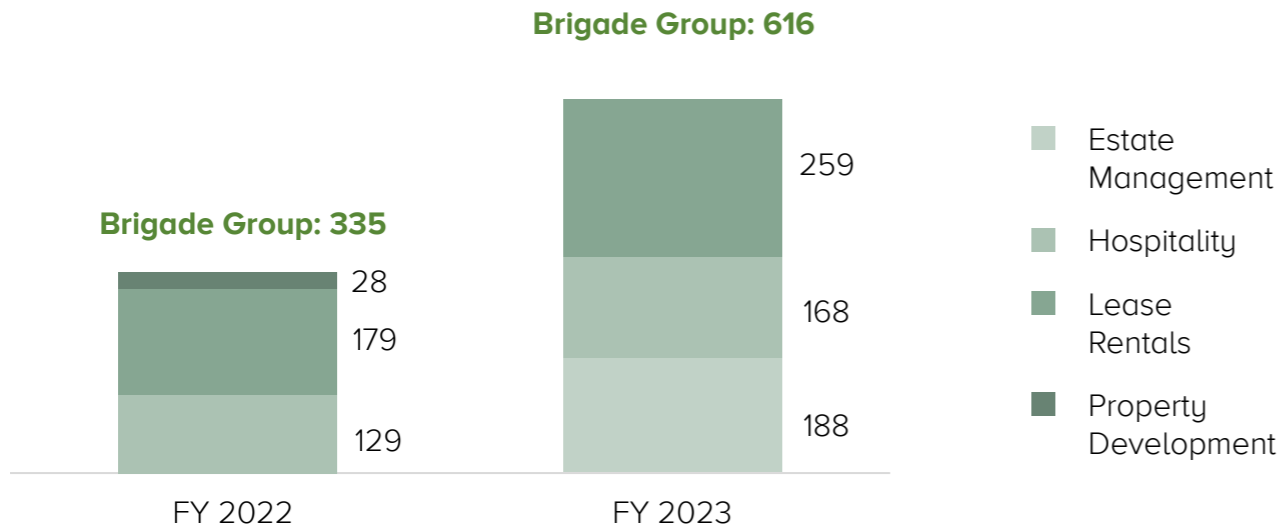


Only 3% of the water withdrawn is discharged, and all water discharged is treated



64 Mn liters of water saved through recycling of wastewater, rainwater harvesting and water saving initiatives like use of curing compounds

Recycled treated wastewater by Brigade Group in Mn Litres



Spotlight: Safeguarding wastewater quality

Unorganised wastewater management at properties can lead to environmental and health risks for occupants and communities. At Brigade Group, we regularly monitor the quality of water that undergoes sewage treatment processes.

Wastewater samples are collected from the outlet of sewage treatment plants and analysed using a combination of physical, chemical and microbiological parameters by National Accreditation Board for Testing and Calibration Laboratories (NABL) and Ministry of Environment, Forest and Climate Change (MoEFCC) accredited third-party laboratories.

Regular monitoring ensures that we are continuously compliant with statutory water quality standards.

Engineers' Day is celebrated in Brigade to mark the birth anniversary of one of the greatest legends in civil engineering, Bharath Ratna M. Visvesvaraya. It reminds all engineers of the vision, dedication and excellence one must possess in all our endeavours to take our nation to greater heights. Most importantly it serves as the best platform of inspiration for young engineers who are the future of this great nation.

Nishanth Harikishan,
Quality Control Engineer, Brigade Group

GHG EMISSIONS



M2

We've committed to Net Zero

New developments, retrofitting, upgrading, and managing existing properties require significant materials to uninterrupted energy supply. The building sector consumes 30% of India's energy.

At Brigade Group, we are committed to walking the path to Net Zero by 2045 and aligned to the 1.5 Degrees C pathway. We signed the SBTi Commitment this year and accounted for our Scope 3 emissions inventory.

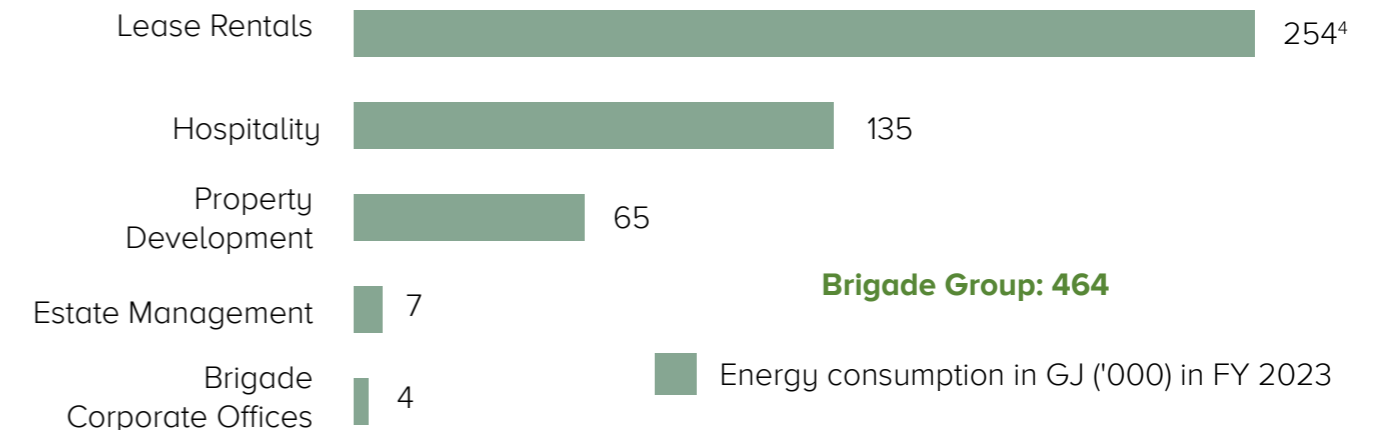
Energy use at Brigade Group

At Brigade Group, our properties serve various purposes, such as offices, residential complexes, hotels, and recreational centres. Our energy consumption profile is quite diverse. Hotels depend on HVAC systems - air conditioning, heating, and ventilation - the primary energy consumption source. They also rely on keeping the lights on and significant LPG and PNG use for heating and on-site canteens or kitchens.

Across our property development and estate management portfolio, which includes residential and commercial buildings, elevators, lighting and appliances or office equipment, are high energy guzzlers. During power cuts, backup power is catered through captive power generation units such as diesel generators.

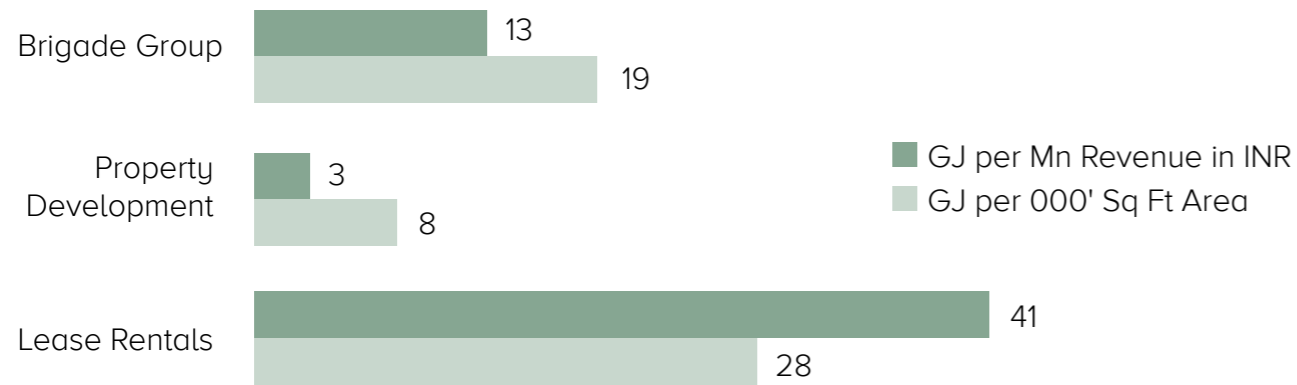


Brigade Group's Total Energy Consumption in FY2023 is 463,559 (GJ)



⁴Brigade Group's total energy consumption presented is inclusive of Lease Rentals. Brigade Group has no operational control over power consumption in the Lease Rentals portfolio

Energy Intensity Ratio in FY 2023



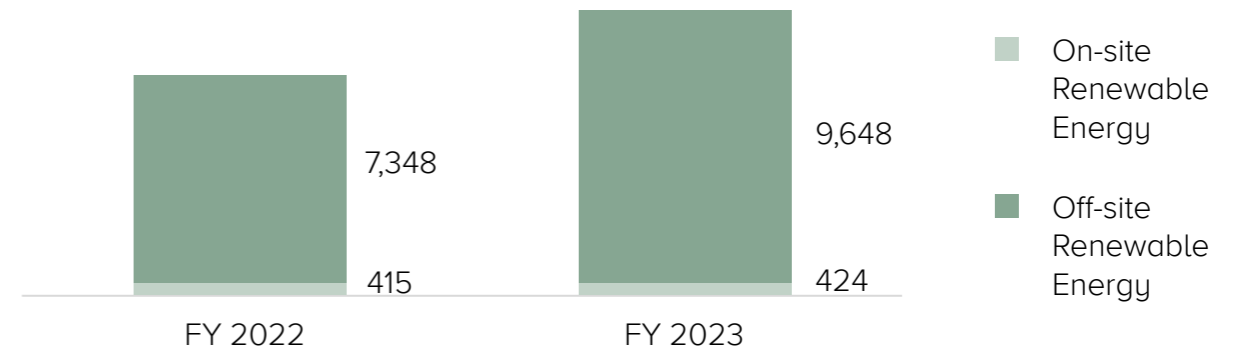
Renewable Energy use at Brigade Group

Renewable energy use in buildings offers numerous benefits, ranging from reduced greenhouse gas emissions to long-term cost savings. By integrating renewable energy sources into a building's energy mix, we can make significant strides towards our commitment to Net Zero. **96%** of our renewable energy is primarily solar.

Brigade Group consumed **10,072 GJ** of renewable energy, this year

The Group's renewable energy share increased by **30%**, this year

Renewable energy use in GJ



Approach to measuring our GHG Emissions

GHG emissions (Carbon Footprint) refers to the total amount of greenhouse gas emissions, primarily carbon dioxide (CO₂), released through our business activities. It includes emissions from various sources, including energy consumption, construction materials, transportation, and waste management. Understanding and mitigating buildings' carbon footprint is crucial for combating climate change and promoting sustainability.

Energy consumption is a significant contributor to a building's carbon footprint. Fossil fuel-based energy sources, such as coal or natural gas, release substantial amounts of CO₂ when burned for electricity or heating. Implementing energy-efficient technologies, utilizing renewable energy sources like solar or wind power, and optimizing energy management practices effectively reduce a building's energy-related emissions and lower its carbon footprint.

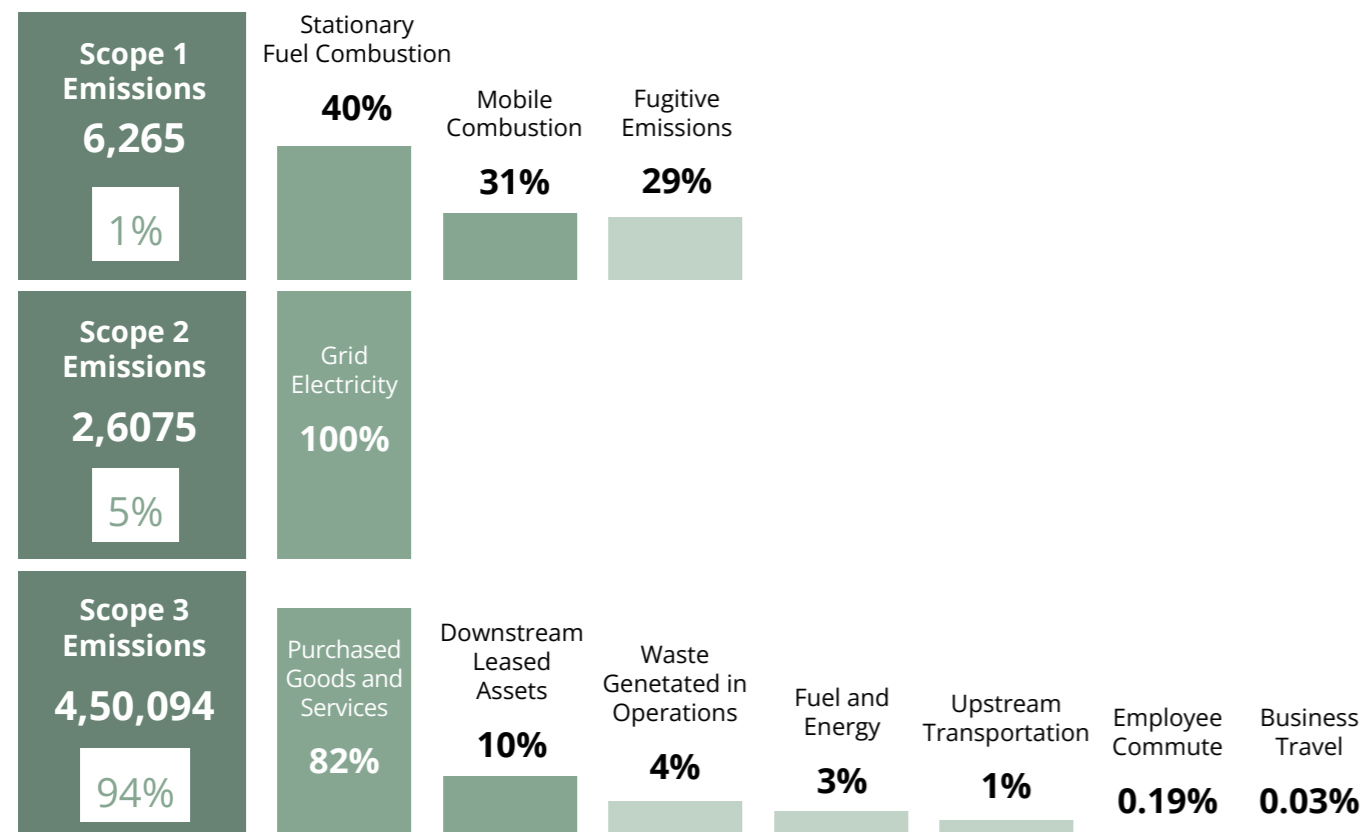
Property development's construction materials and processes also contribute to the carbon footprint. The extraction, production, and transportation of concrete, steel, and glass materials can result in substantial CO₂ emissions. Embracing sustainable construction practices, such as using recycled or locally sourced materials, employing energy-efficient building techniques, and reducing construction waste, can significantly reduce the embodied carbon in a building and minimize its overall carbon footprint.

Furthermore, transportation and waste management associated with a building's development and operations impact its carbon footprint. Commuting and delivery activities generate emissions, so promoting sustainable transportation options like cycling, public transit, or carpooling can help reduce carbon emissions. Proper waste management practices, including recycling, composting, and reducing waste generation, can minimize emissions from waste disposal and contribute to a more sustainable building operation.

This year, we revised our GHG emissions accounting approach for Scope 1 and Scope 2 GHG emissions. We also computed our Scope 3 emissions for the first time. Our FY2022 data has been revised to reflect this new accounting approach.

- 1. Direct emissions (Scope 1):** Emissions across our corporate offices plus those under Brigade Group's Estate Management, Property Development and Hospitality portfolios from sources such as on-site stationary fuel consumption and mobile fuel consumption, fugitive emissions due to the usage of refrigerants and company-owned vehicles.
- 2. Indirect emissions (Scope 2):** Emissions from purchased energy such as grid electricity across our corporate offices and those under Brigade Group's Estate Management, Property Development and Hospitality portfolios.
- 3. Indirect emissions (Scope 3):** Emissions arising from Brigade Groups' business travel and employee commute to office, fuel and energy, upstream transportation, purchased goods and services and waste generated in operations, across Lease Rentals, Hospitality, and Property Development and downstream leased assets (Brigade Groups Lease Rentals Portfolio.)

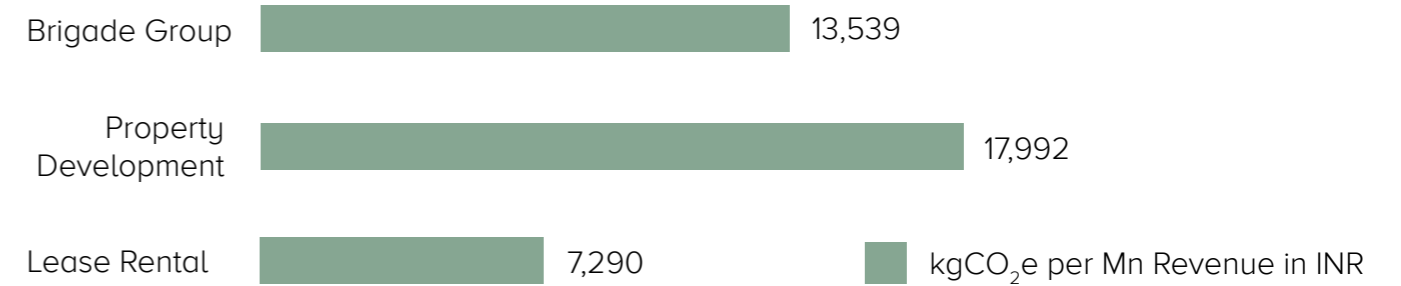
Brigade Group Emissions in tCO₂e in FY 2023



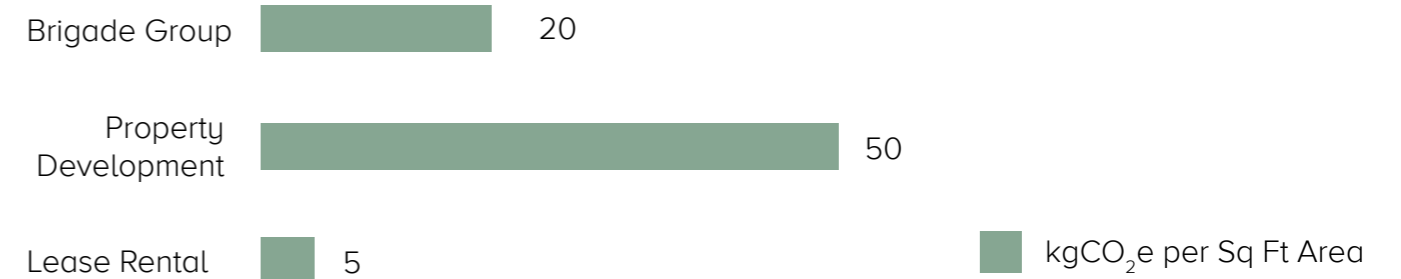
Our Carbon Intensity⁵

At Brigade Group, this year, we reduced our Scope 1 emissions by 27% and Scope 2 by 11% compared to FY 2022. This is the first year we have reported our Scope 3 emissions.

Emission Intensity by Revenue in FY 2023



Emission Intensity by Area in FY 2023



⁵Scope 3 emissions intensity for business travel and employee commute of 28 (KgCO₂e/Revenue in Million INR) has been excluded from business entity-wise categorization of emission intensity.

“Sustainability is no longer just a buzzword as we see a number of organizations adopting and implementing sustainable practices by developing internal bandwidth to solely focus on sustainable practices in their businesses and operations.

I feel we have crossed the point of sustainability as a trend and progressing toward an era where sustainability is very vital for any business' adaptability and growth.

As a responsible developer we at Brigade revisited our key material aspects of our business and operations with significant environmental, social, and financial impact, and prioritised them based on the expectations from different stakeholders. We have also framed our strategies to integrate sustainability and social elements into our business and operations with required governance policies and frameworks. In addition, we have set an ambitious yet realistic ESG targets for the organization including NetZero target aligned with SBTi in support of Paris agreement (2015) to limit the global temperature rise below 1.5°C and to support India's NetZero target by 2070.

We have chalked out our ESG roadmap meticulously to enhance our sustainability image and to progress towards excellence so that our business stays ahead of the curve.”



Vijay Kumar N.,
Dy. General Manager -
Environment,
Sustainability and ESG
(Corporate ESG Lead)

Building for tomorrow, today

For over three decades, Brigade Group has pioneered constructing sustainable and environmentally friendly buildings. Our commitment to “Building for Tomorrow, Today”, drives us to develop projects that surpass our own standards and redefine industry benchmarks. To guide our sustainability vision, one of the primary guiding principles is to foster green thinking at the core and to trailblaze the path to environmentally friendly solutions. We at Brigade have been at the forefront of sustainable development by obtaining certifications such as Leadership in Energy and Environmental Design (LEED) and Indian Green Building Council (IGBC). Over **6 Mn sq. ft** of built-up area is Green Certified.

Brigade Group's focus on obtaining LEED and IGBC certifications for their buildings has resulted in several positive impacts and benefits. These include reduced energy consumption, lower operating costs, improved indoor air quality, effective waste management, efficient water utilization, and a positive contribution to the overall sustainability of the built environment. Additionally, LEED and IGBC certifications enhance Brigade Group's projects' market value and reputation and improve investor and stakeholder confidence as sustainable buildings are seen as financially viable, resilient investments that align with ESG goals.

Through our sustainable practices and adherence to certification standards, Brigade Group has set a benchmark for environmentally responsible construction, contributing to a greener, more sustainable future that prioritizes the well-being of occupants and the surrounding environment.

Spotlight: Energy free ECOSTP

After successfully piloting the ECOSTP - an environment-friendly wastewater treatment system, we operationalized this across our properties. Unlike conventional Sewage Treatment Processes (STPs), which need electricity twenty-four hours a day, seven days a week – this technology runs free of energy. It also does not require chemicals as it functions on the principles of biomimicry - a cow's stomach.

MATERIALS



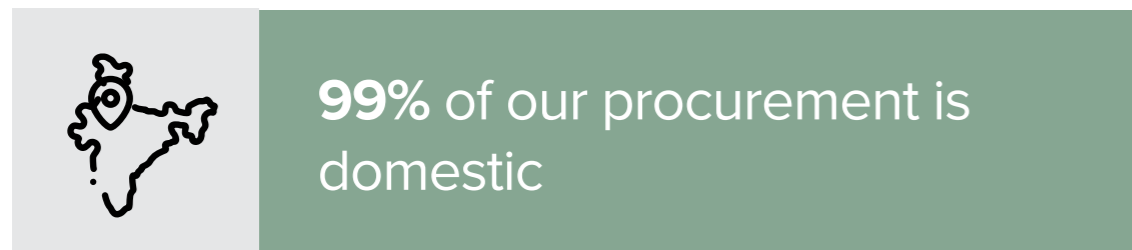
M9

Input materials significantly impact various aspects of property development and management. The quality of the materials we buy and their composition from an environmental and social lens can have far-reaching consequences on the durability, energy efficiency and, most notably, the occupant’s comfort and health. Paint, for example, is used in various places on a property. Using Volatile organic compounds (VOC) can pollute the air one breathes. Hence, the shift to paints that are low VOC paints for us at Brigade Group was easy. We aim to switch to credible eco-certified products keeping quality in mind.

Using resources efficiently is also critical. As it directly links to the waste, we generate. At Brigade, we track all significant materials we procure and consume and report them transparently across our marketing brochures. This empowers our occupants with the information they need about the spaces we create for them.

Our “red list”

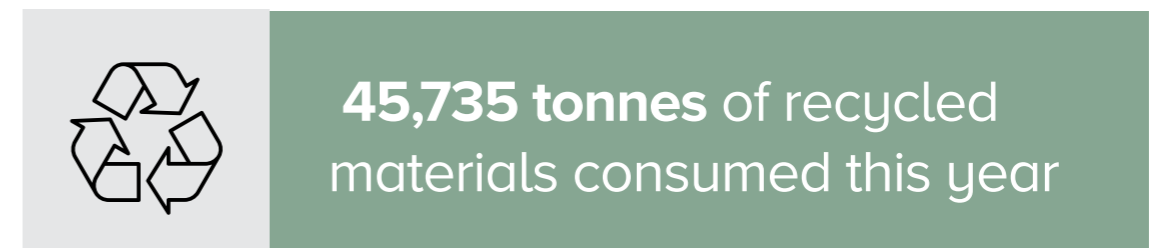
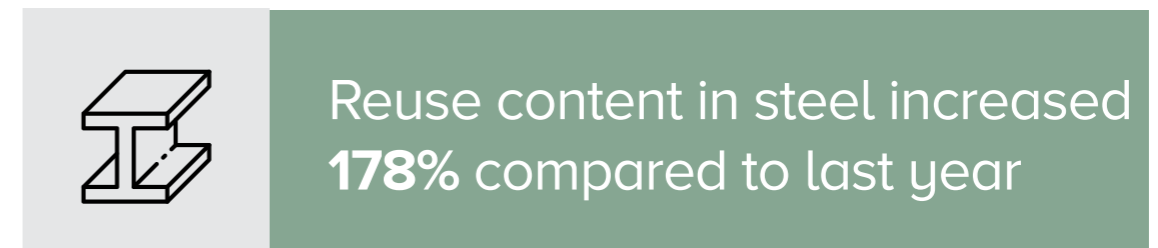
We took a clear stand to ensure zero tolerance for conflict materials, restricted substances, and resources. This is part of our Sustainable Procurement Policy. We have also identified a list of goods that cannot be purchased by all entities across Brigade Group. This “Red list” have been identified to harm health and safety of our on-site staff members as well as occupants.



Material consumption

Property development's construction materials and processes also contribute to the carbon footprint. The extraction, production, and transportation of concrete, steel, and glass materials can result in substantial CO₂ emissions. Embracing sustainable construction practices, such as using recycled or locally sourced materials, employing energy-efficient building techniques, and reducing construction waste, can significantly reduce the embodied carbon in a building and minimize its overall carbon footprint.

Cement and concrete bricks are a significant portion of our materials in property development. We maintain high-efficiency standards limiting our concrete mix blend to what is needed, recycling mortar spills, picking metal over wood – as it can be reused and using recycled materials like Fly ash or GGBS. This is aligned with our approach to Waste Hierarchy at Brigade.



WASTE MANAGEMENT



M11

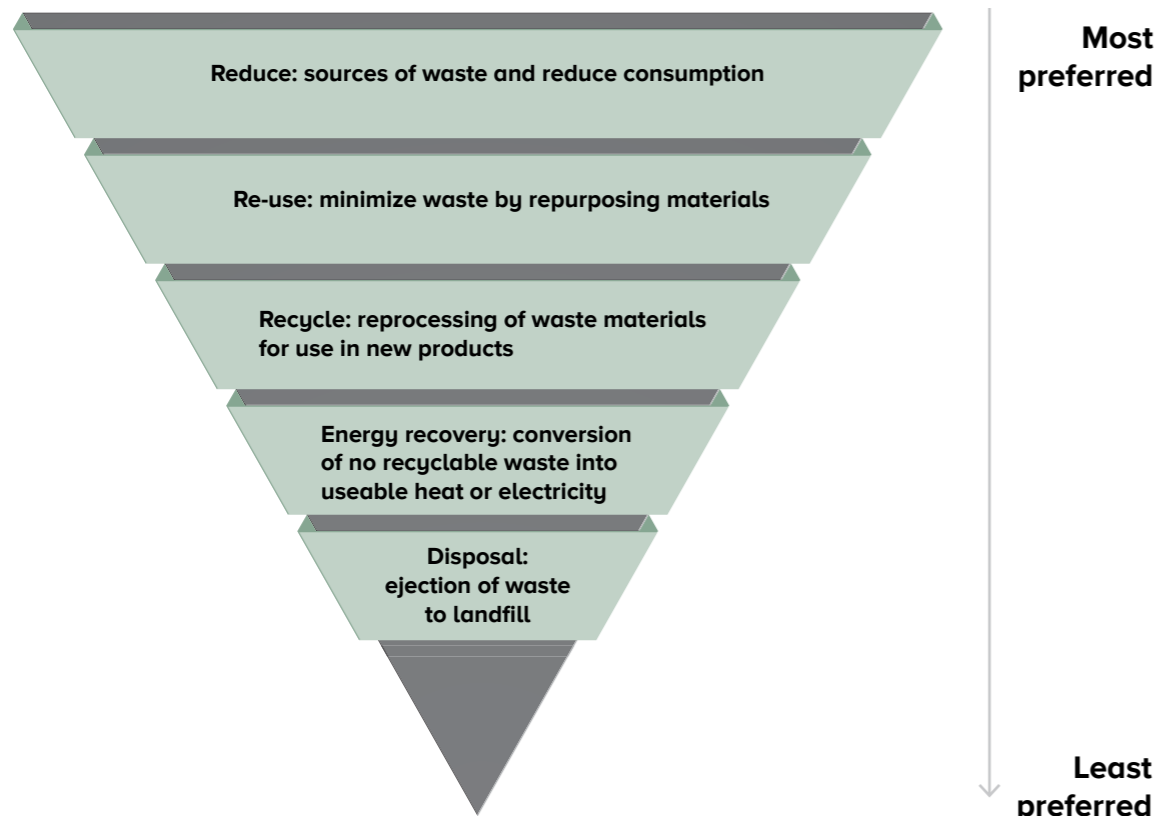
Managing Waste Responsibly

At Brigade Group, our attention to waste management begins even before a building is designed. Based on what we will be developing – homes, clubs, offices, or malls, we estimate the amount of waste produced during the building's construction and use. These estimations are then worked into our design plan to reduce development waste and effectively manage waste when the project is in use. We constantly focus on waste reduction, upping recycling, and resource reuse to minimise waste generation and, ultimately, what ends up in landfill.

Brigade Group generated 96,856 tonnes of waste in FY 2023. Our Group waste intensity measured in tonnes per million revenue INR is 2.7. The waste intensity measured in tonnes per square foot of built and managed area for the Group is 0.004. For the Property Development vertical, waste intensity measured in tonnes per square foot of built-up area is 0.01. For Lease Rentals, the waste intensity measured in tonnes per square foot of managed area is 0.0001

Five steps to waste management at Brigade Group


Built around the ethos that we should do all we can to prevent waste from ending in landfills, we have created a 5-step waste hierarchy. This method influences behaviours and enables a system based on what is best for the environment.



Property Development Waste Reduction Starts with Planning

Real estate development at Brigade accounts for more than 98% of the Group's waste. Owing primarily to construction and demolition waste (65%). A waste management plan is developed before we commence a project. To minimise wastage in material inventory, our procurement team works closely with the engineering team to draw out the materials required at different stages of construction.

During the construction phase, the re-usability of the material is also considered. For example, steel panels are picked instead of wooden boards as they can be reused. Alternate construction materials like precast concrete are also considered. Secure and good construction material storage helps prevent contamination and waste. During the supply of material to our sites, we try to reduce packaging and request recyclable or reusable packaging – which can be returned to suppliers. Waste segregation sites for timber, metal, plastic, aluminum, provided, and workers are trained to segregate and dispose of waste.



65% of waste is from construction and demolition waste

Composting Biodegradable Waste


The Brigade Group makes sure that only trash collectors approved by the local authorities are used to dispose of non-recyclable demolition waste.

- Damaged glass during glazing work recycled by the glazing contractor.
- To avoid dangerous chemical contamination, used batteries are swapped for new ones through authorized dealers.
- It is completely forbidden for both employees and our contractors to burn any flammable products.
- Per state rules, biomedical waste from first aid clinics is disposed of through authorized collectors or partnerships with local hospitals.

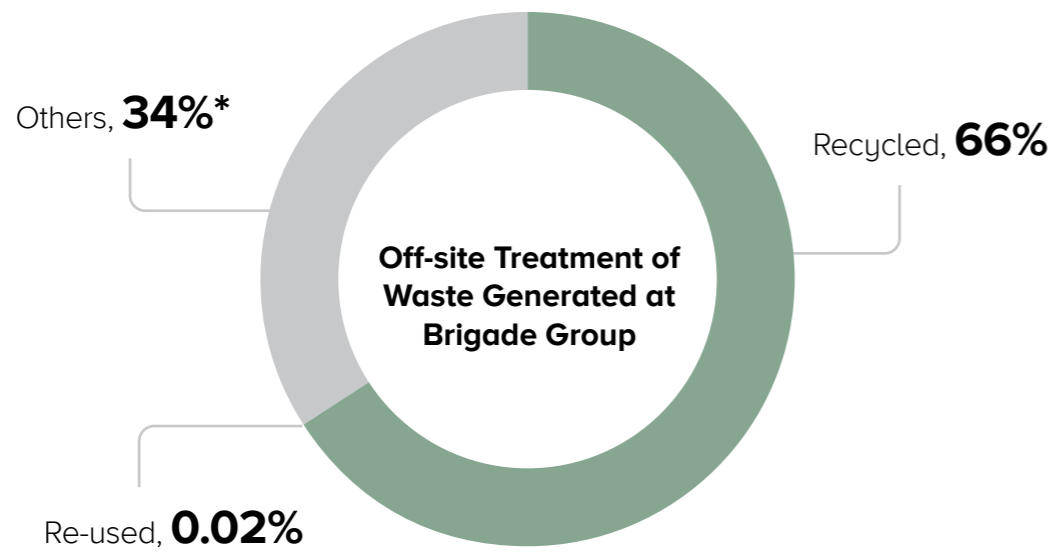
In facility management, waste management is not an afterthought; it's an integral part of a well-rounded approach to sustainable and responsible operations.

Waste management is a collaborative effort that requires the participation and commitment of everyone in the facility, from management to staff and tenants, to create a cleaner, healthier, and more sustainable environment.

Lalit Nagpure,
Assistant Vice President, Facilities, Brigade Group



100% of our waste is disposed through authorised vendors

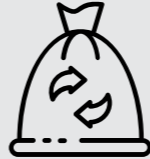


*Waste taken for composting

Repurposing Development Waste

Laying a foundation requires the excavation of topsoil. This can produce an excess of excavated soil that could end up in a landfill. Reusing clean (uncontaminated) topsoil can reduce the transport cost to disposal. At Brigade Group, this clean topsoil is repurposed for landscaping. Given the urban forests we factor into our building design, the nursery we run and the trees we plant, this topsoil is put to good use.

Sometimes, the topsoil excavated is also used for backfilling along with concrete and masonry waste from demolition. Any excess topsoil is also transferred to other ongoing development sites.



1,000+ tonnes of waste from construction were recycled

Responsible Disposal of Electronics

While our e-waste footprint is small – the repercussion of it ending up in a landfill can do long-term damage. We implemented an e-waste disposal program ensuring the Group's e-waste is handled safely and responsibly disposed of through recognized third-party recyclers. Effective processes have been established for the disposal and recycling of electronic devices, and a governance body has been set up. This team is responsible for the performance of e-waste recycling.



The Green Print program implemented supports Brigade Groups' paperless drive.



Waste management involves proper segregation, management, recycling and disposal of materials in order to reduce the environmental impact of hotel operations. Proper waste management also lead to financial savings for hotels by reducing costs associated with disposal, as well as improved customer satisfaction.

The nature of hotel operations creates considerable amount of waste. Hence, it's imperative for hotels to follow effective waste management practices to reduce the impact on the environment and save costs. Hotels need to adopt an eco-friendly integrated approach to manage hotel waste which is based on 5-R's (Refuse, Reduce, Reuse, Recycle and Restore). The latter three R's convert the waste into nutritionally and commercially valuable by-products and help in saving nature and making the hotels more sustainable.

Vineet Verma,
Director, Brigade Hospitality

Designing buildings with integrated waste solutions

We have incorporated a smart waste solution into the building design at Brigade Cornerstone Utopia, an integrated township in Bangalore, Karnataka.

80% of waste will be treated, recycled or reused thanks to the project. 20% of non-recyclable inert materials will be disposed of by approved agents. Waste separation at the source is the first step in the process. Each building block will have a separate collection bin for organic, dry, electronic, medicinal, and sanitary garbage. By using this method, recyclable goods won't end up in landfills. Biodegradable elements like kitchen leftovers and yard waste will be composted to improve soil fertility. As a result, less chemical fertilizers will be used.



Planned Waste Management at Brigade Cornerstone Utopia

Spotlight: Creating waste management awareness through art

On World Environment Day, we opened the Orion Mall to visitors with unique displays. Renowned designer Mallabadi Davangere has set up 20 art installations using e-waste. Keyboards, CPUs and even cables were used by Mallabadi to create these displays. A two-day workshop was also organized to help mall goers understand how to responsibly dispose of e-waste.



Through this initiative, we aim to create awareness about how e-waste can be upcycled or recycled and also promotes proper disposal.

Sunil Munshi,
VP Retail, Orion Malls, Brigade Group



Actual image of urban forest at Brigade Tech Gardens

BIODIVERSITY



M12

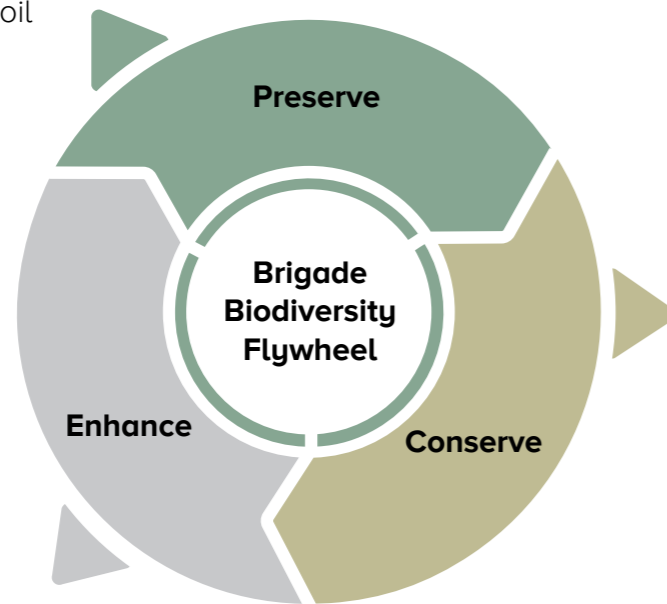
Brigade Group’s commitment to Biodiversity has been unwavering over the three and half decades we’ve been in business. We have personally witnessed how the spaces we build and manage double up as homes for various species like birds, insects, and plants. We recognize that with urbanization, biodiversity can have a negative impact. The Group’s approach to biodiversity has been to: Preserve, Conserve and Enhance.

Even before we begin developing a project, we estimate what the use of the building would be and what we need to factor into our design. At every stage of our project, we look at the old trees on the land we are developing that need a new home or the green cover we can bring on land, on roofs or on the external wall of our buildings.

Brigade Group's Biodiversity Flywheel

Our three-pronged approach to conserving biodiversity

- Protecting and retaining trees
- Preserving topsoil



- Eliminating the use of harmful chemicals
- Educating our stakeholders

- Creating urban forests
- Reducing turf

Our New Biodiversity Policy

This year, we created our Biodiversity Policy. It describes the practices Brigade Group follows to ensure the protection and enhancement of biodiversity. The elements that we added were:

- Avoiding operations in and around restricted ecologically sensitive sites (IUCN protected areas, national parks, wildlife sanctuaries, World Heritage Sites, biosphere reserves, etc.)
- Collaborating with local communities to enhance biodiversity value
- Measuring and tracking our impact on nature



So far, **63,000** trees have been planted by Brigade Group

Factoring Biodiversity into our Property Designs

Land Topography	Meticulous attention is paid to the land's natural contours – it helps us decide where our green spaces can best thrive and allows us to leave the ecosystem undisturbed and in harmony with nature.
Local flora and fauna	Understanding what plants, birds, and insects are present helps us better understand the local climate and soil conditions. This also helps us pick the right plants for our landscaping designs.
Surveying old trees	Extensive surveys are conducted on the old trees on the land we want to develop. Driven by the goal that we want to keep them rooted in their home, and we do all we can to design around it.
Existing Water Bodies	The natural lakes and water catchments of the land are essential as these impact health and quality of life for new occupants and nature. We run extensive tests, from sampling the water to understanding the water tables underground.
Traffic Patterns	Understanding vehicles' movement in the land we wish to develop and outside is essential. As noise levels and air pollution play an important role in deciding which places are quiet and peaceful and how we place the buildings we design for future residents.

Oxygen Park at Brigade Seven Gardens

The Oxygen Park developed at Brigade Seven Gardens carries Beema Bamboo. Known as a super carbon sequestration agent - an adult Beema Bamboo can remove more than 450kgs of carbon dioxide from the air and release 350kgs of oxygen into the atmosphere. Beema Bamboo also absorb sewage water, stops soil erosion, and increases the soil's water-holding capacity.

Brigade Seven Gardens landscapes also have medicinal, aromatic and mosquito-repellant plants. Drip irrigation, to optimize water use, is used across its gardens.

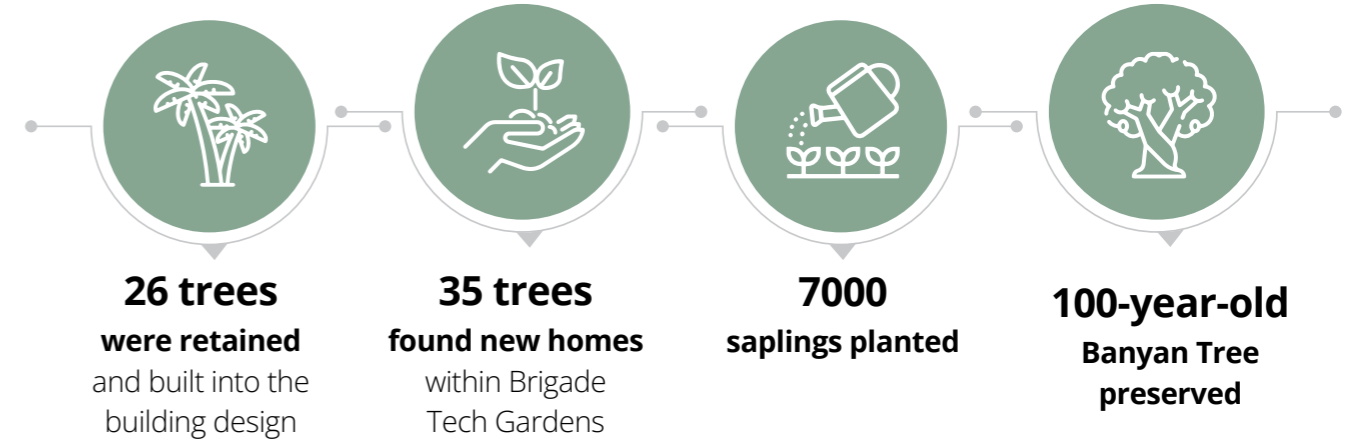


Actual image of Oxygen Park at Brigade Seven Gardens

Preserving Bangalore's Oldest Heritage

In Brookfield, a prime locality in Bangalore east, Brigade Tech Gardens is spread across 3 Mn square feet. It integrates architecture and green scape and is a workplace for many companies. 33% of this USGBC LEED Platinum certified SEZ Development is green.

It has a variety of species in and around the campus, along with a Miyawaki forest – a mini forest made of 7000 indigenous plants- aimed to improve the air quality and well-being of its residents. Plants like Areca palm, Neem, and Pongamia trees can be found here – they are great at absorbing toxic gases. Integrated into the campus are beautiful walkways and jogging paths. A breakout area has been built around a 100-year-old Banyan tree, allowing people to unwind and network.



Responsible Land Use

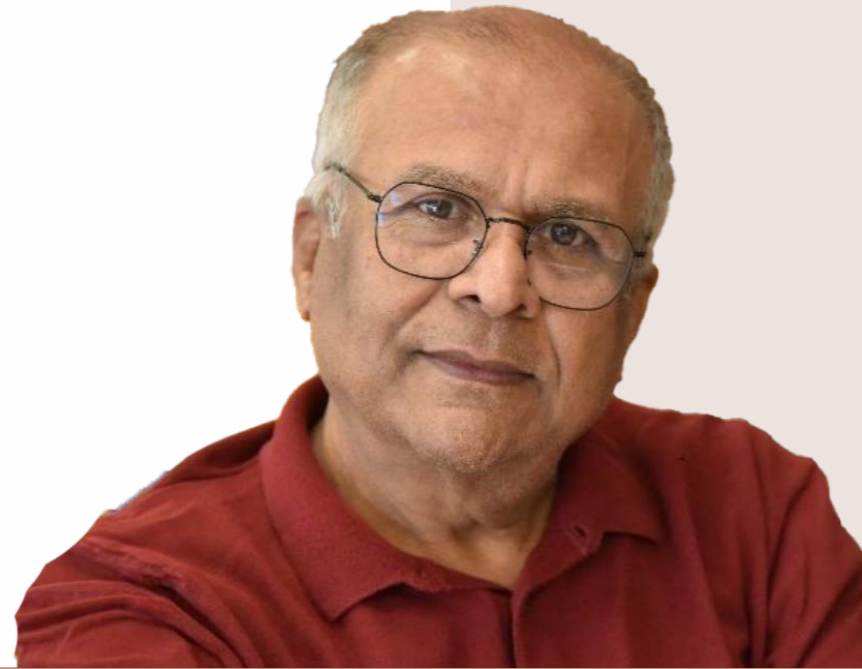
As a conscious real estate developer, maintaining the ecological and social balance of the land we use is important. Our goal is to keep our impact on ecosystems minimal.

Starting with our site selection process, we conduct stringent environmental assessments to evaluate the biodiversity value of the area. Some key factors in these assessments are soil quality, water resources, proximity to ecologically sensitive zones, and existing habitats in the area. During the design and construction phase, we prioritize efficient land use by using sustainable design practices that allow more open spaces for green areas. The topsoil excavated during the construction is reused for gardening and landscaping purposes.

This year, no land contamination, remediation or degradation incidents were reported. Brigade Group complies with all local laws and statutory regulations.



Actual image of the banyan tree at Brigade Tech Gardens



Dr Shashidhar
CEO, Brigade Foundation

Excellence is a mind set which demands constant observance of core values and professional approach in whatever we do



PILLAR 2

SCALING LIVABLE SPACES FOR COMMUNITIES

As real estate developers, we understand that the spaces we create are more than just brick and mortar. These spaces have the power to create experiences and memories with the people who interact with them – be it a mall, a home, a hotel, or an office. These spaces also have the power to shape the skies and impact the people who visit these neighbourhoods.

Behind these spaces are the creative, innovative Brigadiers and hardworking workers. They are the masterminds who design these spaces keeping people in mind who will eat, sleep, work, or shop in these buildings. They also labour through the day, weeks, months and sometimes years to bring the design to life brick by brick.

Our community of people we work with and serve forms the backbone of our success. Therefore, we are committed to being a real estate company that builds and manages spaces that are safe, healthy, and holistic.

SCALING LIVABLE SPACES FOR COMMUNITIES

Our Aspirations



Health and Safety

M5



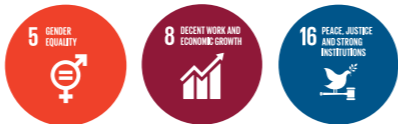
Provide a healthy and safe working environment to our employees and workers

Target	Target Date (Financial Year)
100% Workforce trained on Occupational health and safety	2025
All Lease Rentals properties to be WELL Health-Safety certified	2028



Human Rights

M6



Respect and uphold the human rights of employees and neighbouring communities

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



Tenants & Community

M7



Build positive and long-lasting relationships with tenants and community

Target	Target Date (Financial Year)
Source more than 50% of materials locally	Ongoing
Implement a Group-wide Net Promoter Score (NPS)	2025
All contracts under the Property Management Services portfolio will include Green clauses	2027



Human Capital Development

M8



Provide holistic learning and development opportunities for our employees and workers

Target	Target Date (Financial Year)
Increase investment in workforce training	Ongoing
Increase women-centric leadership programs	Ongoing
Increase employee inclusion initiatives	Ongoing

HEALTH AND SAFETY



M5

Promoting wellness at work and beyond

The culture we have aspired to create since we opened our doors at Brigade Group stems from the thought that every life matters. The workplace and protocols are designed to keep every Brigadier safe, empowered, and valued.

Our commitment goes beyond compliance. We invest in customized training programs to equip our people with the knowledge and tools to carry out their daily activities responsibly. The Group is ISO 45001:2018 certified in Health and Safety Management Systems. It ensures the systems and processes we have in place are best in class. Proactive hazard identification and risk assessment (HIRA) are conducted regularly for all routine and non-routine activities at the construction sites.

Setting clear expectations on Health, Safety and Well-being

Brigade Group's Health, Safety and Well-being Policy sets out the practices we expect our employees, workers, suppliers, and vendors to follow. A dedicated person oversees compliance with local health and safety regulations and resolves grievances on time. This Policy also covers essential practices such as:

- Effective implementation of initiatives that ensure both physical and mental well-being
- Conduct regular health, safety, and well-being assessments to identify gaps and corrective action plans are implemented.
- Ensuring regular monitoring and maintaining optimal performance of health, safety, and well-being in our operations
- Conducting training and investing in tools and capabilities to improve our Health and Safety performance

Access to healthcare

Construction sites are labour-intensive and prone to accidents or injury without safety protocols and awareness. Brigade Group's track record as a Zero Fatality organization continues. We hire qualified and certified individuals to conduct site-level checks aligned with our health and safety protocols and applicable laws and regulations.

As part of our employment checks, premedical check-ups are necessary for employees and workers. The BOCW (Building and Other Construction Workers) card lets them reimburse their medical expenses.

All sites and offices of Brigade Group have monthly medical camps and access to visiting doctors every week. All construction sites have a dedicated medical room with trained professionals, the Medical Emergency Team (MET), as a first line of defence in medical emergencies. The Brigade Group also partners with nearby hospitals for emergency care. The MET also helps arrange ambulances, quarantined accommodation, funeral services, and transportation. These services extend to family members too. The MET team periodically provides financial support and distributes food rations to construction site workers.





Zero fatal accidents recorded since 2018

Health and wellness benefits

The Group offers insurance and parental benefits to our people. All our permanent employees and workers are provided accident insurance, and 97% are provided health insurance. Paternal and Maternal benefits can be availed by our permanent workforce. Family wellness is a top priority at Brigade Group, and we offer daycare services to young parents.

Health and Safety excellence starts with awareness

Training is vital to keep our people aware of workplace safety hazards at Brigade Group. The Group’s approach to training is holistic. It extends beyond the training room to equip people with the right tools to navigate the work environment hands-on safely.

Employees and workers undergo pre-identified, mandatory, role or trade-specific training as part of the induction process. It has helped familiarize them with the best practices the Group follows and mitigate potential safety hazards and risks in their day-to-day work activities. Wellness awareness sessions are conducted on healthy diets, the dangers of smoking and tobacco, and drug and alcohol abuse at regular intervals. Frequent safety campaigns such as **National Safety Week** serve as refreshers and help keep them current on any new policies or processes implemented.



14,000 + hours invested on Health and Safety training, this year

Occupational Health and Safety Management System at Brigade Group

The Occupational Health and Safety Management System (OHSMS) ensures that skilled or unskilled people follow safe practices across our offices and sites. During all the stages of a construction project, potential risks are assessed and documented as per the Hazard Identification and Risk Assessment (HIRA) system. Compliance with all applicable regulations is complied with, and we constantly work towards doing more than the minimum compliance requirements.



Helmet of Honour

This award-winning “Helmet of Honour” program has been part of the Brigade Group tradition since 2009, designed to award the project team and the contractor with the highest monthly health and safety score. Top performers are awarded each year with Platinum, Gold and Silver stars.

The success of this long-standing recognition program at Brigade lies in the transparency of its scoring system - a 30-point checklist. Dashboards provide teams and individuals access to their scores readily.

We have witnessed improved compliance with the health and safety standards, increased awareness, healthy competition, and comradeships between site teams.

The **Confederation of Indian Industry (CII), Chennai, awarded** this program “**South Zone Best Practice Award**” as a runner-up.

Toolbox Talks – open dialogue on health and safety

The “Everyday Toolbox Talks” initiative empowers all workers to report health and safety concerns directly to their supervisors at their construction site. Concerns raised are sent to the management and worker Health and Safety Committee to fine-tune processes and update the organization.



14,000+ workers participated in Toolbox Talks, this year

Influencing Health and Safety Practices across our Supply Chain

Occupational Health and Safety is part of every contractor tender. During new contractor induction, they are briefed on Brigade Group’s Health and Safety protocols and all statutory compliances that must be met. Contractors are requested to submit their site-level plans for Brigade Group approval before the start of any development project.



We are **100%** compliant with the **National Building Code** and **Fire Safety protocols**

Brigade Group's site visit protocols

Our properties under construction witness a high number of visitors. They are usually potential customers or contractors who are engaged by our customers. Our site teams follow the Group’s health and safety protocol to help them safely navigate the construction sites. All visitors are always accompanied by a site representative and are provided with a site orientation and induction. Personal protective equipment is mandatory, and the sites have clear signposts for restricted areas, safe pathways, and safety fences near excavations, open edges, or high-risk zones.

Ensuring safe spaces for public

Our clubs, malls, hospitals and other commercial buildings have a high footfall. We have established business continuity plans, disaster management and emergency procedures across all our projects. Regular drills ensure all personnel are aware of safety protocols and well-prepared for real-life incidents. The facility management team also provides clear safety signages such as emergency exit points, Do’s and Don’ts in elevators and swimming pool areas, and optimum surveillance and security.

As Advisor Security & Safety at Brigade, I love my job and the challenges that come with it. Every day brings a new challenge that offers so much scope to collaborate across teams and with different personalities. It gives me immense happiness when we resolve contentious issues together. As an organization, Brigade Group welcomes people from all walks of life to bring their experiences and new perspectives and contribute to the company's growth.

Dr P.R.S Chetan
Advisor Security and Safety, Brigade Group

HUMAN RIGHTS



M6

Advocating for Human Rights

Human rights are fundamental principles ensuring every individual's dignity, equality, and well-being. Our organization believes in establishing a culture that respects each employee, their individuality, regardless of their background, identity, or beliefs. This inclusive approach promotes diversity, encourages open dialogue, and helps us to harness the collective strength of people with different perspectives. At Brigade Group, we want to create an environment that nurtures personal and professional growth, encourages innovation, and ensures equal opportunities for all. We adopted a Human Rights and Diversity, Equity and Inclusion Policy this year.



All employees and workers are covered under our Human Rights Policy

Brigade's Human Rights Policy


This policy details Brigade's commitment to the 9 Principles of Human Rights. It extends to our employees, workers, suppliers, vendors, and business partners.

Prohibition of Child Labor	Workplace Discrimination or Harassment	Fair Remuneration	Learning & Development	Freedom of Association and Collective Bargaining
Rights of Communities	Health, Safety & Wellbeing	Diversity & Inclusion	Protection of Data	

This policy has been developed in line with national and international frameworks, such as

- United Nations Guiding Principles on Business and Human Rights
- International Labour Organization Declaration on the Fundamental Principles and Rights at Work
- National Guidelines on Responsible Business Conduct

We conduct orientation sessions on subjects like POSH, Child Labour, emphasising on employing differently abled, respecting individuals & non-discrimination as part of our various value sessions. Awareness is widespread on these matters and is initiated as soon as the employees join our teams. We plan to have more focused sessions on specific aspects of Human Rights in future.



90% of Brigadiers are trained on Human Rights and how to report it

Integrating Human Rights into our risk management framework

Arising from reviewing our material ESG topics – Human Rights risks were identified as a key emerging risk. The leadership at Brigade Group decided to include this risk in our enterprise-wide risk management framework. This will enable the Group to proactively manage this and mitigate the organization's risk exposure concerning human rights through effective strategies.

Safeguarding Human Rights across our supply chain


Safeguarding human rights does not stop with the Brigade Group. As we rely on suppliers, contractors, and business partners, we strongly encourage them to align with our Human Rights Policy and processes. Non-compliance can impact the Group's future business dealing with them. Compliance with all applicable human rights laws is also a part of the supplier onboarding and screening process.


Our Supplier Code of Conduct also encourages all value chain partners to comply with the provisions of the


1. Contract Labour (Regulation and Abolition) Act 1970	3. Payment of Wages Act 1936 and other local regulations related to fair wages, health, safety and welfare of workers
2. Minimum Wages Act 1948	


Reporting Violations


This year the Group formalised the various channels 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 chairmanauditcommittee@br@gmail.com


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

 **Phone Number**
91-80-41379200



Zero Human Rights complaints reported this year

 Learning and developing people is an important part of our business. We believe in creating better people for the country, the community, the family, the team and for themselves. Every individual has unique qualities and capabilities that need to be further developed for the individual to grow & contribute. We believe that creating a nurturing environment is essential for the growth of every individual. As an organization, we know that one size does not fit all and therefore have a curated variety of activities, initiatives and programs that cater to different requirements of individuals and groups.

 **Mr. Chidambar R S,**
Chief Human Resource Officer

TENANTS & COMMUNITY



M7

Committed To Customer Centricity and Community Welfare

Customers are at the heart of our purpose. It is an honour to play a role in their lives through the residences we build or offices, malls, clubs or hotels we manage. This can be a few hours to months and years. Keeping an ear to the ground has always helped us build spaces that care for their current and future needs.

At the same time, the local communities are also important stakeholders for the Brigade Group. Our projects serve as visual or communal landmarks for them and focus on how we can give back to benefit the marginalised, women and youth in the cities and states we operate in via the Brigade Foundation.


 While the rest of Bengaluru suffered from flooding during last year's torrential rains, the Brookfields Layout, adjacent to Brigade Tech Gardens (BTG), was nearly bone dry. This is due to the fantastic work done inside BTG to preserve and widen the Kundalahalli-Thubarahalli kaulve (storm water drain). Thanks to the Group's efforts, the kaulve today carries a massive discharge, which in the years past would have choked and spilt onto the road and into our houses. I would like to extend my appreciation and thank the team for the excellent work done. Our neighbourhood has changed dramatically. Once again, thank you for collaborating with and supporting us.

 **Arvind Keerthi,**
Resident of Brookefields Layout

OUR TENANTS

Authentic and honest marketing

A large part of the relationships we forge with our customers are long-term. Trust is built over time, and word of mouth has a multiplier effect – especially in the real estate sector. The Brigade Group engages with customers respectfully and professionally. We are committed to always protecting the rights and well-being of customers. Our communications and marketing material can be the first interaction with our potential customers. Our aim has always been to keep our communications simple, truthful, and accessible. As advocates of sustainable development, we also highlight the environmental and social features of the products and services we market.



Zero complaints reported on our products or service marketing and advertising, this year

Client Testimonial

“ We have been associated with the Brigade Group since 2004-05. Over the past years, the relationship has deepened, and we have found them consistently polite, professional and approachable. This points to their culture as a corporate group and that’s the primary reason we always go back to Brigade.

Brigade’s services and quality are predictable and standardized. They run the show to almost clinical precision and yet maintain the humane elements. When they write ‘building positive experiences’, they practice it through their actions. We love the balance between design features and green, open spaces. Brigade doesn’t only build you a house but an ecosystem around it.

— **Suchismita and Subhrajit Dey**, homeowners at Brigade Metropolis

Elevating Customer Experience with Customer Connect

At Brigade Group, every interaction counts. We have 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 chat bot)
- Qwikspec** (Dedicated application for customers to share feedbacks on their purchased deals)




Voice Customer Support

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



Resolved **99%** of complaints received this year.





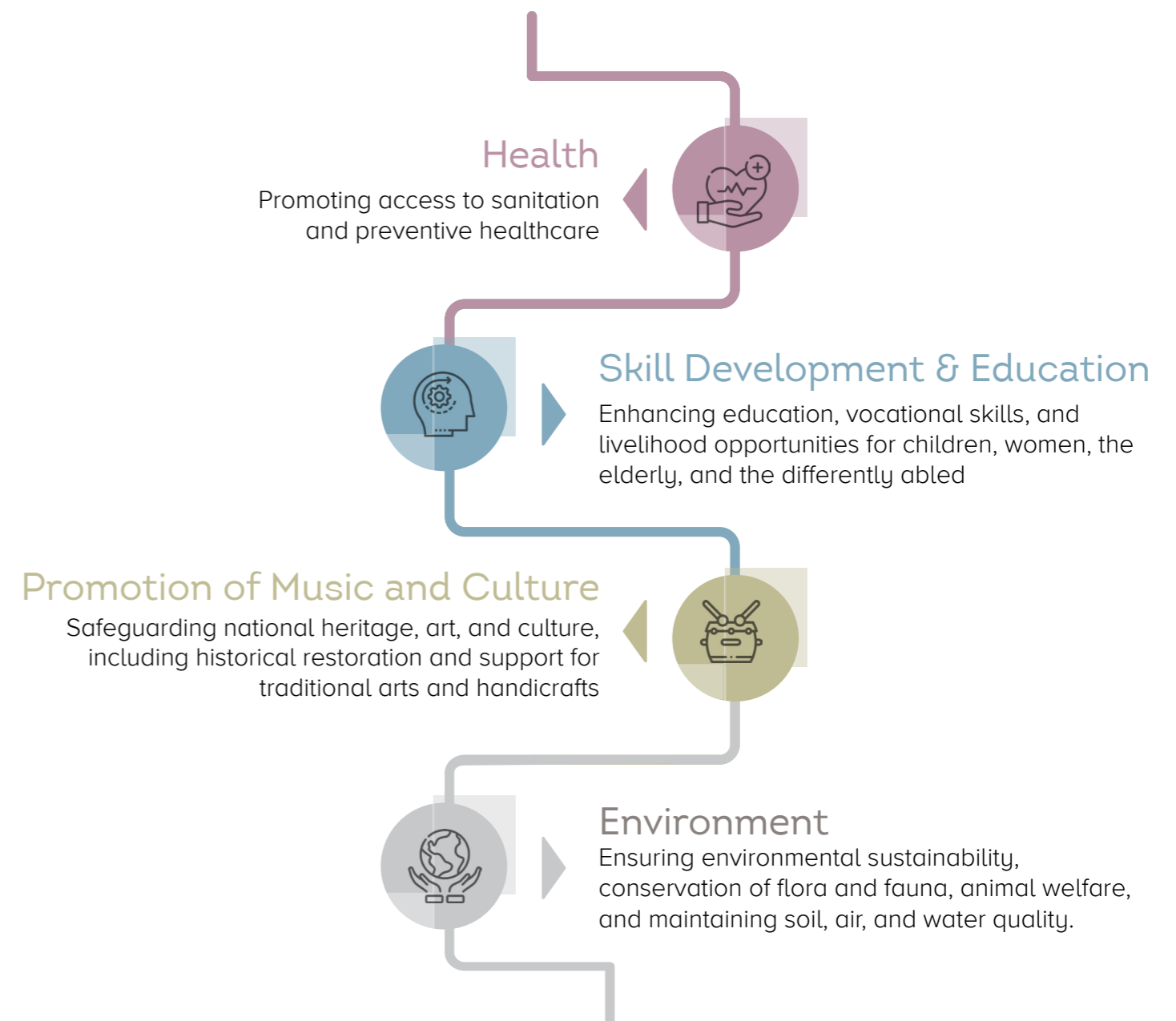
Zero unfair trade practices complaints reported this year

W The new office at Brigade Tech Gardens is a reflection of our commitment and desire to make the India office a nucleus of innovation for the global Manhattan Associates family. We moved into our new office in September 2019 and could immediately perceive the positive impact on the organization. In the last two years of being at Brigade Tech Gardens, we have realized that we made the right choice. The operations team at Brigade have always been extremely polite, helpful, and sensitive to our needs and the cafeteria is very well-managed, spacious and promotes a vibrant atmosphere. The landscaping around the campus, the gardens, and the greenery are a treat. Our associates really enjoy using these facilities – the big banyan tree and its surroundings is a resounding hit among the associates. We look forward to the future amenities being planned – the convention center, food court, swimming pool and fitness center. These will add value and drive effective employee engagement for our associates.

— **Ms. Ushasri Tirumala**, Sr. VP President and GM, Manhattan Associates, Office Space Tenant at Brigade Tech Gardens

COMMUNITY WELFARE

Our commitment to local communities is founded on the belief that no individual or corporate can truly flourish unless the entire community does. The Brigade Foundation, established under the Group, celebrated its 20th anniversary. It was established to give back to society in a meaningful way and Brigade Group's CSR expenditure is spent and implemented by the Brigade Foundations across four thematic areas, broadly:



Brigade Group **spent INR 12 Cr** on **CSR** this year

CSR HIGHLIGHTS

HEALTH

New hospital in Kanakapura, Bengaluru with St. John's Medical College Hospital

In June 2022, the Brigade Foundation and St. John's Medical College Hospital came together to construct a 120-bedded hospital at the 60-acre Brigade Meadows Township on Kanakapura Road, Bengaluru. The 109 lakh sq feet hospital will provide primary, secondary, and tertiary healthcare services that are accessible, affordable, patient- and environment-friendly. It will be a not-for-profit hospital.

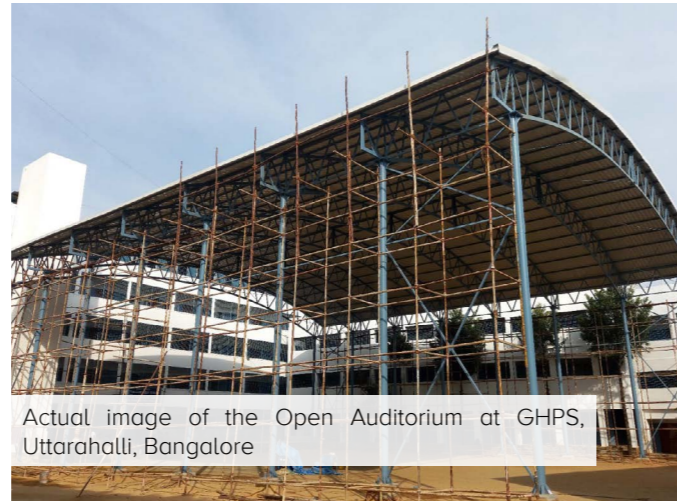


Artist's impression of the St. John's Medical College Hospital at Brigade Meadows

SKILL DEVELOPMENT AND EDUCATION

Open Auditorium for Government School in Uttarhalli, Bangalore

This year, Brigade Foundation constructed an open auditorium at the GHPS Gubbalalu - a government school. Located in Uttarhalli, Bengaluru, near the upcoming Brigade Komarla Heights, this auditorium will serve as a sheltered space for the school to organize mass gatherings, conduct sports activities and cultural programs and distribute mid-day meals to its students.



Actual image of the Open Auditorium at GHPS, Uttarhalli, Bangalore

Upskilling children in Chikmagalur, Karnataka

In partnership with Children's Movement for Civic Awareness, 800 school and college students participated in the life-skill enhancement program in Chikmagalur, Karnataka. Students were encouraged to become active community citizens by learning empathy, critical thinking, effective communication, problem-solving, and interpersonal skills, including teamwork.



No one was **displaced, rehabilitated, or resettled** because of Brigade Group

Bridging the skill gap with Brigade-BCIC Skill Development Academy

Karnataka faces a skilled worker shortage of 11 lakhs across the construction, retail, hospitality, and manufacturing sectors.

To bridge this gap, this year, the Brigade Foundation signed a Memorandum of Understanding (MoU) with the Bengaluru Chamber of Industry and Commerce (BCIC) to set up "Brigade-BCIC Skill Development Academy – a Centre of Excellence.

This project will spread across 5 acres in Bangalore North. This not for profit initiative aims to upskill or reskill 4,000 construction workers. It will provide livelihood opportunities to the unemployed and poor youth in Karnataka and enhance the incomes of the underemployed.

Best wishes to the Brigade Group for signing the MoU with BCIC for developing the Skill Development Center of Excellence. Skilling youth is an important focus for the Government of Karnataka. It empowers youth and supports entrepreneurship. Collaborations such as this go a long way in building Atmanirbhar Bharat.

Dr. Ashwath Narayan,
Former Minister for Higher Education, Electronics, IT, BT, Science and Technology, Skill Development, Entrepreneurship & Livelihood Department

Bengaluru Margadarshana

The space under the Hebbal Junction, Bengaluru, had doubled up as a garbage dump. It was posing severe health risks to the local community. Adjacent to it was a railway crossing frequently used by multi-modal transport vehicles, making it a very busy area.

The Ugly Indian, Bruhat Bengaluru Mahanagara Palike (BBMP) and Brigade Group came together to give this area a facelift and carve out a private space in this busy intersection. A unique crossover park was created, it includes space for people to rest, and its motifs act as reflectors and are equipped with flood lights. A visual representation of how the city has grown over the last five centuries was created, adding to the learning experience for the public and children on the city's rich history.

This initiative has enhanced the area's usability and made it a safer, private space day or night.



Reporting Community Complaints

This year, the Group formalized the process for local community to report their concerns via the here4you@brigadegroup.com channel. At each site, the Project Manager oversees feedback or complaints from the neighborhood.

HUMAN CAPITAL DEVELOPMENT



M8

Investing in people

Brigade Group's workforce grew by 10% to 16,715 employees and workers from last year - 86% of them are workers. We also hired 43% more women this year. Our people come from diverse backgrounds and professional experiences across India.

Given the rising talent shortage, we have continued to focus on upskilling our workforce and local communities. We provide a wide range of training, from soft skills to role-specific upskilling. Our learning and talent development team offered our people over 1,000 different training opportunities this year alone.

Brigade Group is committed to ensuring our people are engaged and paid fairly - workers are paid above minimum wage.



Permanent workforce spent **35 hours**, on average, in training this year



89,000 hours invested in Permanent workforce training

Building a future-ready workforce

The Brigade Group’s Training and Development ecosystem helps employees enhance their performance by acquiring new skills, refining existing ones and increasing their knowledge. This year, we conducted 1,380 different training sessions. Some thematic areas of focus were:

- Sustainability management
- Customer centricity
- Industry-specific technical skills
- Technology and digital skills
- Managerial and Leadership development
- Governance compliance and regulatory proficiency
- Personal empowerment

We adopt a hybrid training mode and encourage using third-party learning platforms like Udemy, Coursera and LinkedIn Learning. The effectiveness of training sessions is evaluated with the help of the Kirkpatrick evaluation model. Feedback is obtained from participants, their supervisors and department heads to assess if the participant could apply and improve their work productivity.

Our commitment to an inclusive workplace

At Brigade Group, our hiring and promotion practices are fair and unbiased. Our workforce also consists of ex-servicemen and differently abled. We are deeply committed to our people and invested in their personal and professional growth. We also maintain uniformity in pay and benefits across our organizational levels. Our constant effort is to increase the gender ratio at Brigade Enterprises.

Our Diversity Equity and Inclusion (DEI) policy aims to support our aspirations to create a fair, safe, inclusive workplace free of bias. This policy also extends to our workers, supply chain, and business partners. It is essential to recognize that social and cultural constructs can influence the speed at which we can achieve our DEI ambitions. Our DEI training aims to sensitize all employees on “how being different can be beneficial.”

Our employee turnover rate is at par with industry standards at Brigade Group. All employees who availed their parental leave have returned to Brigade Group.

As a civil engineer my goal was to get into a reputed company and support my family. When I joined Brigade as a Graduate Engineering Trainee. I was passionate about working on-site and got multiple opportunities with many large townships over time.

Ms. Swetha SK, Deputy Manager – Projects

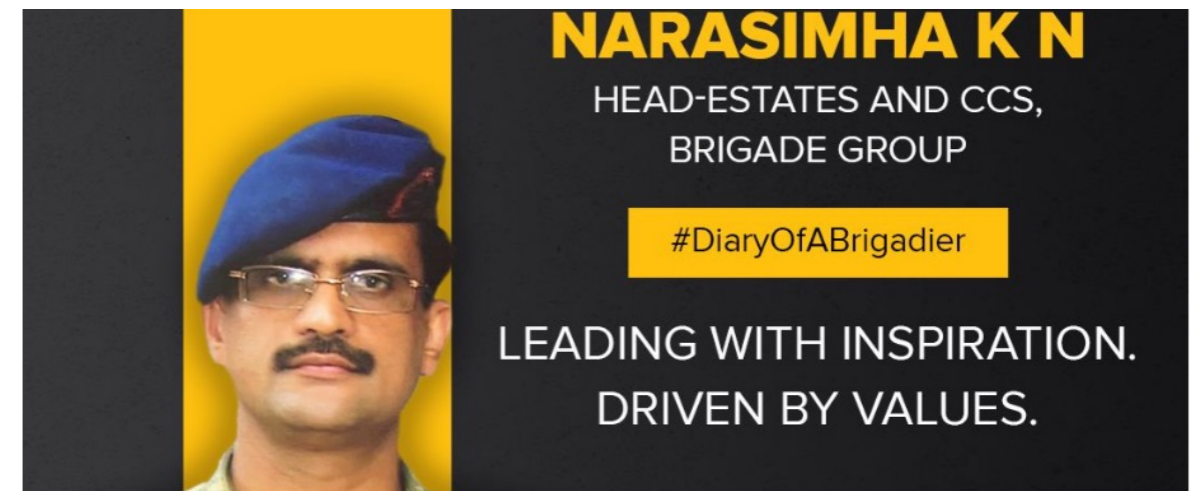
Nirupa Shankar,

Joint Managing Director of Brigade Group recognized by Economic Times under '40 Under Forty' listing.



The big shift from combat to corporate

After 25 years of service in the Indian Army, colonel Narasimha entered civilian life. He joined Brigade Group as the Head of Estates and CCS. His transition to the corporate world has been a delightful journey of mutual learning and respect.



To my pleasant surprise, at Brigade. I discovered our founder. Mr. Jaishankar to be akin to a true military leader. His visionary outlook, attention to detail and foresight are truly brilliant. For the past five years, I have enjoyed the freedom to work in a way that aligns with my training and comfort. It is a great place to work, coincidentally sharing, the core value Of 'Quality, Customer Centricity, Fairness, Innovation, Responsible Socially and Trust' with the Army.

Empowering women for success

Through our recruitment efforts, we have consciously tried to increase gender diversity to include more female staff. We have designed women-centric programs as part of our learning and development to provide women employees with the necessary skill upgrades.

'Women as Emerging Leaders' Program

Brigade Group partnered with Silver Oak Health to provide a 6-week leadership program for women employees this year. The program's primary focus was to create capabilities, confidence and resilience for career progression by creating psychological and emotional readiness for leadership roles and navigating the corporate landscape with a more significant impact. We expect the programme to expand our pool of diverse, capable leaders who can strengthen our business.

Inner Circle – A mentorship program for women by women

We are committed to women's empowerment, and our management is committed to helping women to leadership roles within the company. As part of this, we have introduced "Inner Circle", where the senior women staff mentor the junior team, connect at regular intervals to brainstorm the challenges the women employees are facing, gain insights into any other issues that women employees are confronting and create an action plan with solutions.

All Women Strategy Meet

This meet was organized to understand how Brigade Group can support women to aspire and grow in their roles. Challenges faced were shared, and solutions were proposed to further enhance the quality of our workplace for women.

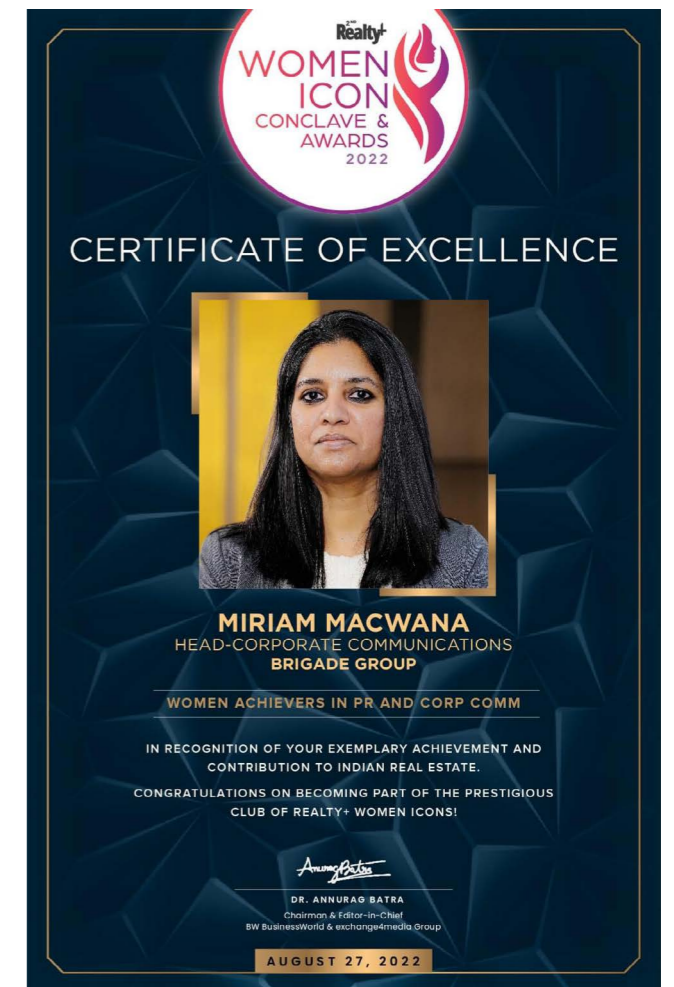
Through our recruitment efforts, we have been consciously trying to increase gender diversity to include more female staff. We have designed women-centric programs as part of our learning and development to provide women employees with the necessary skill upgrades.

1,000 Women Leaders Program

Brigade Group partnered with Jombay to offer a leadership program to propel women into managerial and leadership roles. The program is structured for participants to Know themselves, understand blind spots and interact with industry experts



Hemavathi V, GM-Sales & Leasing, Commercial Brigade Group, recognized as 'Women Achievers in Commercial Realty' at the 2nd Realty+ Women Icon Conclave & Awards 2022



Miriam Macwana, Head-Corporate Communications, Brigade Group, recognized as Women Achievers in PR & Corporate Communication at the 2nd Realty+ Women Icon Conclave and Awards 2022



Lakshmi Venkatachalam Independent Director



The dimensions of Sustainable Development have expanded in scope and complexity since the concept was adopted at the UN Earth Summit in 1992. More notably, its relevance is universally embraced today as we transit to a more decarbonised global economy.

As a company, Brigade Group is acutely conscious of its operations' environmental and social impacts and the material risks and opportunities it creates. To this end, it makes every effort to develop and sustain a responsible ESG culture by engaging with all relevant stakeholders.

PILLAR 3

SCALING GOOD GOVERNANCE FOR SHAREHOLDERS

Good governance requires individuals and organizations to take accountability for their actions and decisions. It includes responsible and, answerable to stakeholders and being transparent about business operations and performance. Another feature of good governance is including stakeholders in the decision-making process.

At Brigade Group, good governance and ethical conduct are ingrained in our organizational culture. Over the past 30 years, we have promoted fairness, equality and justice in our decisions and business operations. We have established internal processes, practices and policies that ensure accurate information is available to stakeholders.

OUR GOVERNANCE ASPIRATIONS

Real Estate development and property management substantially impact on people and the people. Good governance has always been a top priority at Brigade Group, as we see this as a reflection of our organization’s character.

Hence this year, we carefully evaluated the risks and opportunities across ESG and set our aspirations under our governance pillar.

Through our goals, we aim to proactively manage sustainability risks, ensure compliance and drive our sustainability agenda forward.



Business Conduct and Compliance

M3



Practice high standards of business ethics on an everyday basis

Target	Target Date (Financial Year)
All employees and suppliers are trained on the Code of Conduct	2024
Implement an ESG Policy	2024



ESG Governance

M4



Establish a strong and diverse governance framework for ESG

Target	Target Date (Financial Year)
50% women representation at the Board of Director level	2028



ESG Risk Management

M10



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

Target	Target Date (Financial Year)
Integrate ESG risk into enterprise risk strategy	2024
Publish Brigade Group’s first Taskforce on Climate-related Financial Disclosures Report (TCFD)	2025

Embracing Sustainability for a Better Tomorrow

Brigade Group is dedicated to conducting business in a morally upstanding, environmentally sound, and socially responsible manner. We have developed an ESG policy to show our dedication to our commitments and to establish standards for incorporating them into our business practices.

Our ESG policy aims to cover all the key focus areas in our sustainability journey. We intend to conserve and optimally manage the use of natural resources and employ cutting-edge technology to minimize emissions across our value chain. We are dedicated to meeting our workforce's and customers' expectations and creating spaces that drive diversity, inclusion, and well-being. Through the Brigade Foundation, we partner with social enterprises to support the growth of our communities. Our Foundation undertakes various initiatives such as providing skill development to children, women, the elderly, and the differently abled, promoting accessible healthcare, practising agroforestry, and ensuring ecological balance. We are dedicated to maintaining honesty and transparency and ensure that we ethically conduct our business operations in compliance with all applicable local and national legislations.

The policy has helped us develop a tunnel vision towards our sustainability goals as an organization and ensure we create long-term value for our stakeholders by vigilantly addressing environmental and social risks.

“As responsible developers, we have been making conscious efforts to implement sustainable infrastructure for each project over the last three decades. Our initiatives promote developing green building spaces, enhancing renewable power sourcing, community development, gender diversity and reducing carbon footprint. The focus on ESG is advancing, and Brigade is striving towards a more inclusive and resilient organization with sustainable steps. The Sustainability Report of 2022-23 is a step in this direction.”



P. Om Prakash,
Company Secretary,
Brigade Group

BUSINESS CONDUCT AND COMPLIANCE



M3

Integrity is at the core of Brigade Group

A company's perception is built on what our stakeholder believes is true in the marketplace. Across the 30-plus years of our existence, the Brigade Group has laid the utmost importance on building trust, banking on transparency and good conduct.

Our employees are our brand ambassadors, and we take great care in ensuring they put their best foot forward and are aligned with the Group's values. To ensure they know what is expected of them and act by the law, we have established protocols driven by our company policies.

Our Guiding Values

Code of Conduct

The Group's Code of Conduct applies to the Board of Directors, Executive and non-executive members, and senior management. It specifies the organization's guidelines when dealing with stakeholders. To ensure our business practices are fair and competitive, we have a zero-tolerance policy for manipulation, concealment, misrepresentation of material facts or any other unfair trade practices. The Board and Senior management are expected to lead by example and comply with all laws and regulations. They are expected to promote this behaviour among employees. Continuous monitoring and compliance with all health and safety regulations is the responsibility of the Board and senior management. Honesty, integrity, due care and diligence are integral when undertaking any activity on behalf of the Group.

Code of Ethics

The Code of Ethics specifies how employees should behave. It lays down the acceptable and unacceptable behaviour traits, the business practices the Group endorses and the values it holds in high regard. The Code sets professional standards that our employees expect, like protecting stakeholder interest by placing importance on quality and zero tolerance for fraud. Work ethics, as well as online etiquette, is laid out. Reporting unethical practices are encouraged, and a defined process has been established.



100% of employees trained in the Code of Conduct and Ethics

Anti-Corruption and Bribery

The Group does not tolerate any form of bribery, including offering, accepting, or facilitating bribes. All activities conducted on behalf of the Group should be done in the organisation's best interest. The Group will investigate instances of corruption and take appropriate action. Any employee charged with bribe-taking faces immediate dismissal from service. Employees are encouraged to be diligent before accepting gifts. The Group provides regular training to employees about Anti Bribery and corruption laws and the Group's policies.

Data Privacy and Security

Safeguarding our stakeholder's internal and external information is very important for the Brigade Group. In our day-to-day transactions, we have access to our customer's personal information, from their addresses to their loan details. As a responsible organisation, data privacy and security are crucial. Ensuring we have safeguards to retain minimal information and limit the time we keep this information is also essential. We have a well-communicated Information Security and Privacy Policy and a Cyber security policy.

The cyber security framework is refreshed regularly to proactively mitigate risks and prevent cyber-attacks. Business continuity and cyber security resilience plans are also reviewed periodically, with drills conducted diligently. The Group's IT and Contact Centre infrastructure is reviewed regularly to ensure regulatory compliance per the Telephone Regulatory Authority of India (TRAI). The organisation has defined responsibilities and processes to manage information privacy in all its business units. The privacy guidelines at Brigade Group apply to our employees and third parties associated with us. Failure to comply can result in disciplinary as well as punitive action.



The Vice President for **Digital & IT Systems** oversees Data Privacy & Cyber security



Zero complaints reported on data privacy, cyber-security

Conflict of Interest

Brigade Group has laid out its conflict of interest guidelines in the code of ethics policy to prevent personal interest or obligation from impacting the organisation's interest. The policy applies to all employees with business relations with the organisation, including directors and third parties. Any conflict, including perceived conflict, should be reported to the management. Related parties' transactions should be disclosed as per local regulations.

To manage and avoid conflicts of interest among its Board members, all members must submit annual disclosures and declarations, ensuring transparency regarding any changes in their Directorship, Committee positions, or shareholding. If a conflict of interest arises, the organisation requires the concerned Directors to abstain from participating in agenda items during Board and Committee Meetings in which they have a personal interest. By adhering to this protocol, the organisation promotes fairness, integrity, and impartial decision-making within its governance structure.

Prevention of Sexual Harassment

Brigade Group is fully compliant with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act of 2013. The organization has created an internal policy for preventing sexual harassment available to all employees. The Group has an "Internal Committee" (IC) to consider and redress complaints relating to sexual harassment. Most of the committee members are women staff. One of the female employees is the Chairperson of the Committee, and there is an external member on the Committee who is a specialist in dealing with such matters. No complaint has been received during this year.

Grievance Redressal

Any stakeholder can raise human rights-related concerns through the here4you@brigadegroup.com interface or via direct written communication with the Ethics committee. The shareholders may also present their concerns by sending an email to investors@brigadegroup.com. The Group has established a Whistleblower policy that provides details of physical address, email, and telephone numbers through which the internal stakeholders (employees and directors of all companies forming part of Brigade Group) can correspond with the organization. All reported issues undergo extensive investigation, and the outcome is communicated to the involved parties. Investigations are completed within 45 days of receipt of the complaint. During the reporting period, there were no critical concerns which could have potential and actual adverse impacts on stakeholders.

Our internal grievance redressal mechanisms provide multiple channels for employees to voice their issues. One such avenue is "Write@CMD," which enables direct communication with the CMD, fostering open dialogue. Additionally, we have implemented "Whistleblower@Brigade," a platform that empowers all employees to report any instances of unethical or dishonest business practices without fear of reprisal. Moreover, employees can raise their concerns with the zonal level human resources team through "HR CONNECT," a dedicated forum for addressing employee matters.

In addition, the Group has also implemented an "Ear to the ground" policy, which encourages employees to speak out against anything harmful within the organization. The management ensures all necessary steps are taken to facilitate a successful resolution, addressing the employee's concerns. The policy also allows the employee to escalate the grievance if the initial solution is unsatisfactory.

Public Disclosures

Timely financial and non-financial disclosure is essential to maintain transparency and ensure compliance. Brigade Group has been publishing its financial statement per the Companies Act of 2013. The Group has published Business Responsibility Report (BRR) since FY 2014. Since FY 2022, the Business Responsibility and Sustainability Reporting (BRSR) has been published. Brigade Group has been publishing its Sustainability Report since FY 2019 to demonstrate commitment to Environment, Social and Governance initiatives. The Global Reporting Initiative (GRI) framework has been adopted to make reporting more structured and consistent.

Membership Associations

The Brigade Group is affiliated with 9 trade and industry chambers/associations

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



Zero fines were levied for not complying with laws and regulations

Pioneering Progress and Inspiring Growth

Amar Mysore, Executive Director, Brigade Group has been elected as President of Confederation of Real Estate Developers' Associations of India (CREDAI), Bengaluru chapter. During his tenure as President from 2023-25 he will be leading CREDAI's sustainable growth and contribution to real estate sector.



Mr Amar Mysore elected President of CREDAI Bengaluru

It's truly an honour and privilege to accept the position of CREDAI Bengaluru President. On one hand it is very exciting as I discharge my responsibilities as President and on the other hand, I have some big shoes to fill as it comes with decades of great leadership by the past Presidents, and I hope to create an impact. I would also like to place on record my appreciation for the wonderful work done by the outgoing President, Bhaskar, and his team.









Amar Mysore,
Executive Director, Brigade Group

OUR POLICIES

Good governance begins with clarity in processes, awareness of these processes and checks and balances to ensure gaps are identified and corrected quickly. At Brigade Group, our extensive suite of policies outlines the protocols that must be followed at the workplace as we conduct our business. Our policies are simple, easy to understand and designed to ensure full compliance. These policies signify through transparency the ethical standards we hold ourselves accountable to and are reviewed periodically to keep them relevant. The Board of Directors and Senior Management review and approve our policies.

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

Key Policies at Brigade

	ESG Policy	This policy describes Brigade Group's approach to ESG and its integration across our operations including the commitments we aspire to achieve.
	Human Rights Policy	This Policy communicates Brigade Group's commitment to uphold Human Rights. It lays out the behaviour we expect from our stakeholders and our approach to address complaints and violations
	Stakeholder Engagement Policy	The Policy outlines the Brigade Groups stakeholder engagement protocols and how we identify our key stakeholder groups and communicate with them
	Diversity Equity and Inclusion (DEI) Policy	Aligned to the Group's aspiration, this policy details the various interventions we implement to make our workplace inclusive, safe and free of discrimination. It also highlights our approach to a harassment free environment
	Environment Policy	Given the ambitious goals we have set for ourselves, this is a framework to ensure we monitor our progress consistently. It provides guidance to our stakeholders the Group's approach to climate change adaptation, mitigation, energy management, health and safety and restoration of biodiversity and habitats
	Supplier Code of Conduct	Our suppliers and vendors are critical to the success of our growth and closely tied to the trust in the industry. This policy outlines the behaviour we expect our suppliers and vendors across business ethics, labour standards, health and safety requirements and regulatory compliance when dealing with the Brigade Group
	Biodiversity Policy	The policy provides guidance on the Group's approach to respect all species and minimise our impact on biodiversity at various stages of our operations
	Health Safety and Wellbeing Policy	The policy lays out the Group's commitment to provide a workplace that is safe and healthy – physically and mentally- for our employees and workers



[Sustainable Sourcing policy](#)

Our sustainable sourcing policy details the products we wish to procure that have a higher sustainable impact on economic activities we contribute to



[Shareholders Rights Policy](#)

This policy informs shareholders of their rights aligned to the legal and regulatory environment we operate in. These are based on the principles of equitable treatment.



[Business Continuity and Disaster Management Policy](#)

The policy helps to mitigate risks or uncertainties that may disrupt business as usual. This policy plays a role in ensuring that processes and practices are in place for resilience and risk management.

Communication and Training









Training on the Code of Conduct ensures that all employees are familiar with the principles, values and behaviours outlined in the Code. At Brigade Group, we extend this training to 100% of our employees and workers. By providing employees with knowledge about legal requirements and ethical expectations, we expect to mitigate risks associated with noncompliance.

Brigade Group has already developed a Supplier Code of Conduct, which lays down guidelines and practices that are transparent, ethical, and responsible, which the organization expects its suppliers, vendors, contractors, their employees, subsidiaries, affiliates, and sub-contractors to adhere to. We are working towards training our suppliers on our Code of Conduct. The Group also reserves the right to conduct scheduled and unscheduled audits to assess supplier compliance with the Code's expectations.

Building a Sustainable Path

Brigade Group has always prioritised sustainable practices. Our policies and governance structure are moulded to integrate sustainability into our business strategy. We recognize that enhancing knowledge, skills and understanding of sustainable practices among our teams is essential to drive our sustainability agenda.

Brigade Group partnered with the Confederation of Indian Industry (CII) to offer a Resource Efficiency and Environmental Sustainability training program. The training was attended by employees from the property management business segment. The 5-week training covered 9 interactive sessions covering critical topics like

- | | |
|---|---|
|  Climate Change and carbon footprint |  Waste management and material conservation |
|  GHG inventorisation |  Renewable energy use |
|  Energy efficiency and audit |  Life cycle assessment and product stewardship |
|  Water conservation |  Green building and Green supply chain |

Managers from the facility and utility management attended this program, assisting them in improving the integration of environmental sustainability into corporate operations.

SUSTAINABILITY GOVERNANCE



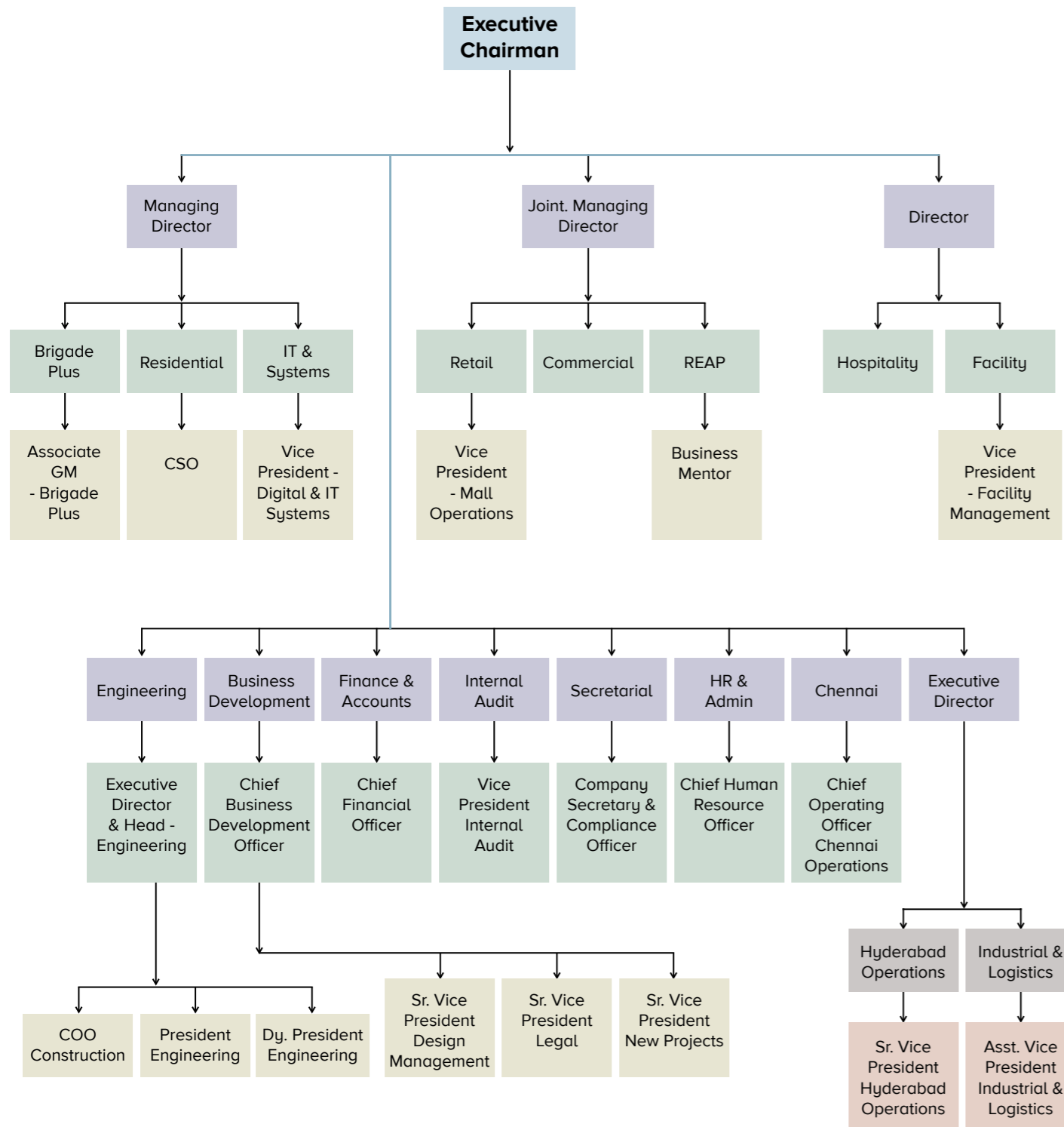
M4

Driving sustainability through effective governance

Brigade Group has a well-defined organisational structure. The Board of Directors play a crucial role in the organisation's overall functioning. They guide and oversee major strategic decisions to ensure effective organisation management. The Board of Directors is supported by an efficient Executive Management team headed by the Chairman and Managing Directors. They are supported by senior management leaders for individual business segments and functional departments. The Executive Management team is responsible for translating strategic plans into actionable steps and ensuring their successful implementation. The roles and responsibilities of the Board and the management team are well-defined.



Artist's Impression of Brigade El Dorado



BOARD OF DIRECTORS

Sustainability Governance helps organizations take a long-term view of their operations, considering the impact on the environment, society, and stakeholders. A robust Sustainability Governance process can proactively identify and mitigate sustainability-related risks, help organizations navigate the evolving regulatory landscape, and reduce non-compliance risks.

The Board of Directors is crucial in setting a strategic direction for Brigade Group. Our Board consists of diverse individuals with expertise, knowledge and experience relevant to the sector we operate in. We have realized the importance of a diverse board for effective decision-making and have always surpassed regulatory requirements when appointing independent directors. Our Board has **54% independent directors** with varied experience and **27% female representation** making it best suited for creative problem-solving and decision-making.

Board Composition

The Brigade Group believes that a diverse board with differing skills and expertise is structural to attain long-term goals and generate stakeholder value. Brigade Group has a balanced Board of 11 members comprising Executive and Independent Directors. The Nomination and Remuneration Committee of the Board manages Board diversity. The Committee is responsible for reviewing and assessing the composition and performance of the Board, as well as identifying appropriately qualified persons to occupy Board positions.



Board Qualification and Experience

The Board members have a range of qualifications and expertise and a track record of advancing and expanding the Group. The focus areas of expertise for each Board member are listed in the table below. This diversity of thought and knowledge provides the Board a better perspective and improved decision-making.

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

Board Remuneration

The remuneration policy for Directors, Key Managerial Personnel and Senior Management Personnel have been formulated per the Companies Act, 2013 requirements and SEBI Listing Regulations. The Nomination and Remuneration Committee recommends the remuneration payable to the Board of Directors based on qualification, expertise, core competencies, job profile and industry standards.

Fixed pay

Whole-time, Executive, and Managing Directors are eligible for monthly remuneration as agreed by the Board and the Nomination Committee after approval from shareholders. Irrespective of the organisation's financial performance, the Board of Directors are eligible for remuneration. Non-Executive Directors are paid sitting fees for attending Board and Committee meetings. Senior Management is eligible for monthly compensation, guaranteed benefits, and life employer contribution to retirement funds.

Variable pay

As per the remuneration policy, any excess pay received by Executive Directors beyond the limits prescribed by the Companies Act should be repaid within 2 years. Non-Executive Directors are eligible for commissions approved by shareholders subject to a limit of 1% of adjusted net profits. Performance-linked rewards apply to Senior Management.

Board Tenure and Performance

The Nomination and remuneration committee of the board is responsible for appointing Independent Directors. Independent Directors are selected for a term of 5 years. They are eligible for renomination for a second term at the end of 5 years. After serving 2 terms as an Independent Director, they may be renominated after a cooling-off period of 3 years. The organisation's Executive Directors are appointed for five years based on the recommendation of the Nomination and Remuneration Committee and shareholders' approval. The Independent Directors conduct a separate meeting without the presence of the non-independent directors, Members of the management or Key Managerial Personnel. The Independent Directors review the performance of the Non-Independent Directors, including the Chairman, the Managing Directors, and the Board as a whole.

Board Members



M.R. Jaishankar
Executive Chairman



Aroon Raman
Independent Director



Bijou Kurien
Independent Director



Pavitra Shankar
Managing Director



Nirupa Shankar
Joint Managing Director



Lakshmi Venkatachalam
Independent Director



**Dr. Venkatesh
Panchapagesan**
Independent Director



Roshin Mathew
Executive Director



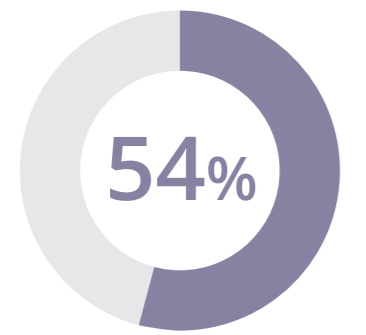
Amar Mysore
Executive Director



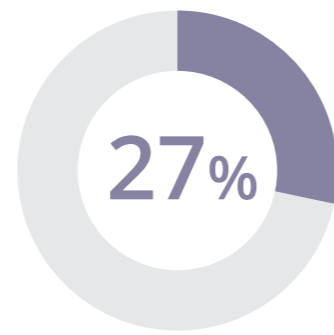
Pradeep Kumar Panja
Independent Director



**Velloor Venkatakrishnan
Ranganathan**
Independent Director



Independent Directors



Board Gender Diversity

Board Diversity

Category	Total Members	30 - 50 years old		> 50 years old	
		Male	Female	Male	Female
Board of Directors	11		2	8	1
Audit Committee	5	-		5	-
Nomination and Remuneration Committee	4	-	-	4	-
Stakeholder Relationship Committee	4	-	1	2	1
Risk Management Committee	6	1		4	1
Corporate Social Responsibility Committee	4	2	1	-	1

BOARD COMMITTEES AND BRIGADE GROUP

Board committees play an essential role in the governance of the organisation. It permits an in-depth discussion and analysis of specific issues. They are effective mechanisms for increasing accountability and oversight. The Brigade Group Board has 5 committees covering critical governance topics. The committee was formed based on the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.

At Brigade Group, the following committees have been instituted:

Audit Committee

The Audit Committee is responsible for overseeing the financial reporting process and ensuring the integrity of the financial statements of the Group. This committee is represented by 5 board members. They act as an interface with external auditors and evaluate their independence and objectivity. The committee also monitors the organisation’s compliance with regulatory requirements.

Nomination and Remuneration Committee (NRC)

The NRC committee is responsible for making recommendations and decisions related to the appointment, remuneration and governance of executive directors, board members and senior management in line with the nomination and remuneration policy of the Group.

Stakeholder Relationship Committee

The primary responsibility of the Stakeholder Relationship Committee is to manage and enhance stakeholder relationships for business growth and resilience. Complaints and feedback raised by different stakeholders - particularly shareholders – are addressed by this committee. The key objective is to provide a fair, timely and effective resolution of concerns for all parties involved regarding financial performance, policies and other matters of interest.

Risk Management Committee

This Committee is responsible for identifying, assessing and monitoring Brigade Group’s business risks. It develops risk management strategies from implementing risk controls and establishing policies and procedures to adopting risk transfer or risk-sharing mechanisms. The Brigade Group has established a Risk Management Framework which forms the backbone of all its actions. The Committee reviews the Group’s risk management plan and ensures its effectiveness regularly.

The Committee is also responsible to the stakeholders on the Group sustainability oversight and reporting and integrating sustainability risks into the Group’s risk management process.

The Risk Committee is also responsible to the stakeholders on the Group's Sustainability oversight and reporting, as well as integrating sustainability risks into Brigade Group’s risk management process.

Corporate Social Responsibility Committee (CSR)

The CSR committee is responsible for formulating and recommending CSR strategies and insights to the Board of Directors as per the CSR policy of the Brigade Group. It also oversees the budget allocation, implementation, monitoring and reporting of CSR activities. An annual CSR plan is presented to the CSR Committee, and its recommendations are submitted to the Board of Directors for approval. CSR activities identified by the committee will be undertaken by Brigade Foundation, which is a not-for-profit trust of the Group.

OUR NEW THREE-LINE SUSTAINABILITY GOVERNANCE MODEL

At Brigade Group, this reporting year we developed a three-line governance model, adapted from the World Business Council for Sustainable Development (WBCSD). This enables us to align with the NGRBC (National Guidelines on Responsible Business Conduct) Principles and integrate the rigor needed to manage ESG and Sustainability effectively, top down and bottom up. The Group is committed to delivering its best in an ethical, and responsible way and this includes a govern approach - aligned to our organisation’s philosophy. Our transparent and a principled business practices continue to hold us accountable and protect the interests of our stakeholders, including customers and employees.

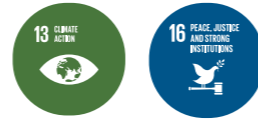
This model comprises of a governing body, the ESG council, and the potential for independent external assurance providers. The governing body includes the Risk Management Committee of the Board of Directors which is accountable to the stakeholders for ESG oversight. It also comprises the Managing Director, other Directors, business units, or department heads accountable for brand communication and ESG leadership. The ESG council manages actions to achieve organizational ESG objectives. This council consists of the ESG management team, the ESG reporting team, and the internal audit team.



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

ESG RISK MANAGEMENT



M10

Future-proofing Our Business

Brigade Group has an established risk management process for identifying, assessing and prioritising risks to minimise negative impact and build long-term resilience. We recognise that risks are present in our business activities, and successful risk management is a critical factor in maximising shareholder value. To future-proof our business, we evaluate the external and internal risk environments like regulatory changes, technological advancements, social and economic conditions, climate change and environmental changes and incorporate the risk elements into our Enterprise Risk Management Framework.

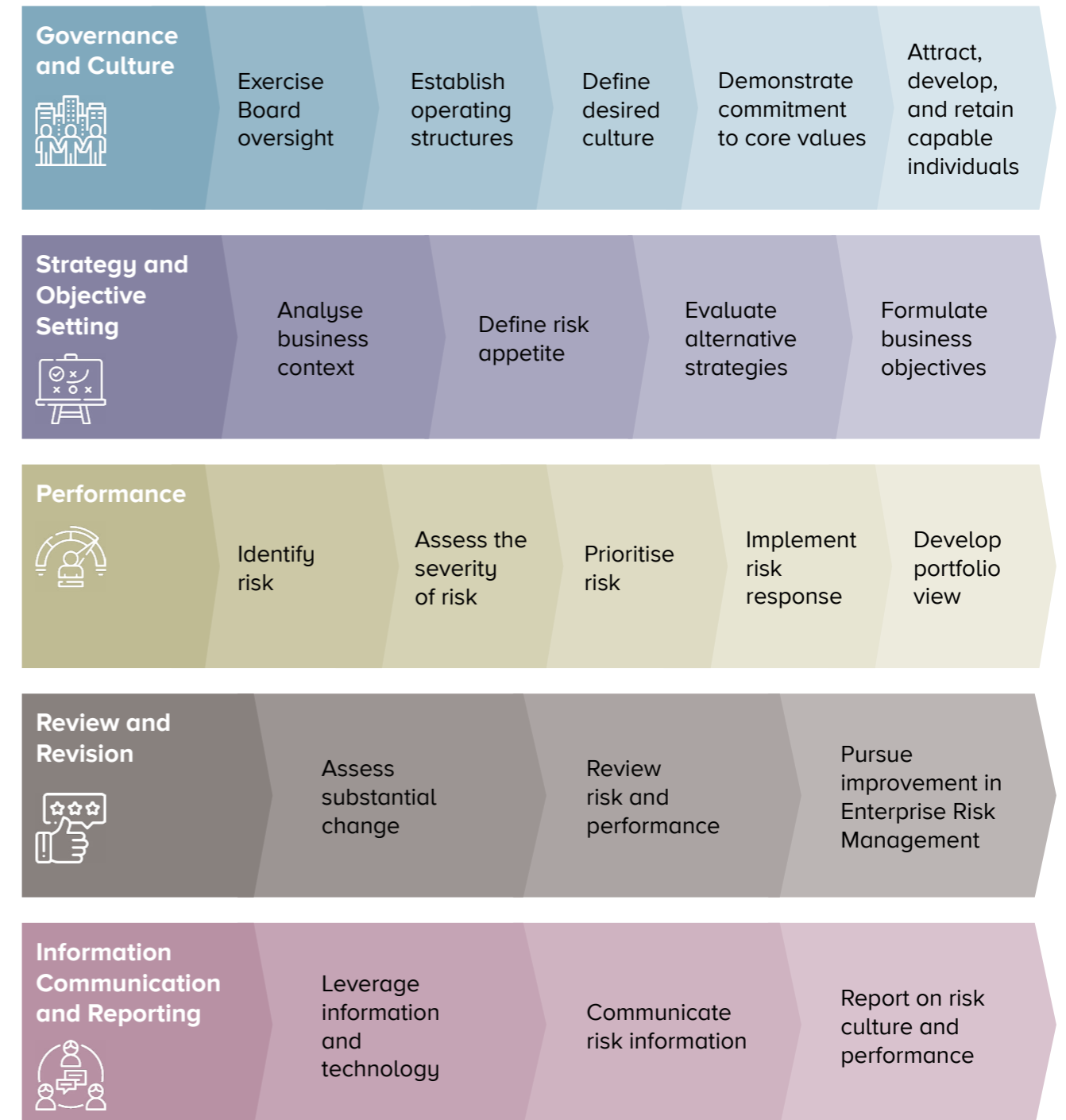


Brigade Group is aligned with **COSO**, a global risk management framework

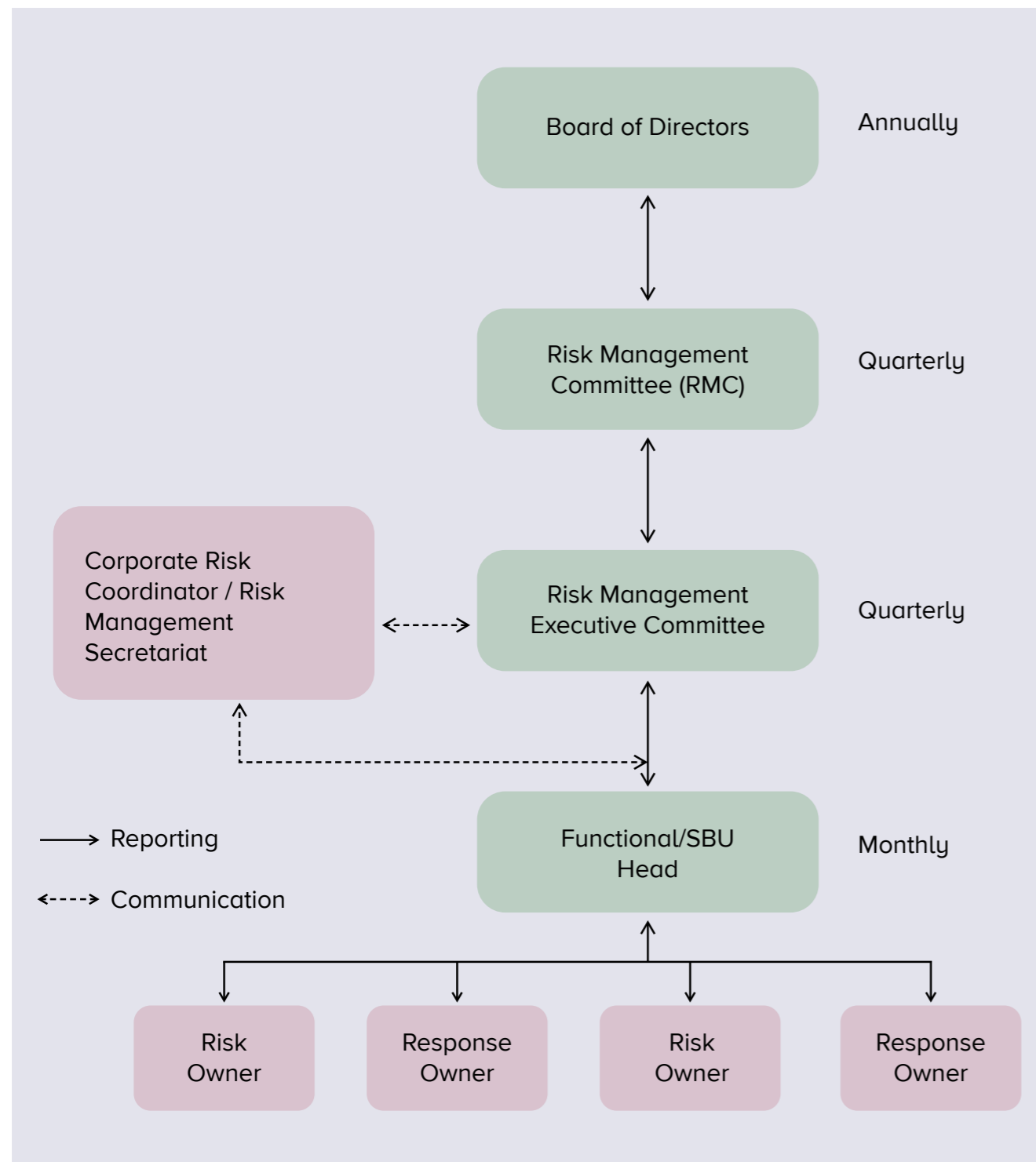
Risk Management Framework

To enhance and sustain an effective risk management process, we have adhered to the COSO (Committee of Sponsoring Organisations of the Treadway Commission) since March 2018. Our risk management framework is built on five interrelated components.

COMPONENTS OF ERM FRAMEWORK



ROLES AND RESPONSIBILITY OF RISK MANAGEMENT COMMITTEE



Risk Management is a collaborative effort that requires active engagement and communication among all organisational levels and functions. At Brigade Group, we have clearly defined roles and responsibilities for managing risk.

Board of Directors

The Board oversees the Group’s risk management programme and approves risk appetite, ERM policy, processes and accountabilities.

Risk Management Committee

The Board has constituted the Risk Management Committee to establish a risk policy and oversee the implementation of the risk management and internal control systems.

Risk Management Executive Committee

This committee operates under the guidance of the Risk Management Committee. It is responsible for implementing and maintaining appropriate risk management principles, policies, internal controls and processes designed to identify and address risk determined by the Risk Management Committee.

Corporate Risk Coordinator

Acts as an interface between the Risk Management Committee, Risk Management Executive Committee, the Board and various risk owners within the organisation.

Risk Owners: The risk owner is responsible for implementing the actions to minimise risk.

SECURING OUR FUTURE THROUGH SMART RISK MANAGEMENT

Integrate ESG risk into enterprise risk strategy

We are reinforcing our Enterprise Risk management framework to incorporate ESG guidelines, frameworks and regulations. We are implementing strategies to identify ESG-specific risks and opportunities for the ESG factors identified as part of our materiality analysis.

Leadership and Governance

The Group has established a top down, Three-line ESG governance model to address ESG risk. This includes assigning responsibility for ESG risk management at the Board level and ensuring adequate resources are allocated to support the integration process.

Risk Identification and Assessment

The Group evaluates Physical and Transition risks starting from the early stages of feasibility and design of the project. The risk identification and assessment process will be reviewed to include the evolution of ESG risks. This will involve developing specific criteria, metrics and methodologies to assess the likelihood and impact of ESG risks.

Risk Mitigation and Control

The Group will be integrate ESG risk mitigation strategies and controls into the overall risk management framework.

BUILDING OUR BUSINESS RESILIENCE

Effective risk management requires a combination of strategies and actions to identify, assess, mitigate and monitor risks. At Brigade Group, we have established a risk-aware culture which encourages early identification and mitigation of risks.

Project lifecycle risk monitoring

The Risk Management Committee of the Group is responsible for identifying, assessing, and monitoring the business risks for the organization. The Committee develops risk management strategies, including implementing controls, establishing policies and procedures, and adopting risk transfer or risk-sharing mechanisms. The Committee periodically reviews the risk management plan and adopts necessary control measures and mitigation strategies to ensure effectiveness.

Transition risk

Transition risks result from disruptions like policy changes, Technological innovations, reputation and financial risks that can arise from the transitioning to a low-carbon economy. The organization maintains continuous monitoring of transition risks. During the feasibility stage of a project, a contingency cost is included as part of the total project cost to address potential transition risks. In the annual budgeting process of all Strategic Business Units/ Departments, the likely financial impact of anticipated transition risks for the upcoming financial year is carefully considered. This ensures that appropriate provisions are made to manage and mitigate any potential financial implications that may arise.

Physical risk

The organization ensures periodic monitoring of physical risks, commencing from the early stages of feasibility and design. The responsible department heads diligently monitor these risks throughout the project's development lifecycle. Throughout the project's development lifecycle, these risks are diligently monitored by the responsible department heads.

During the identification of a location for a project, the organization follows an established checklist that considers the potential impact of risks such as flood, fire breakout, earthquakes, and earth cave-in. The organization analyzes the location's historical data and obtains guidance from experts before finalizing a development site. The potential physical risks are prioritised based on the severity and urgency of addressing the risks.

The organization has an established Emergency Response Plan which describes the general provisions and procedures to be adopted in the event of a physical risk. All employees are provided regular training on the emergency response procedures and the response procedures are periodically reviewed to improve readiness. The risk management process also considers the potential monetary impact of the risks throughout the project's lifecycle, including procurement activities.

AWARDS AND CERTIFICATIONS

Industry Recognition and Leadership Awards

- Recognized as one of the Best Organizations for Women by The Economic Times
- Brigade Foundation won the Best CSR Activity Award at CREDAI Karnataka CARE Awards 2023
- Recognized as one of India's Best Workplaces in Real Estate by Great Place to Work Institute
- Brigade El Dorado was awarded the Pradhan Mantri Awas Yojana Award for affordable housing projects at Empowering India Awards 2022
- The Group's Customer Connect team won the Customer Connect Initiative of the Year award at the 14th Realty+ Excellence Awards 2022
- M R Jaishankar, the Executive Chairman, was conferred the Bharat Ratna Sir M. Visvesvaraya Memorial Award by the Federation of Karnataka Chambers of Commerce and Industry (FKCCI)
- Brigade Enterprises Limited received a Certificate of Appreciation from the Government of India, Ministry of Finance, for prompt filing of returns and payment of Goods and Services Tax.

Value Chain Excellence

- Our construction vendor partner, M/s. Shapoorji Pallonji and Company Pvt. Ltd won the CII South Indian EHS Excellence Awards (Bronze Award) for Brigade Twin Tower (BTT) project

CERTIFICATION

Management Systems Certification

- Integrated Management System Certification (ISO 9001-2015, ISO 14001-2015, ISO 45001-2018)

Workplace Certification

- Brigade Enterprises Limited has received the Great Place to Work certification for the 13th consecutive year



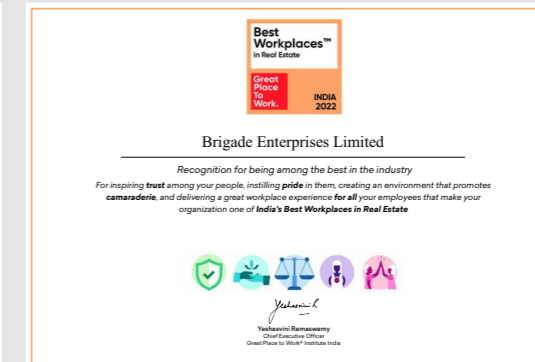
Bharat Ratna
Sir M Visvesvaraya Award



Certificate of Appreciation from
Ministry of Finance, Gol



Awarded Best Organizations
for Women by The Economic
Times



Great Place to Work certificate for
Best Workplaces in Real Estate



Mr.Amar Mysore, Executive Director, BEL and Dr. H.Shashidhar, CEO, Brigade Foundation receiving the CREDAI Award from the President Elect, CREDAI.



Pradhan Mantri Awas Yonja Award to
Brigade El Dorado



Received Customer Connect Initiative of the Year award
at the 14th Realty+ Excellence Awards 2022

SUSTAINABILITY ANNEXES

Annex A: Reporting Boundary and Re-statements

The definitions, re-statements, and methodology used to calculate the data for Brigade Group's FY 2023 Sustainability Report are described in full in the following notes. When reading the offered data and the report's indications, it is important to consider the notes. If any assumptions are made about the data, they are disclosed in this section, along with the unit of measurement considered.

As part of our ongoing endeavour to enhance our data collection procedures, we have recorded any changes to the previously published historical data in this report section as Re-statement. The data in the report represents the most accurate data available at the time this report was published. This data has not been assured by an external third party. The Report has been prepared in accordance with the Global Reporting Initiative (GRI) 2021. We have also considered the United Nations Sustainable Development Goals (UN SDGs).

Scope

The reporting covers all our business verticals: Hospitality, Lease Rentals and Property Development. It also includes all completed properties where the transition of the control of the property has yet to be completed to the respective building associations after the sale, which are classified under Estate Management and reported where appropriate.

Base Year

The Sustainability commitments that have been reported have been agreed this year by Brigade Group's Management. The base year for all Brigade Group's Sustainability commitments is FY 2023.

Financials

All financial figures are reported in Indian Rupees (INR)

List of assets covered in FY 2023

Corporate Office	Property Development	Hospitality	Commercial	Estate Management
Corporate Office at WTC	Assisted Living / MSRH	Augusta Club	Brigade Opus	Aspiro at Brigade Xanadu
Chennai Branch Office	Brigade Bricklane	Four Points By Sheraton	Brigade Southfield	Bricklane
Gujarat Office	Brigade Calista	Grand Mercure Bengaluru	Brigade Tech Garden (BTG)	Brigade Northridge Neo
Hyderabad Office	Brigade Citadel	Grand Mercure Gandhinagar Gift City	Orion Avenue Mall	Brigade Parkside North
Mysore Office	Brigade Cornerstone Utopia	Grand Mercure Mysore	Orion Mall Gateway (OMG)	Brigade Seven Garden
	Brigade Deccan Heights	Holiday Inn Bengaluru Racecourse	Orion Uptown Mall	Exotica Burgundy
	Brigade Eldorado- FGHI & Common	Holiday Inn Chennai OMR IT Expressway	WTC Bengaluru	Orchards Juniper
	Brigade Eldorado-Jasper	Holiday Inn Express and Suites OMR	WTC Chennai	Parkside east
	Brigade Eldorado-Krypton	MLR Convention Centre	WTC Kochi	Plumeria Lifestyle Centre
	Brigade GEM	Regent Club		
	Brigade Horizon	Sheraton Grand Bangalore		
	Brigade Komarla Heights	Signature Club Resorts		
	Brigade Laguna	The Galaxy Club		
	Brigade Nanda Heights	The Woodrose club		
	Brigade Northridge Neo			
	Brigade Oak Tree Place			
	Brigade Oasis			
	Brigade Orchards-Goldspire			
	Brigade Orchards-Ivory			
	Brigade Orchards-Kino			
	Brigade Orchards-Neemgrove			
	Brigade Padmini Tech Valley			
	Brigade Parkside North			
	Brigade Pearl -Atmosphere			
	Brigade Sapphire			
	Brigade Senate-1 Wing-2			

Corporate Office	Property Development	Hospitality	Commercial	Estate Management
	Brigade Seven Gardens			
	Brigade Square			
	Brigade Triumph			
	Brigade Twin Towers			
	Brigade Valencia			
	Brigade Woods			
	Brigade WTC Annex			
	Brigade Xanadu- Bonito			
	Brigade Xanadu-Arcade			
	Brigade Xanadu-Celeste & Destino			
	Park Side East			
	The Residences at Brigade Tech Gardens			
	Brigade St.John Hospital			

Greenhouse Gas Emissions

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 CO2, CH4, N2O, HFCs, PFCs, SF6 and NF3. 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.

Reporting Boundary

Scope 1 and 2 calculations are based on annual reporting boundaries. FY 2022 Scope 1 and 2 emissions reporting boundary includes hospitality and property development projects. For FY 2023 the reporting boundary included projects under property development, hospitality, and estate management. Corporate offices are also included in emission calculations.

Emission Category

Scope 1 and Scope 2 emissions include stationary fuel combustion, mobile fuel combustion, fugitive emissions and electricity purchased from the grid. For stationary fuel combustion, diesel consumed for generators owned or leased at project and marketing offices is included. LPG/ PNG consumed for canteen and welding purposes are also considered. Fuel consumption for heavy or light motor vehicles falls under the purview of Scope 1 emissions. We have considered fugitive emissions from fire suppression equipment, welding activities and leakages in air conditioning. Electricity purchased for own consumption forms part of the coverage.

Scope 3 emissions include purchased goods and services, fuel and energy, upstream transportation, waste generated in operations, downstream leased assets (from Lease Rentals portfolio), travel for business and employee commute. The methodology and category of Scope 3 emissions considered is provided below

Category Number	Category Name	Methodology
Category 1	Purchased goods and services	Spend basis
Category 2	Purchased goods and services (raw material)	Weight basis
Category 3	Fuel- and energy-related activities	Hybrid approach (Average data method)
Category 4	Upstream transportation and distribution	Distance and fuel based
Category 5	Waste generated in operations	Average data method
Category 6	Business travel	Distance and fuel based
Category 7	Employee commuting	Survey based estimation of distance
Category 13	Downstream leased assets	Estimation based on activities

Based on the nature of business and the sector of operations, the following Scope 3 categories are not included when calculating Scope 3 emissions

Category Number	Category Name
Category 2	Capital goods
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

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 program

Assumptions

- Brigade Group does not have operational control over properties that are leased or rented. Emissions from such properties are classified as downstream leased assets.
- Under transition assets managed by Brigade Group’s Estate Management vertical are excluded from scope 3 reporting as they do not have a significant impact.
- Tandem Allied Services is a step-down subsidiary under Brigade Enterprises Limited. This step down subsidiary manages some of the properties sold by Brigade Enterprises Limited. Brigade Enterprises Limited does not exceed any operational control over Tandem managed properties hence it is excluded from emissions accounting and reporting.
- Travel for business activities and employee commute was considered at the corporate office level.
- Conversion factors were utilized to obtain the required unit of measurement. For example, Emissions from raw materials are calculated based on its weight. Broad assumptions are made for volume to mass conversions.
- Emission factors for materials like electrical or communication conduits, granite, marble, and paints are not available. Emission factors are also not available for waste categories like paint and shuttering oil; hence these input materials are excluded from emission reporting.

Re-statements

1. GHG Emissions

- In FY 2023, we made improvements to our GHG emission accounting methodology as part of our ongoing effort to improve the accuracy and transparency of our reporting. In this report, the Scope 1 and 2 emissions reported are as per this new methodology.
- Under this new methodology, fugitive emissions are now being reported.
- Based on Brigade Groups' operational control, we have expanded our reporting boundary to include properties that fall under Estate Management – properties managed by Brigade Group but are transitioning to their new owners. As a result,
 - Scope 1 and 2 emissions reported in FY 2022 sustainability report will differ from this year's (FY2023) Report.
 - The total number of buildings have also expanded
 - There will be no built area reported under Estate Management for FY 2022
- Scope 3 emissions are calculated and reported from FY 23. Hence there will be no Scope 3 emissions reported for FY 22

2. Waste Management

In FY2023, we expanded our waste data to include demolition and construction waste.

- This has expanded the total amount of waste generated for FY 2023. It is necessary to take this modification into account when comparing waste generated with data from the FY2022 sustainability report.
- Soil was reported in volume instead of weight in FY 2022, this figure has been corrected using acceptable conversion factors in FY 2023

3. Water Management

- In FY 2023, we widened our water data to include assets under estate management.
- The FY 2022 Sustainability Report does not contain information on water withdrawal, consumption, recycling, or disposal for properties managed by estates.

4. Materials

- i. In FY 2023 we have expanded the category of materials consumed as part of our scope 3 emissions estimations. We have used conversion estimations to report all materials consumed under a single unit of measurement. FY 2022 inputs materials cannot be reported in aggregates because of limited material category and diverse reporting units.
- ii. We had reported the quantity of structural steel consumed for FY 2022 as 1,08,274 Metric Tonnes (MT). The quantity is revised to 4730 MT. The quantity of structural steel for FY 2021 was reported as 13,576 MT. The accurate quantity to be considered is 2086 MT.
- iii. The reported quantity for uPVC Doors, Windows and Ventilators for FY 22 is revised to 68,836 Square Meters (SQM) from 19,23,028 Square Meters (SQM).

Annex B: Sustainability Data for FY2023

Financials	Unit	FY 2022-23	FY 2021-22
Revenue			
Revenue (from core business segments)	INR in Million	34,446	29,988
Other Income	INR in Million	1,186	667
Total Revenue Generated	INR in Million	35,632	30,655
Total Workforce			
	Unit	FY 2022-23	FY 2021-22
India	Count	16,715	15,215
Other Countries	Count	-	-
Business Portfolio			
		FY 2022-23	FY 2021-22
Total Built-up and Managed Area	Square Feet	2,45,01,385	2,39,77,250
Total Building Assets	Count	72	48
Estate Management¹			
Managed Area	Square Feet	50,18,017	
Building Assets	Count	9	
Hospitality			
Managed Area	Square Feet	24,47,871	24,47,871
Building Assets	Count	14	14
Lease Rentals			
Managed Area	Square Feet	89,29,379	89,29,379
Building Assets	Count	9	9

Property Development			
Built-up Area	Square Feet	81,06,118	1,26,00,000
Building Assets	Count	40	25
Green Building Certifications till date in Property Development Portfolio		FY 2022-23	FY 2021-22
Certified Green Building Built-up Area	Million Square Feet	6.38	6.03
Pre-certified Green Building Built-up Area	Million Square Feet	8.52	8.53
Certification Green Building Verification in process	Million Square Feet	7.26	2.97
Input Materials²		Unit	FY 2022-23
			FY 2021-22
Total Input Material used	Tonnes	22,33,742	*
Total Input Material used by Types	Count	36	*
Recycled and Re-used Input Materials			
Recycled GGBS	Tonnes	42,501	16,71,671
Recycled Fly Ash	Tonnes	61	-
Recycled Wood	Tonnes	-	8
Total Recycled Input Materials	Tonnes	42,561	16,71,679
Re-use Concrete Waste	Tonnes	2,828	1,479
Re-use Content in Steel	Tonnes	345	124
Total Re-used Input Materials	Tonnes	3,174	1,603
Renewable Input Materials			
Soil ³	Tonnes	6,39,392	1,17,687
Non-Renewable Input Materials used			
Iron (Re-enforcement Steel)	Tonnes	37,450	34,803
Structural Steel	Tonnes	8,973	4,730
Total Non-Renewable Input Materials Used	Tonnes	46,423	39,533
Energy Consumption⁴			
		Unit	FY 2022-23
			FY 2021-22
From Fuel			
Mobile Sources			
Diesel	Gigajoules	25,922	15,669
Petrol	Gigajoules	110	2,336
Stationary Sources			
Diesel (Owned DG sets)	Gigajoules	6,231	30,596
Diesel (Contracted DG sets)	Gigajoules	3,963	-
LPG	Gigajoules	10,842	7,615
PNG	Gigajoules	20,345	16,739
Total Fuel Consumed	Gigajoules	67,413	72,955
From Electricity			
Grid Electricity	Gigajoules	1,32,211	1,32,947

Renewable Sources			
On-site	Gigajoules	424	415
Off-site	Gigajoules	9,648	7,348
Total Electricity Used	Gigajoules	1,42,283	1,40,709
Energy Used			
Total Non-renewable Energy Used	Gigajoules	1,99,624	2,05,902
Total Renewable Energy Used	Gigajoules	10,072	7,762
Total Energy Used	Gigajoules	2,09,696	2,13,664
Energy Intensity			
Total Non-Renewable Energy Intensity	Gigajoules/ Total Revenue in Million INR	5.60	6.72
Total Renewable Energy Intensity	Gigajoules/ Total Revenue in Million INR	0.28	0.25
Total Energy Intensity	Gigajoules/ Total Revenue in Million INR	5.89	6.97
Total Energy Use Intensity	Gigajoules/ Built up Area in Square Feet	0.0086	0.0089
Water Management ⁵			
	Unit	FY 2022-23	FY 2021-22
Water Withdrawal by Source			
Surface Water	Million Liters	-	-
Ground Water	Million Liters	478	196
Third Party Water	Million Liters	674	624
Total Water Withdrawal	Million Liters	1,151	820
Water Consumed	Million Liters	1,140	816
Water Recycled and Reused	Million Liters	616	335
Water discharged	Million Liters	36	21
Water Intensity			
Water Consumption Intensity	Million Liters/ Total Revenue in Million INR	0.032	0.027
Water Consumption Intensity	Kilo Liters/ Total Revenue in Million INR	32	27
Water Consumption Intensity	Million liters/ Built up Area in Square Feet	0.00005	0.00003

Greenhouse Gases (GHG) Emissions ⁶		Unit	FY 2022-23	FY 2021-22
Direct Emissions (Scope 1)		tCO ₂ e	6,265	8,569
Indirect Emissions (Scope 2)		tCO ₂ e	26,075	29,174
Total Emissions (Scope 1 and 2)		tCO₂e	32,340	37,744
Indirect Emissions (Scope 3)		tCO ₂ e	4,50,094	*
Total Emissions (Scope 1, 2 and 3)		tCO₂e	4,82,434	37,744
Emission Intensity by Revenue				
Scope 1 and 2 Emission Intensity		tCO ₂ e/Total Revenue in Million INR	0.91	1.23
Scope 3 Emission Intensity		tCO ₂ e/Total Revenue in Million INR	12.63	*
Emission Intensity by Built-up Area				
Scope 1 and 2 Emission Intensity		tCO ₂ e/Built up Area in Square Feet	0.001	0.002
Scope 3 Emission Intensity		tCO ₂ e/Built up Area in Square Feet	0.02	*
Other Air Emissions		Unit	FY 2022-23	FY 2021-22
Nitrogen Oxides (NOx)		kg	523	173
Sulphur Oxides (SOx)		kg	217	79
Particulate Matter (PM)		kg	682	380
Waste Generated ⁷		Unit	FY 2022-23	FY 2021-22
Total Waste Generated		Tonnes	96,856	2,352
Hazardous Waste				
Paint Waste		Tonnes	9	1
Oil Waste		Tonnes	5	22
Biomedical Waste		Tonnes	0	0.4
Battery Waste		Tonnes	0.2	*
E-Waste		Tonnes	5	0.2
Other Hazardous Waste		Tonnes	13	2
Total Hazardous Waste		Tonnes	32	26
Non-Hazardous waste				
Construction and Demolition Waste		Tonnes	62,826	*
Plastic Waste		Tonnes	16	10
Other Non-Hazardous Waste		Tonnes	33,982	2,316
Total Non-Hazardous Waste		Tonnes	96,824	2,326
Offsite Waste Recovery				
Recycled		Tonnes	1,016	*
Re-used		Tonnes	0.30	*
Other Operations (Composting)		Tonnes	527	*
Total Waste Recovered		Tonnes	1,544	*

Offsite Waste Disposal			
Incineration	Tonnes	353	*
Landfill	Tonnes	94,959	*
Total Waste Disposed	Tonnes	95,312	*
Waste Intensity by Revenue			
Waste Intensity	Waste Generated in Tonnes/Total Revenue in Million INR	2.7	0.1
Headcount of Workforce			
Unit		FY 2022-23	FY 2021-22
Permanent Workforce			
Employees	Count	2,118	1,466
Workers	Count	426	442
Total Permanent Workforce	Count	2,544	1,908
Contract Workforce			
Employees	Count	238	97
Workers	Count	13,933	13,210
Total Contract Workforce	Count	14,171	13,307
Workforce Diversity			
Unit		FY 2022-23	FY 2021-22
Total Males in Workforce	Count	15,725	14,523
Total Females in Workforce	Count	990	692
Permanent Workforce			
Male	Count	2,139	1,588
Female	Count	405	320
Contract Workforce			
Male	Count		
Female	Count	585	372
Workforce Diversity by Age			
Unit		FY 2022-23	FY 2021-22
Male			
Under 30 Years	Count	5,063	4,528
Between 30 to 50 Years	Count	10,501	9,636
Over 50 Years	Count	161	359
Female			
Under 30 Years	Count	389	255
Between 30 to 50 Years	Count	569	407
Over 50 Years	Count	32	30
Workforce Diversity by Designation			
Unit		FY 2022-23	FY 2021-22
Male			
Associate	Count	1,527	1,018
Middle Management	Count	464	420
Senior Management	Count	124	124
Top Management	Count	24	26
Contract Workforce	Count	13,586	12,935

Female			
Associate	Count	292	214
Middle Management	Count	97	92
Senior Management	Count	11	11
Top Management	Count	5	3
Contract Workforce	Count	585	372
Workforce by Geography			
Unit		FY 2022-23	FY 2021-22
India	Count	16,715	15,215
New Hire Diversity			
Unit		FY 2022-23	FY 2021-22
By Gender			
Male	Count	1,356	926
Female	Count	258	197
Total New Hires	Count	1,614	1,123
By Age Group			
Under 30 Years	Count	981	649
Between 30 to 50 Years	Count	601	458
Over 50 Years	Count	32	16
Workforce Turnover			
Unit		FY 2022-23	FY 2021-22
By Gender			
Male	Count	835	661
Female	Count	168	130
Total Workforce Turnover	Count	1,003	791
By Age Group			
Under 30 Years	Count	635	490
Between 30 to 50 Years	Count	353	292
Over 50 Years	Count	15	9
Workforce Benefits			
Unit		FY 2022-23	FY 2021-22
Paternal Leave			
Eligibility	Count		
Male	Count	1,788	1,217
Female	Count	330	249
Total Workforce Eligible for Paternal Leave	Count	2,118	1,466
Availed			
Male	Count	0	0
Female	Count	0	0
Total Workforce that Availed Paternal Leave	Count	0	0
Return to Work and Retention Rate of Workforce	Percentage	100	100

Workforce Safety Performance		Unit	FY 2022-23	FY 2021-22
Permanent Workforce Safety Performance				
Total Hours Worked by Permanent Workforce	Hours		19,05,330	21,43,120
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		5,65,92,325	4,68,21,448
Injuries				
High-consequence Work-related Injuries (excluding fatalities)	Count		0	0
Work-related Injuries	Count		5	4
Fatalities	Count		0	0
Ill-health	Count		0	0
Permanent Workforce Training and Development		Unit	FY 2022-23	FY 2021-22
By Gender				
Male	Hours		71,854	53,220
Female	Hours		17,053	10,891
Total Permanent Workforce Training Hours	Hours		88,906	64,111
By Designation				
Male				
Associate	Hours		51,297	34,397
Middle Management	Hours		15,370	14,566
Senior Management	Hours		4,667	3,739
Top Management	Hours		520	517
Female				
Associate	Hours		12,448	6,122
Middle Management	Hours		3,993	4,240
Senior Management	Hours		432	497.21
Top Management	Hours		180	31
Average Training Hours				
Male	Hours		34	34
Female	Hours		42	34
Average Permanent Workforce Training Hours	Hours		35	34

Average Training Hours by Gender and Designation				
Male				
Associate	Hours	34	34	
Middle Management	Hours	33	35	
Senior Management	Hours	38	30	
Top Management	Hours	22	20	
Female				
Associate	Hours	43	29	
Middle Management	Hours	41	46	
Senior Management	Hours	39	45	
Top Management	Hours	36	10	
Performance Management and Career Development by Gender and Designation		Unit	FY 2022-23	FY 2021-22
Male				
Associate	Percentage		85	85
Middle Management	Percentage		85	85
Senior Management	Percentage		85	85
Top Management	Percentage		85	85
Contract Workforce	Percentage		0	0
Female				
Associate	Percentage		85	85
Middle Management	Percentage		85	85
Senior Management	Percentage		85	85
Top Management	Percentage		85	85
Contract Workforce	Percentage		0	0
Board Diversity		Unit	FY 2022-23	FY 2021-22
By Age				
Under 30 Years	Percentage		-	-
Between 30 to 50 Years	Percentage		27	30
Over 50 Years	Percentage		73	70
By Gender				
Male	Percentage		73	70
Female	Percentage		27	30

Footnotes

* Not Reported

1 Refer Re-statements Section 1. C.

2 Refer Re-statements Section 4.i

3 Refer Re-statement Section 2 ii

4 Energy Consumption presented for the Group is excluding of Lease Rentals Portfolio.

5 Refer to Re-statements Section 3

6 Refer Re-statements Section 1.D

7 Refer to Re-Statements Section 2

Annex C : GRI Index (Standards & Sector-Specific)

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2-1	Organizational details	Title Page
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2-5	External assurance	Reporting Boundary and Re-statements
2-6	Activities, value chain and other business relationships	Who we are, What we do
2-7	Employees	Sustainability Data- Headcount of Workforce
2-8	Workers who are not employees	Sustainability Data- Headcount of Workforce
2-9	Governance structure and composition	Sustainability Governance- Board of Directors
2-10	Nomination and selection of the highest governance body	Sustainability Governance- Board of Directors
2-11	Chair of the highest governance body	Sustainability Governance- Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance- Board of Directors
2-13	Delegation of responsibility for managing impacts	Sustainability Governance- Board of Directors
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance- Board of Directors
2-15	Conflicts of interest	Business Conduct and Compliance- Conflict of Interest
2-16	Communication of critical concerns	ESG Risk Management- Risk Management Framework
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2-26	Mechanisms for seeking advice and raising concerns	Business Conduct and Compliance- Grievance Redressal
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2-30	Collective bargaining agreements	Human Rights
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3-2	List of material topics	Sharpening our sustainability focus- Our latest Materiality Matrix
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301-3	Reclaimed products and their packaging materials	Sustainability Data- Input Materials
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302-1	Energy consumption within the organization	Sustainability Data- Energy Consumption
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302-4	Reduction of energy consumption	GHG Emissions- Energy use at Brigade
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303-2	Management of water discharge-related impacts	Water Management- Safeguarding wastewater quality
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303-4	Water discharge	Sustainability Data- Water Management
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GRI 304: Biodiversity		
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305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Data- Greenhouse Gases (GHG) Emissions
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