

Brigade Enterprises Limited

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



Ref.: BEL/SR/NSEBSE/17072021

17th July, 2021

Listing Department
National Stock Exchange of India Limited
Exchange Plaza
Bandra Kurla Complex
Bandra (East)
Mumbai - 400 051

Department of Corporate Services - Listing
BSE Limited
P. J. Towers
Dalal Street
Mumbai - 400 001

NSE Scrip Symbol: BRIGADE/ BSE Scrip Code: 532929

Dear Sir/Madam,

Sub: Regulation 34 of SEBI (LODR) Regulations, 2015 - Sustainability Report for the financial year 2020-21

We are enclosing herewith the Sustainability Report for the financial year 2020-21. The same is being sent to the Shareholders whose email ids are registered with the Company / Depositories.

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

The Sustainability is enclosed pursuant to Regulation 34 of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.

Thanking you,

Yours faithfully,
For Brigade Enterprises Limited

P. Om Prakash
Company Secretary & Compliance Officer
Encl.: a/a



Brigade is recognised as being among
the best work places in the Real Estate Industry.



BRIGADE GROUP

Sustainability Report
2020-21



BRIGADE

Building Positive Experiences

**Step
by
Step**





Shot at location- Brigade Tech Gardens



Shot at location- Brigade Tech Gardens

0.1 Brigade Group

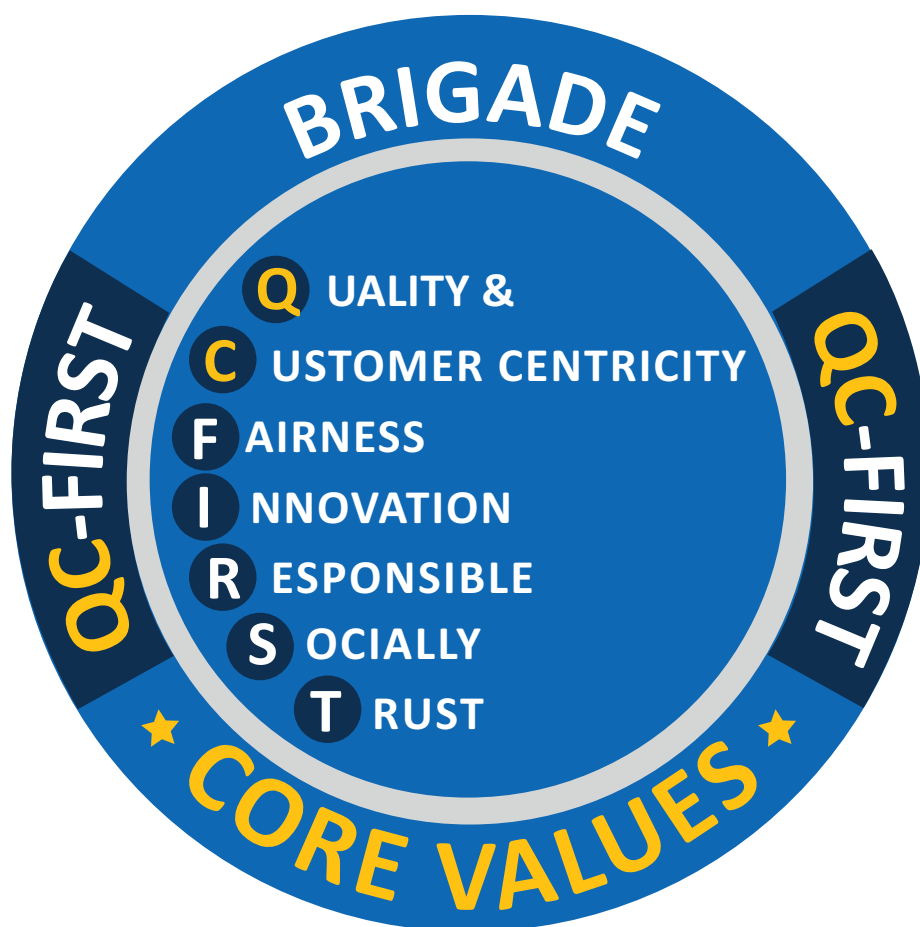
Brigade Group is India's leading property developer with over three decades of expertise in building positive experiences for all stakeholders. Brigade Enterprises Limited (BEL), the flagship publicly listed company in the Group along with its subsidiaries evolved into what is today known as Brigade Group and have developed many landmark buildings transforming the skyline of cities across South India, namely – Bengaluru, Mysuru, Hyderabad, Chennai, Kochi and GIFT City-Gandhinagar. The developments range across Residential, Commercial, Retail, Hospitality and Education sectors. The Group is also coming up with new projects in Trivandrum. Since its inception, Brigade has completed 250+ buildings amounting to over 70 million sq. ft of developed space across a diverse real estate portfolio.

Brigade assures best-in-class design and top-of-the-line facilities that exude elegance and sophistication. Residential developments include villas, villaments, penthouses, premium residences, luxury apartments, value homes, urban studios, independent living for seniors and mixed-use lifestyle enclaves and townships. Over the years, the projects have been one-of-a-kind in the sector; for example, Brigade developed Brigade Gateway, Bengaluru's first lifestyle enclave and Brigade Exotica, one of the tallest residential buildings in Bengaluru.

Brigade is among the few developers that also enjoys a reputation for developing Grade A Commercial properties. The license owners of the World Trade Center across South India, the Group's commercial spaces have top international clients operating out of them. Brigade also entered the co-working space with 'BuzzWorks' in March 2019. The commercial segment has seen consistent growth over the last few years, with over 5 million sq. ft of office space under development.

Brigade Retail's first venture was the iconic, world-class Orion mall at Brigade Gateway, subsequently expanding with Orion Avenue and Orion Uptown. Brigade's Hospitality offerings include star hotels, recreational clubs, convention centers and The Baking Company, a unique patisserie. The Group contributes in numerous ways towards community development, health, education, and the environment. Through the Brigade Foundation, the Group has schools offering holistic education; conducted large-scale tree plantation drives; spruced up parts of the city; revived public recreational spots like lakes and parks, to name a few.

Brigade Group has a total of 893 employees working at the headquarters and across various project locations. For ten years in a row, 'Great Place to Work Institute' has rated the Brigade Group among the top hundred companies to work for and the best in the industry.



A TRUE EXPRESSION OF OUR CORE VALUES: QC-FIRST

At Brigade, our core values contribute to a larger vision that is enduring, thereby creating a broader impact on businesses, society and all stakeholders. As we continue to build each of our domains with a sense of dedication, a commitment to perfection, an emphasis on quality, aesthetics and comfort, and most importantly, ensuring the greatest level of integrity, our shared values work as a guiding force towards this endeavour.

0.2 STEP BY STEP, our approach to Sustainability

The first sustainability report by Brigade Group was published in FY 2018-19. In the subsequent FY 2019-20, we published a GRI-aligned sustainability report. This is our third sustainability report entirely in accordance with GRI Standard Core framework, with an even more extensive stakeholder consultation than the previous year.

As we put this into perspective, we would like to establish that our approach to Sustainability is step-wise and strategic. While we make progress in various areas, we carefully assess the repercussions of what we do as a business on the planet and society. We will always emphasize quality for customers while adhering to our core values that include being fair, innovative, socially responsible and trustworthiness. Our social responsibility is towards our employees, workers, regulatory requirements, communities and environment.

Our sustainability reporting journey is relatively new but we have been incorporating sustainability practices in several areas right from our inception. Furthermore, in 2020 we started a decade of redefining how we live, move and interact with each other. As a responsible organization, we would like to be at the forefront of sustainability in building design, processes and features, all the while working closely with our stakeholders and taking them along with us on this journey. Bringing us to the theme of this edition, **Step by Step** - our next step towards disclosures on Sustainability.



Brigade Vision



Products



Processes



People



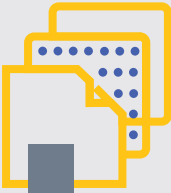
Performance

Our Shared Mission

“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.”

Introduction

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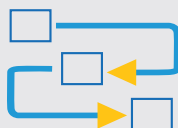


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Performance

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People

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7.1 GRI Index

GRI Index

07





All non-financial indicators are showing steady progress, which ranges from our commitment to green building space and environmental stewardship, diversity & inclusion, employee health & safety, product quality as well as supporting local causes and communities.

01

Report Overview

1.1 Reporting Framework

This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards, Core option. This report is also aligned with the new SEBI regulations on sustainability reporting format known as Business Responsibility and Sustainability Reporting (BRSR). Most indicators for BRSR are covered in the GRI framework, except a few where further information from Suppliers will be required that we aim to take up in the next reporting cycle.

Every material matter identified through a stakeholder exercise is reported as per the guidelines.

Care has been taken to adhere to all guiding principles for defining report content and quality; stakeholder inclusiveness, sustainability context, materiality, completeness, accuracy, balance, clarity, comparability, reliability and timeliness.

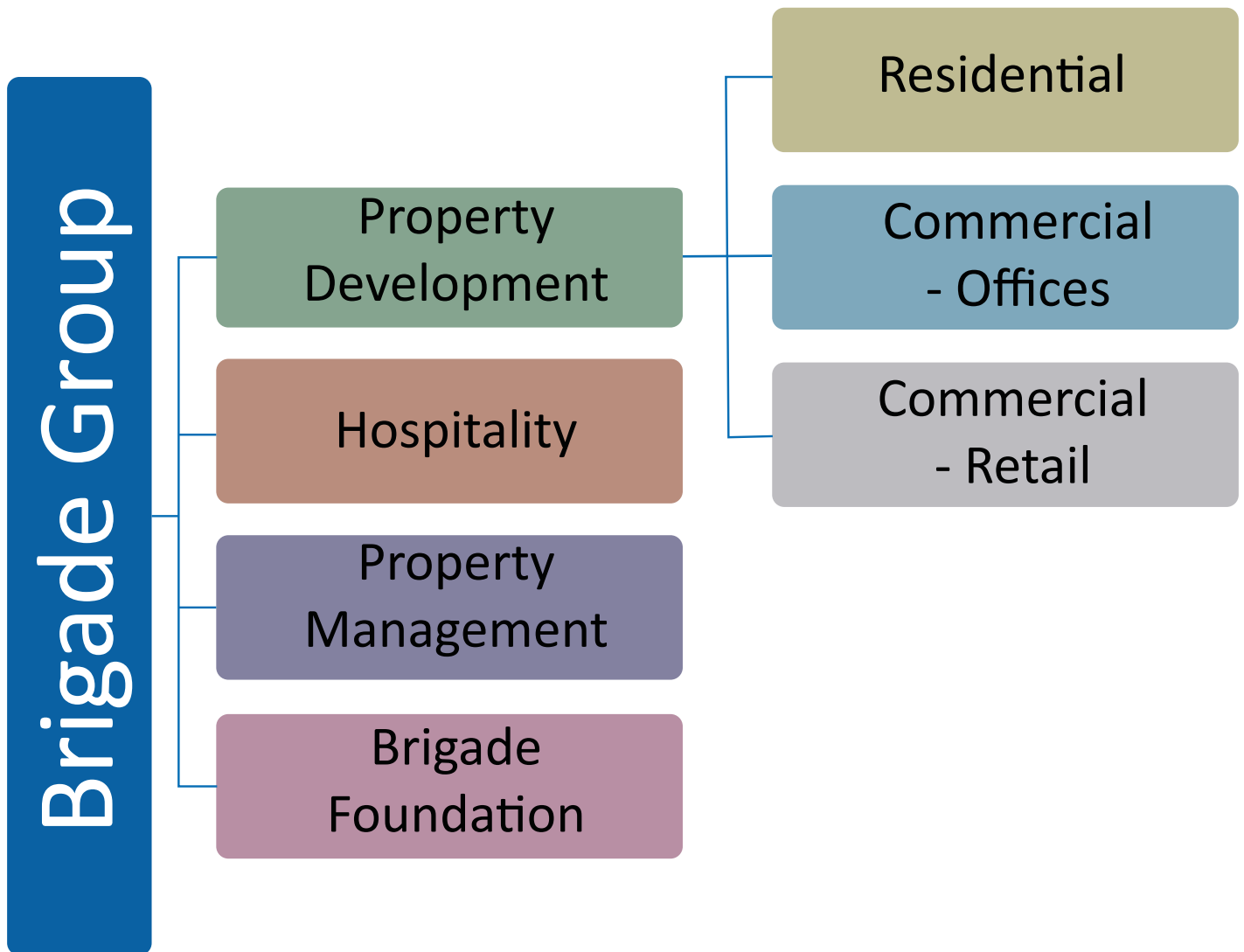
1.2 Scope and Boundary

Reporting period covered: April 1, 2020 - March 31, 2021

Baseline year: April 1, 2019 - March 31, 2020

Brigade Group has a diverse portfolio of companies that are primarily property development, property management, hospitality and education. For charitable purposes the entity also has a trust called Brigade Foundation.

For any feedback or queries regarding this Report, please write to
Mr Anand, Email: investors@brigadegroup.com



01

Report Overview

1.2 Scope and Boundary

Brigade Group	Report Boundary		
	Economic Data	Environmental Data	Social Data
Property Development			
Brigade Enterprises Ltd	✓	✓	✓
Brigade Tetrarch Pvt Ltd	✓	✓	✓
Brigade Infrastructure & Power Pvt Ltd	✓	✓	✓
BCV Developers Pvt Ltd	✓	✓	✓
Brigade (Gujarat) Projects Pvt Ltd	✓	✓	✓
Perungudi Real Estates Pvt Ltd	✓	✓	✓
Mysore Projects Pvt Ltd	✓	✓	✓
Brigade Flexible Office Spaces LLP	✓	×	✓
Brigade Properties Pvt Ltd	✓	✓	✓
Property Management			
WTC Trades & Projects Pvt Ltd	✓	✓	✓
Orion Property Management Services Ltd	✓	✓	✓
Hospitality Services			
Brigade Hospitality Services Ltd	✓	×	×
SRP Prosperita Hotel Ventures Ltd	✓	×	×
Augusta Club Pvt Ltd	✓	×	×
Brigade Hotel Ventures Ltd	✓	×	✓
Miscellaneous			
Brigade Innovations LLP (Brigade REAP)	×	×	✓

*



Artist impression- Brigade Cornerstone Utopia

01

CMD's Message

1.3



Dear Stakeholders,

It gives me immense pleasure to share our Sustainability Report for the financial year 2020-21 with our stakeholders on topics that are material to our organization and sector. We have been aligning on GRI Framework for sustainability reporting for a couple of years now and it has helped us set a wider context for Sustainability.

Our focus on creating positive experiences along with our partners has been the driving force behind creating quality spaces in all our business domains for over three decades. Our core values of QC FIRST, where Quality and Customer Centricity, along with being Fair, Innovative, Socially Responsible and Trustworthy have been the core instruments underpinning our success.

Brigade Group has stayed upbeat even during the market cycles and conditions that weren't conducive to the real estate sector or the economy. The world faced an unprecedented crisis due to the COVID-19 pandemic for most of the financial year 2020-21. One of the first steps we took was to prepare the workforce for a hybrid work model, including virtual and onsite work. We invested in trainings and workshops for helping people cope up with the times, which ranged from emotional, behavioral and technical aspects. The work has been going on for the projects across geographies with all the standards and procedures laid out clearly including social and environmental parameters.

ESG indicators that include governance, supply chain, environment and social parameters help stakeholders understand how value is created, shared and delivered. Our non-financial indicators show steady progress, ranging from our commitment to the development of green building spaces and environmental stewardship; diversity and inclusion, employee health and safety, product quality and supporting local causes and communities. Our sustainability efforts started since the inception of our business and we are now adopting a more formalized manner of sustainability reporting in line with the Global Reporting Initiative Standards and therefore, the theme for this report is “step by step”.

In the past we have taken up various matters such as achieving gender parity in the organization, which is reflected in our progress. We have 30% women as board members, which is well above the industry standards and at par with many global organizations. Similarly, the focus on equity is reflected in our efforts, such as training hours for women, which is relatively more. We are also very delighted to share that Brigade Group has been able to enhance the return back and retention rate of employees who availed parental leave. We have 100% retention rate, which is the benchmark. Diversity & Inclusion does not feature high on materiality in the recent stakeholder engagement, perhaps because of the considerable progress already made. We will continue our work on this front till we have achieved palpable equity on all fronts.

We have been monitoring and measuring our energy and water consumption as our continual commitment to green building space. This year we have developed and delivered four certified green projects taking our cumulative green footprint to 13 million sft. Many of the Green Building design features and components are used in other non-certified buildings as well.

The current economic conditions are going through a prolonged period of uncertainty. However, our focus on delivering customer value will be through our approach on optimizing conditions so that we overcome constraints, protecting health of our workforce. The year 2020-21 has been a watershed year of this century that is creating challenges but preparing humankind for resilience and a thriving mindset irrespective of the circumstances. It has also provided us an opportunity to understand the futuristic requirements of residential, office, retail and hospitality spaces.

Thirty-five years of this journey has been a rewarding one and we are moving ahead creating positive experiences and we hope the next year is a robust year for “building back better”.

M.R. Jaishankar
Chairman and Managing Director

01

Brigade Group - Sustainability Highlights

1.4

Revenue  2,01,039 (Lakhs INR)	Upcoming Projects  20	Green Buildings Certified (No.)  4
Renewable Energy  52%	Emission Intensity (Projects)  0.219 kgCO₂e	Green Buildings Certified Area  2.49 mn sft
Recycled Materials  2.1 mn tonnes	Waste Water Recycled  63.5 %	Hazardous Waste  100% Disposal to Authorized Vendor

Reporting Cycle 2020-21

Employees	Board Diversity	Employee Diversity
		
893	30%	22%

Training Categories	Total Training Hours	Women/Men Training Ratio
		
200+	11,542	15:14 hours

OHS	CSR Expenditure	Trees Planted
		
Zero Accidents	820 (Lakhs INR)	49,000+ Cumulative

02



Shot at Location- Brigade Tech Gardens



Shot at Location- Brigade Tech Gardens

What matters our stakeholders and us

02

Materiality

2.1 Stakeholder Engagement: Creating Positive Experiences

Economic value generation is a core aspect of a successful business, however being mindful of the future of our society, and striving to create social values along with our stakeholders is equally important for a responsible company. Our organizational promise and partnership with our employees, joint venture partners, suppliers, vendors, channel partners and consultants help co-create the “positive experience” concept for all stakeholders, including our customers and investors. We are creating shared value while being socially inclusive and environmentally responsible in consultation with our stakeholders which requires robust communication at appropriate times. Transparent communications are the bedrock of effective engagement.

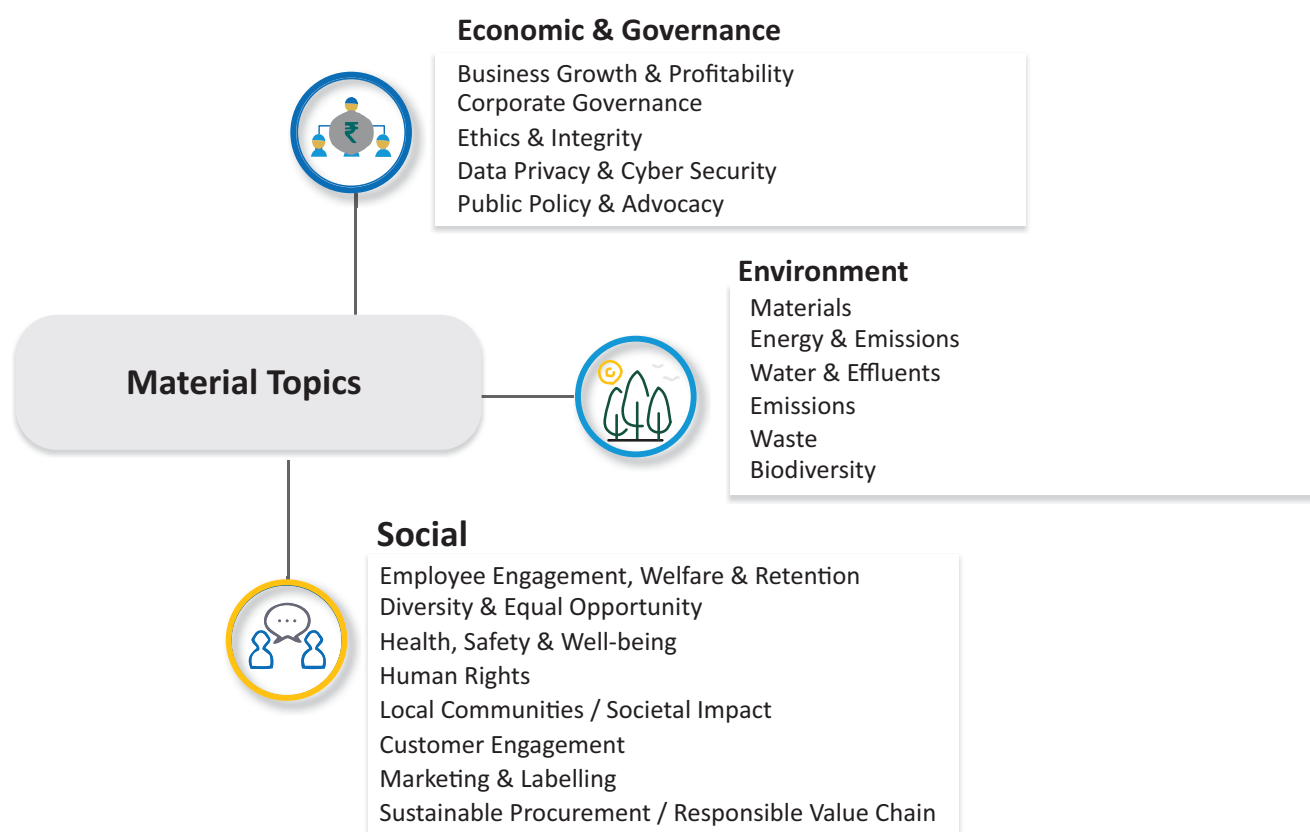
Material matters or issues are those that may have an impact on Brigade Group’s business purpose, or those which may get impacted by Brigade Group’s business purpose, in other words, these are areas that we impact through our work or those that we are impacted by during the course of our work. To set the wider context of Materiality for our Sustainability Report, the following exercise led to our understanding of highly material issues, which we have prioritized for reporting.

Step 1: Material Topics: We started with identifying a long list of material topics guided by sustainability experts and peer reporting. This list was further verified through media research and ESG indicators.

How we engage with stakeholders	Engagement method	Frequency
Employees	Leaderships Talk, Engineer’s Meet, Surveys, Townhall Meetings.	Weekly, Quarterly, Annual, Need based.
Contractual Workforce	Toolbox meetings, Trainings.	Need based, Weekly.
Government/Regulatory	CREDAI, CII.	Annual, Need based.
Investors	Shareholder meetings.	Regular.
Vendors / Suppliers	Meetings.	Need based, Regular.
Media	Press Conferences, Media kit.	Regular.
Local Communities and NGO's	Brigade Foundation, Meetings, Feedback	Regular, Need based
Customers	Hereforyou – Brigade Showcase; Meetings, Feedback, Webinar.	Regular, Need based.
Channel Partners	Meetings, Feedback.	Weekly, Monthly and Quarterly.

Step 2: We identified stakeholders represented in the chart and consulted with employees, our internal stakeholders and suppliers and channel partners as external stakeholders.

Step 3: Stakeholder Consultations: For this report, we consulted with employees, suppliers, vendors, consultants, and Channel Partners. Channel Partners are used as a proxy for customers. Owing to the pandemic conditions, reaching out to customers was not feasible. Online surveys were used for outreach as a preferred method. A total of 195 employees, 55 Vendors, 19 Contractors, 19 Consultants, 47 Channel Partners representing the unique customer category, were consulted. Amongst our management team, 9 committee members also provided their inputs on the material topics.



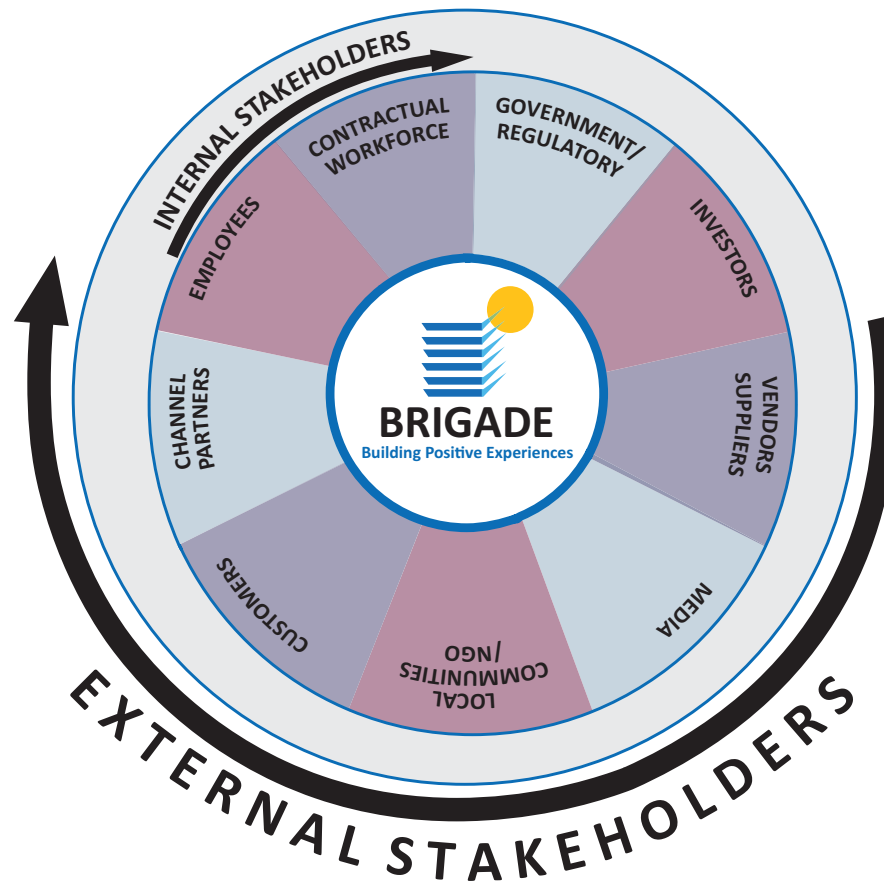
Step 1 Outcome:Material Topics

Annual Sustainability Report 2020-21

02

Materiality

2.2 Materiality Matrix

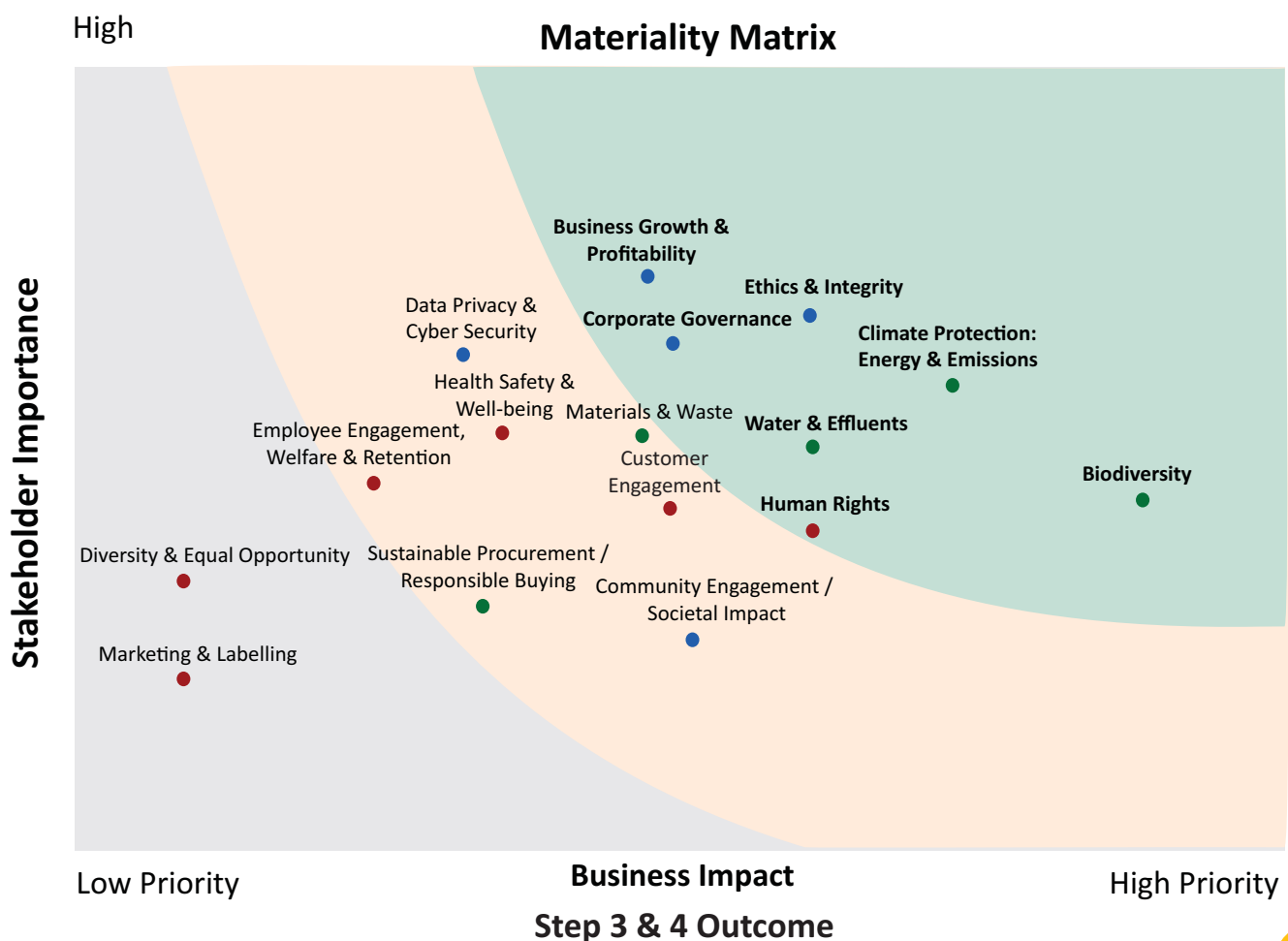


Step 2 Outcome

Priority	Economic & Governance	Environment	Social
High	Corporate Governance Ethics & Integrity Business Growth & Profitability	Climate Protection: Energy & Emissions Water & Effluents Biodiversity	Human Rights
Medium	Data Privacy & Cyber Security	Materials & Waste Sustainable Procurement	Health & Safety Customer Engagement Employee Engagement, Welfare & Retention Community Engagement / Societal Impact
Low			Diversity & Equal Opportunity Marketing & Labelling

Step 4: Materiality analysis: We plotted all stakeholder priorities on Y axis and business priorities on the X axis. Materiality chart reflects all topics chosen for reporting, and overall rating for all topics falls under the high value to both stakeholders and management. So, while we are reporting on all material topics in this list, however, for our next reporting cycle, we would have strategic and relatively higher priority given to the topics that feature high on Materiality. We believe that we have done exceptionally well in Diversity & Inclusion and right from our women representation in the Board to relative training hours and exceptionally inspiring record on post parental leave retention, the stakeholders and management are aware that we have already done better than the benchmark in the industry on those parameters. This may be the reason Diversity & Inclusion is relatively lower priority than the others. Similarly, Marketing & Labelling practices for Brigade Group are considered one of the most authentic and reliable in the industry.

The outcome of Step 3 and Step 4 is the Materiality Chart.



2.3

Management approach for high importance material topics



Climate Protection: Energy & Emissions

Our commitment to the environmental concerns is evident in the best principle, the precautionary approach that we follow in our daily operations. We have an integrated Environmental Management system with policies and processes to measure and reduce our environmental impact. We have so far delivered 13.52 mn sft of Green Certified buildings and are pioneers in Green buildings in Southern India. By going for LEED (Leader in Energy and Environmental Design) or IGBC (Indian Green Building Council) certifications, we ensure that our environmental and climate impact is minimized. We have optimized energy consumption in our operations owing to the best energy efficiency and conservation measures that we follow at our projects. We will also try to reduce our dependence on grid electricity by increasing the purchase of green power year on year. We use green power for our projects, Orion Mall Gateway, WTC Bengaluru, Brigade Tech Gardens, Brigade Opus and Brigade Magnum and our Hotel Projects. We have measures in place to monitor air quality at all our construction sites and all compliance is adhered to diligently. We will continue our efforts to improve our environmental performance in areas of energy and emissions to minimise climate change impacts and work on buildings that are adapted to the emerging scenarios.

Key SDGs



Biodiversity

At Brigade Group, we try to preserve the natural biodiversity of the project site as much as possible. Our approach targets the prevention of damage to biodiversity as the first step. The next is to conserve what we can, and if we are unable to conserve, we relocate the trees. In circumstances that relocation of a tree is not possible, we plant three trees in place of one. The third approach is to enhance biodiversity through proactive afforestation and reforestation measures. The objective to create 'Urban Forests' using the Miyawaki method to increase the green lung spaces in our cities. Our 'Urban Forest' initiative aims to develop dense mini forests.

Key SDGs





Water & Effluents

The construction sector is highly dependent on water and as much as possible, we try to reduce our water consumption. We use innovative ways to reduce water usage by minimising wastage. During the construction stage, we use curing agents to minimise water consumption. We have STP at our project sites and use recycled water for landscaping, vehicle washing and dust suppression activities in the project sites. We have rain-water harvesting measures to recharge the groundwater table. It is imperative to operate responsibly to have minimal impact on the environment.

Key SDGs



Corporate Governance

We adhere to all corporate governance regulations laid out by the regulatory authorities, be it our tax approach, remuneration, audits and all policies. Board oversight on critical issues and the record of the meetings is shared in our annual reports regularly. (More details in Annual Report)

Key SDGs



Ethics & Integrity

Clearly laid out vision, shared and inclusive mission and clarity on values is the bedrock for promoting a culture of responsibility, equity and fairness. These values are translated into systems, procedures through policies and careful monitoring of those policies, systems and standards. Any diversion from the code of conduct has implications. We strive to be the benchmark in ethical conduct and integrity whether communications with our investors, partners, customers, value chain and employees.

Key SDGs



02

Materiality

2.3 Management approach for high importance material topics



Business Growth & Profitability

One of the main indicators of our economic success and shared value proposition is business growth and profitability. Whether ongoing, completed or in the pipeline, information on products is always transparently available on our website. We have many firsts to our portfolio, and we endeavour to bring more and more sustainability into our core business proposition that reflects the current needs of society.

Key SDGs



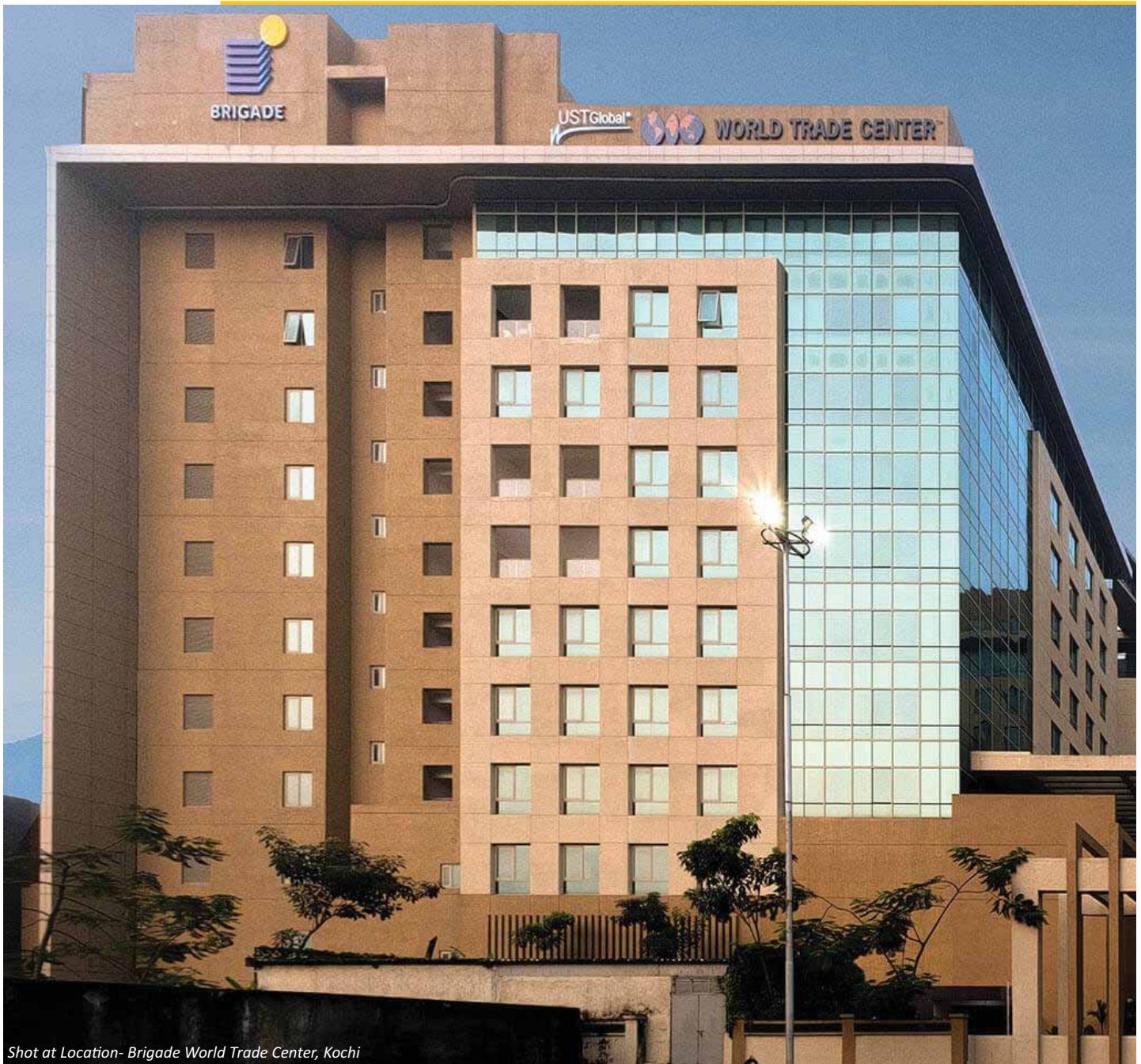
Human Rights

We have implemented inclusive policies for women and other vulnerable groups. We protect the rights be it labour conditions on work timings, forced labour, child labour etc. We do realise that every supply chain at the rear end can have blind spots. It is our responsibility to identify those areas and iron those out for equity and fairness as reflected in our values. We work with established suppliers who have human rights practices embedded in their core business proposition, but not all the supply chains in the Construction Industry follow the same standards. There is more work required in this area to create awareness and set measurable targets for improvement.

Key SDGs









Our Products and services are for creating value for everyone, from businesses to householders.

03

Products and Services

3.1 Overview

When it comes to Property Development, we have mastered the art of crafting built spaces that are delivered with quality. The awards that we have received for our diverse portfolio reflect consistency in our approach towards delivering the best for our customer.

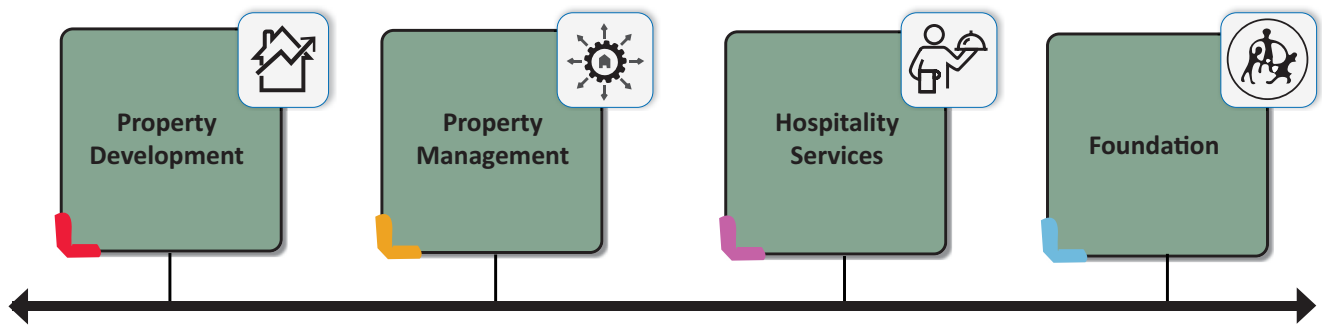
Our products, be it residential, commercial-office & retail & hospitality, have always won accolades and appreciation. The categories of awards that we have received range from the best developer of the year, South India to excellence in delivery, best architectural design, commercial project of the year, best commercial complex award, best residential project of the year, best shopping mall, most admired shopping mall and best-integrated township.

The range of awards that we have received includes Premium villas, affordable housing and integrated townships.

Apart from Property Development, Brigade Group has a considerable presence in Property Management and Hospitality Services. Brigade Foundation is the social arm of Brigade Group that looks after the societal and philanthropic areas.



Artist impression- Brigade Woods



Brigade Group has expanded from a Property Development Company to a diversified group.



03

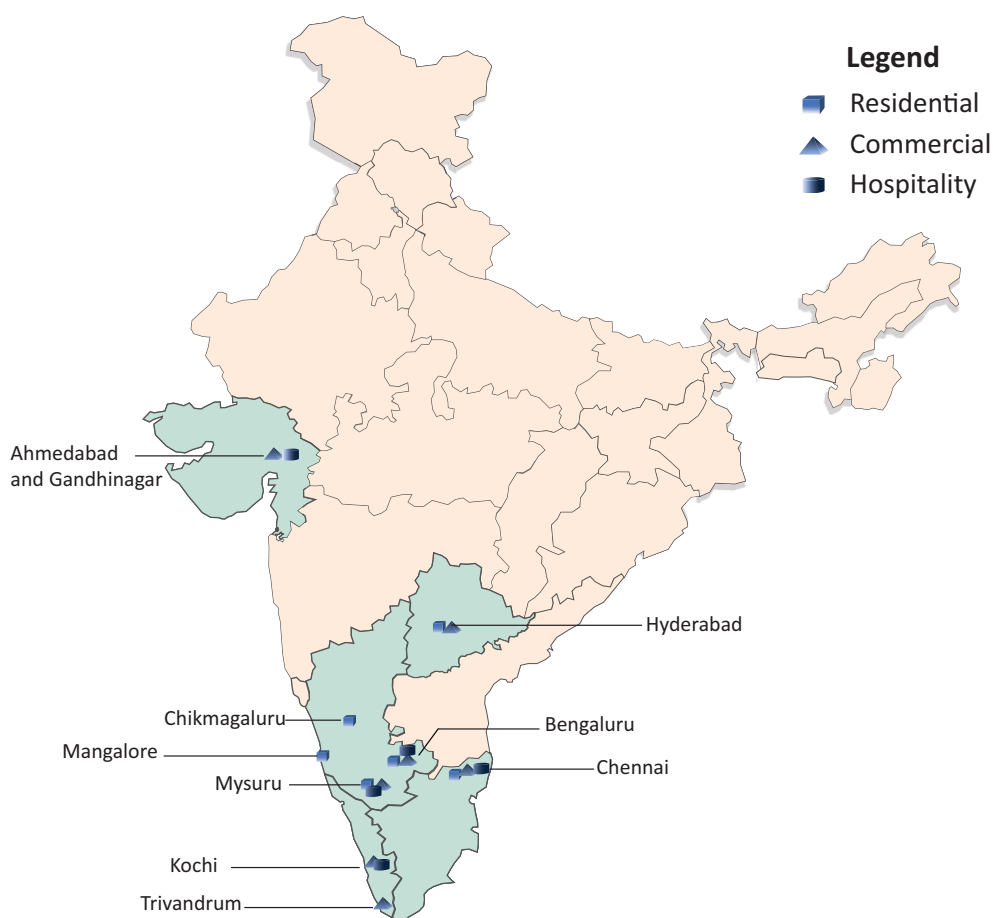
Products and Services

3.1 Overview

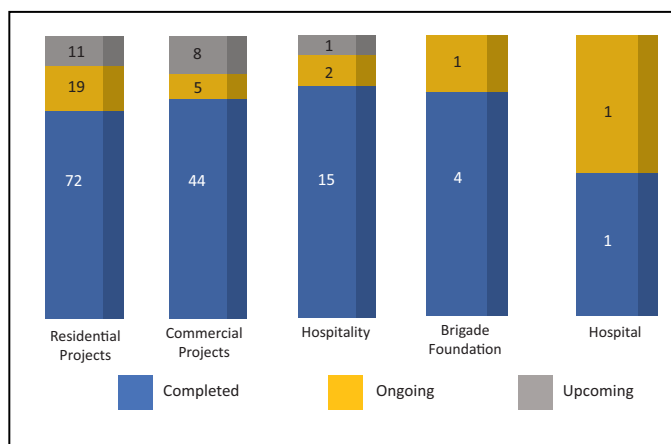
We have delivered 184 Projects in 5 States of India from inception and many of these are Property Development for residential, commercial or integrated projects. Our portfolio also includes Hospitality, Brigade Foundation and Hospitals. The table below presents the various projects upcoming, ongoing and completed projects.

Location	Completed	Ongoing	Upcoming
Property Development: Residential Projects			
	72	19	11
Bengaluru	63	14	8
Chennai		2	2
Chikkamagaluru	1		
Hyderabad	1	1	
Mangalore	1		
Mysuru	6	2	1
Property Development: Commercial Projects			
	44	5	8
Bengaluru	40	5	2
Chennai	2		2
Gift City, Gandhi Nagar	1		
Hyderabad			1
Kochi	1		
Mysuru			1
Trivandrum			2
Hospitality			
	15	2	1
Bengaluru	11	1	1
Chennai	1		
Gift City, Gandhi Nagar	1		
Mysuru	1	1	
Kochi	1		
Brigade Foundation			
Bengaluru	4	1	
Hospital			
Bengaluru	1	1	

Our Completed, Ongoing and Upcoming projects in Residential, Commercial and Hospitality sector.

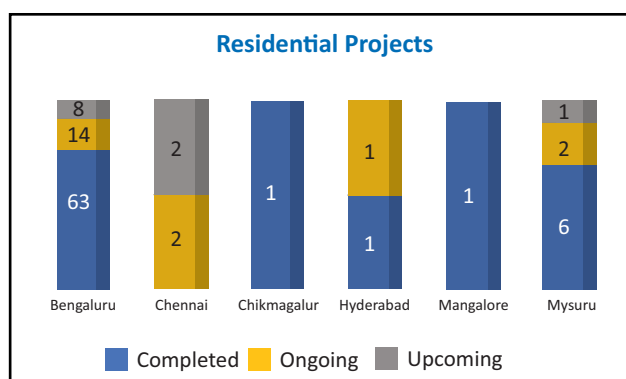
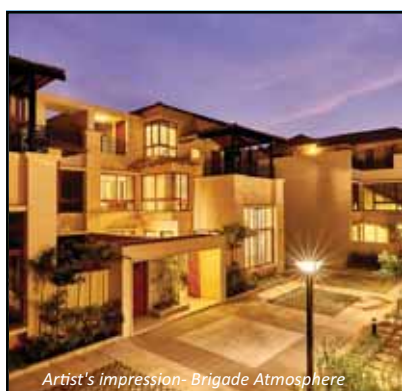
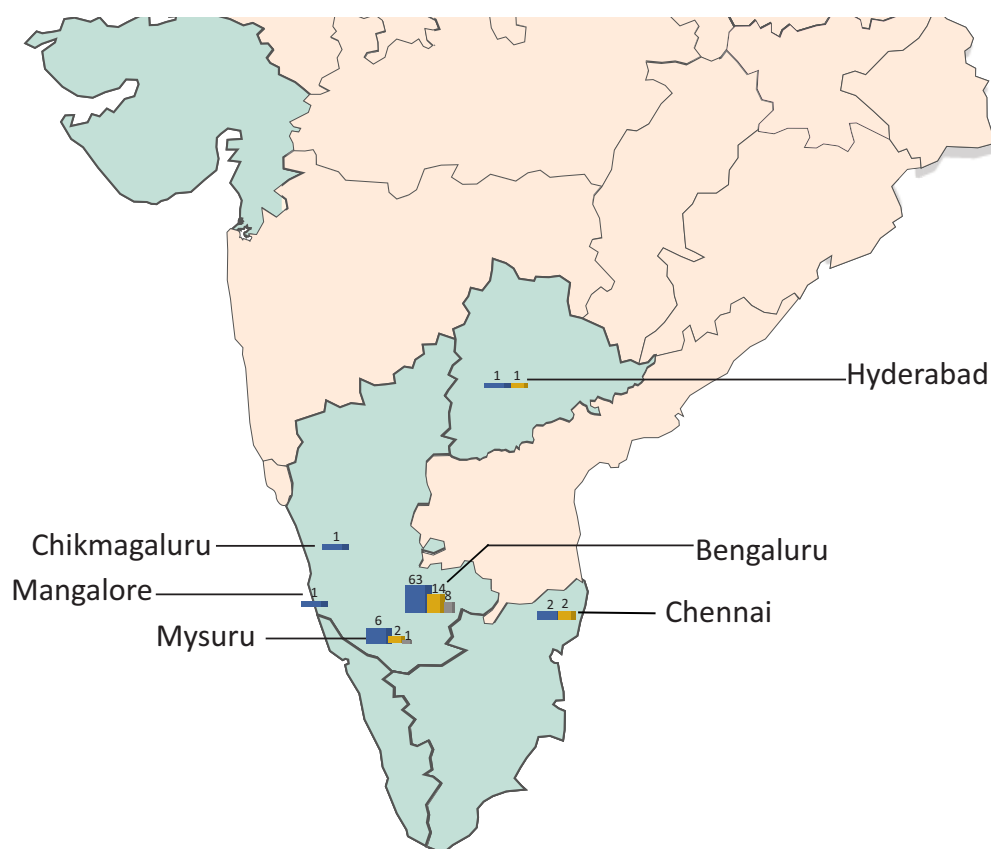


Brigade Group Projects



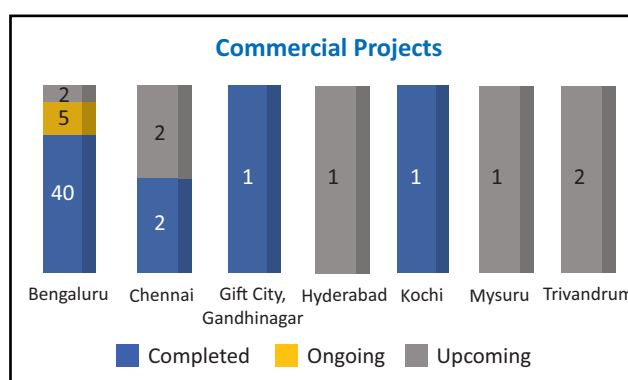
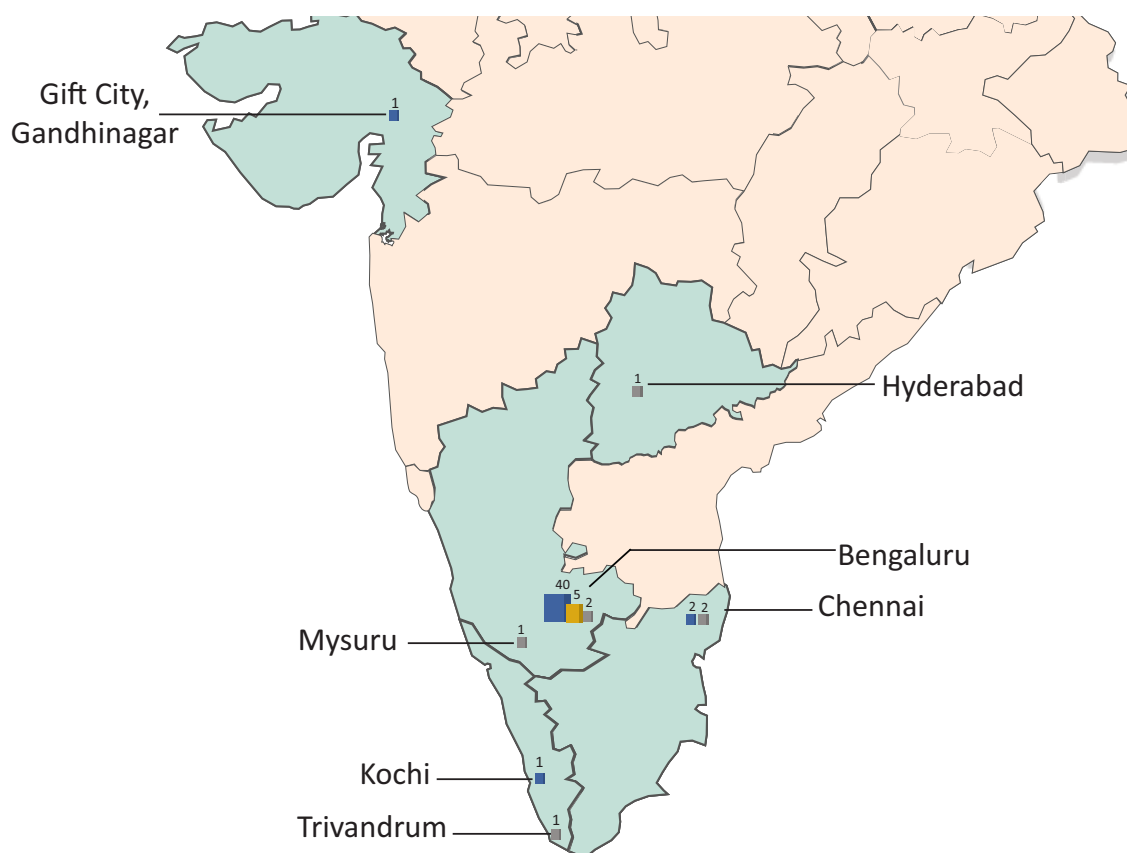
3.2 Real Estate: Residential

Our Residential presence is prominent in Bengaluru, Karnataka and also in Mysuru, Chennai and the chart depicts our presence also in other parts of South India such as Chikmagaluru, Mangalore and Hyderabad. There are 14 projects ongoing in Bengaluru, 2 in Chennai and 2 in Mysuru. We have 8 upcoming projects in Bengaluru, 2 in Chennai and 1 in Mysuru.



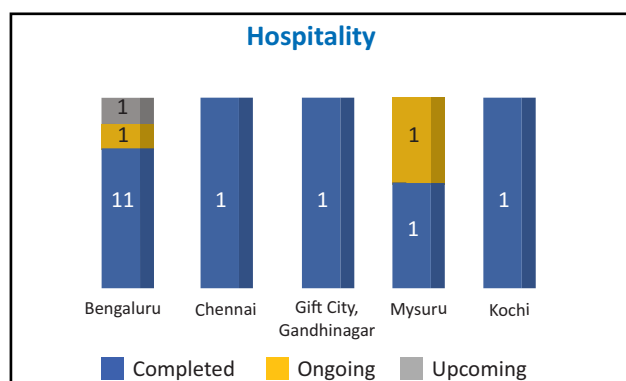
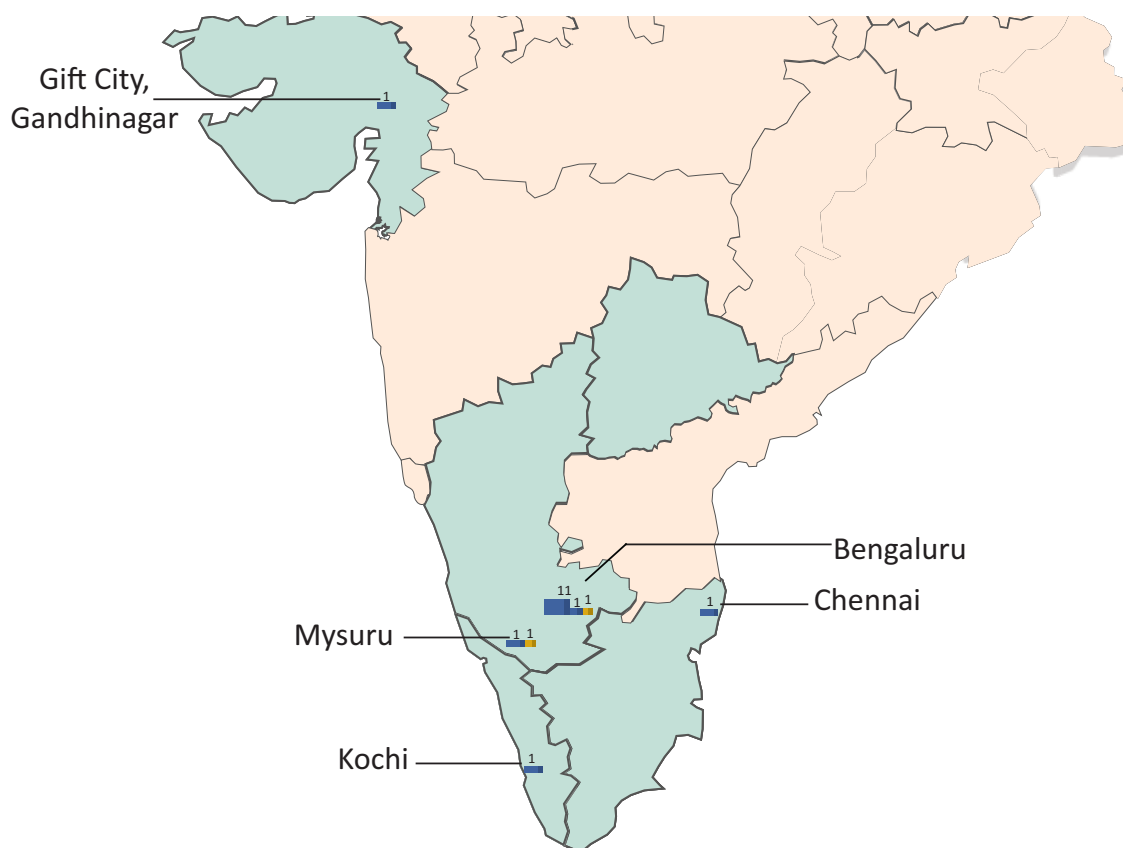
3.3 Real Estate: Commercial

We have a robust commercial presence in Bengaluru followed by Chennai. We have 5 ongoing projects in Bengaluru, and 2 upcoming in Bengaluru, 2 in Chennai and Trivandrum and 1 each in Hyderabad and Mysuru.



3.4 Hospitality

In 2004, Brigade Hospitality Services Limited (BHSL) was formed as a subsidiary company to manage the quickly expanding range of hospitality projects. We pioneered the concept of professionally managed serviced residence in Bengaluru. These included a growing number of serviced residence facilities, clubs, hotels, resorts and convention centers. We have associations and partnerships with leading national and international design, hotel, resort and hospital chains. We have one project ongoing in Bengaluru and Mysuru and one upcoming in Bengaluru.



3.5 Brigade Foundation

In 2003 a central body was established to execute CSR projects by BEL. It is registered with the Karnataka Societies Registration Act, 1960. Brigade Foundation is a not-for-profit trust established by the Brigade Group. We have been involved in rejuvenating lakes, preservation of ancient trees and creating green lung spaces at our project sites. Three school projects have been completed till now under the aegis of the foundation. These schools provide empowering and holistic education of international standards within the city limits for children.



Shot at Location- Brigade School, JP Nagar, Bengaluru



Shot at Location- Indian Music Experience

3.6 Services- Property Management

Through our subsidiary associates we provide property management services catering to both individual and corporate clients. The facility management services cover electrical, plumbing, housekeeping, security, pest control and landscaping activities for software industries, commercial buildings, serviced residences, residential buildings, bungalows and guest houses. In liaison with banks, we also provide required financial and insurance services to fulfill the relevant requirements of small, medium and large entities.

Brigade Enterprises Ltd. launched the Group's new brand in the co-working space 'BuzzWorks' in March 2019 with 'Your Vibe, Your Tribe' as the tag line. We have pioneered a number of our projects, being first of its kind in the market. We have developed Brigade Gateway, one of India's most appreciated integrated enclaves, Bengaluru's tallest commercial building - the World Trade Center, holding licenses across South India and Brigade Exotica, one of the tallest residential buildings in Bengaluru.

We have been rated one of the best companies to work for in the Real Estate Industry for ten years in a row by the Great Place to Work Institute and Economic Times. Brigade Group has made best efforts to be socially responsible and contribute extensively to society. A responsible attitude, an innovative mind-set and an uncompromising quality in our projects over the years have made us one of the most reputed and sought-after brands in the industry.



Shot at Location - Brigade Tech Gardens

3.7 Green Building Projects

Buildings can have profound effects, both positive and negative on the natural environment and the people who inhabit the buildings every day.

Green building is an integrated process that focuses on the relationship between the built environment and the natural environment to amplify the positive and mitigate the negative effects throughout the life cycle of a building. It takes care of the planning, design, construction, and operations of buildings with foremost considerations on energy use, water use, indoor environmental quality, material selection and its effects on its site.

The U S Green Building Council supports the LEED Certification system. LEED (Leadership in Energy and Environmental Design) is an internationally recognized Green Building certification system, which provides a framework for healthy, highly efficient, and cost-saving green buildings. It provides a third-party verification that a building was designed and built using strategies for improving performance across building design, construction, operation - energy, water, waste, air quality etc. Projects pursuing a LEED certification earn points for various green building strategies across categories based on the points achieved, earn one of four LEED rating levels: Certified, Silver, Gold or Platinum.

Green buildings refer to both a structure and the application of environmentally responsible and resource-efficient processes throughout a building's life-cycle: from planning to design, construction, operation, maintenance, renovation, and demolition. IGBC is the Indian Green Building Council, promoting a sustainable built environment through Green Building certifications.

Our green building journey started as a pre-certified green building in 2011 with Brigade Exotica and every year we have added green building space for our projects. In 2020-21, we delivered 2.49 mn. sft.



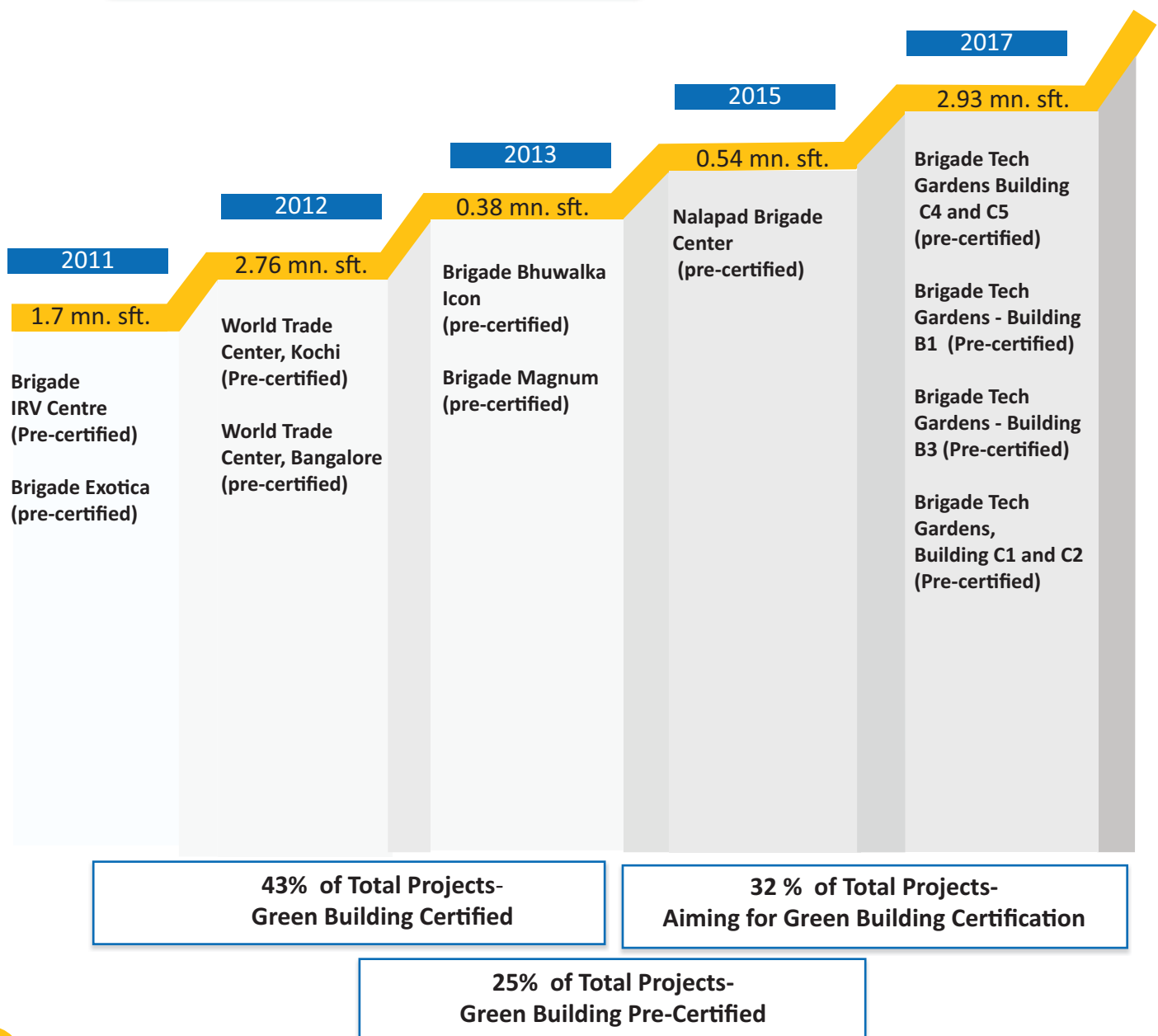
03

Products and Services

3.7 Real Estate-Green Buildings

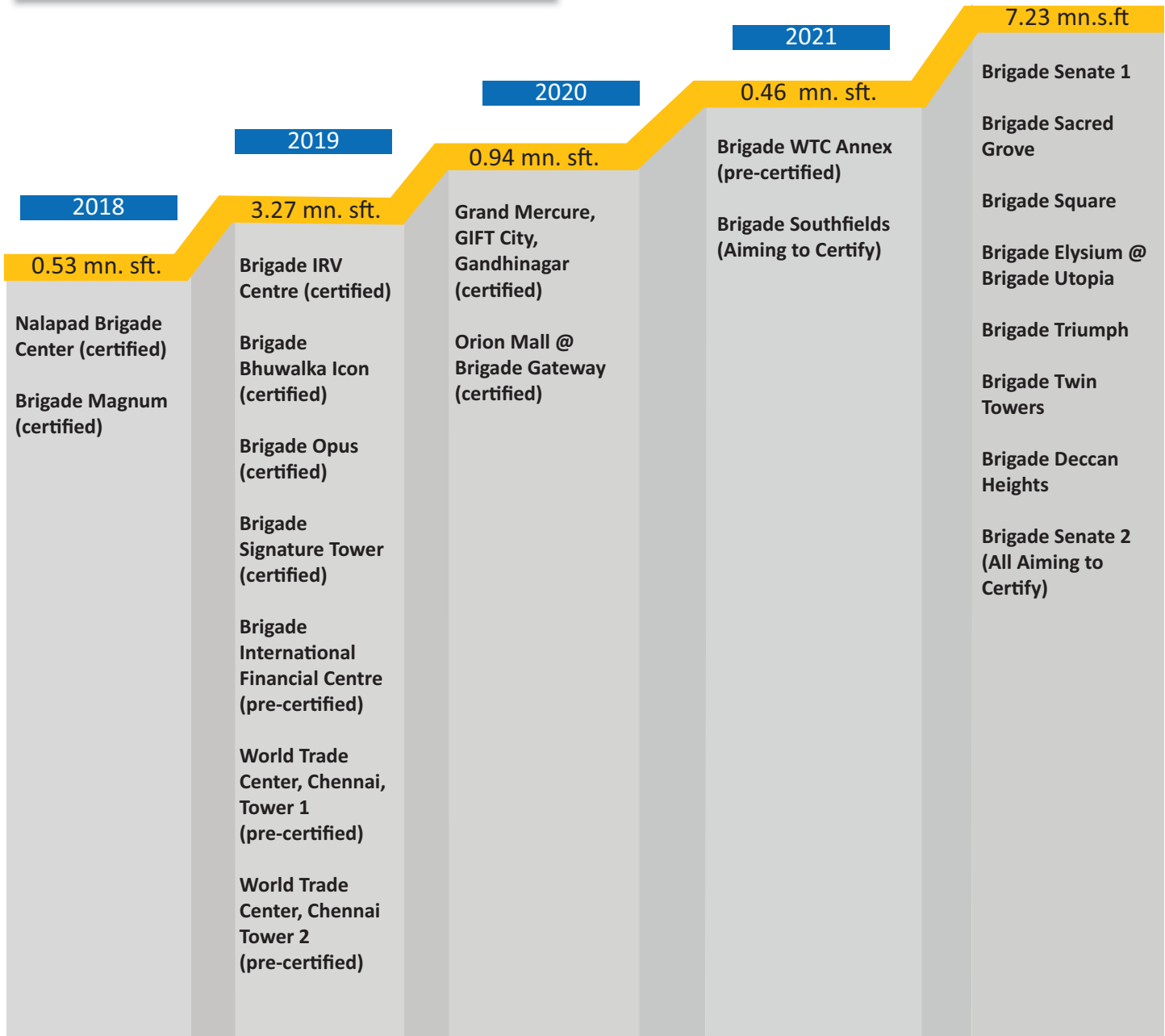
Our green building journey started as a pre-certified green building in 2011 with Brigade Exotica and every year we have added green building space for our projects. By 2020-21, we have delivered 8.01 mn. sft of Green Building area which is nearly 11 % of our total developed area of 70 mn sft.

Cumulative area ~ 13.52 Million Sft



Projects added YoY with Certification Status

2022 onwards

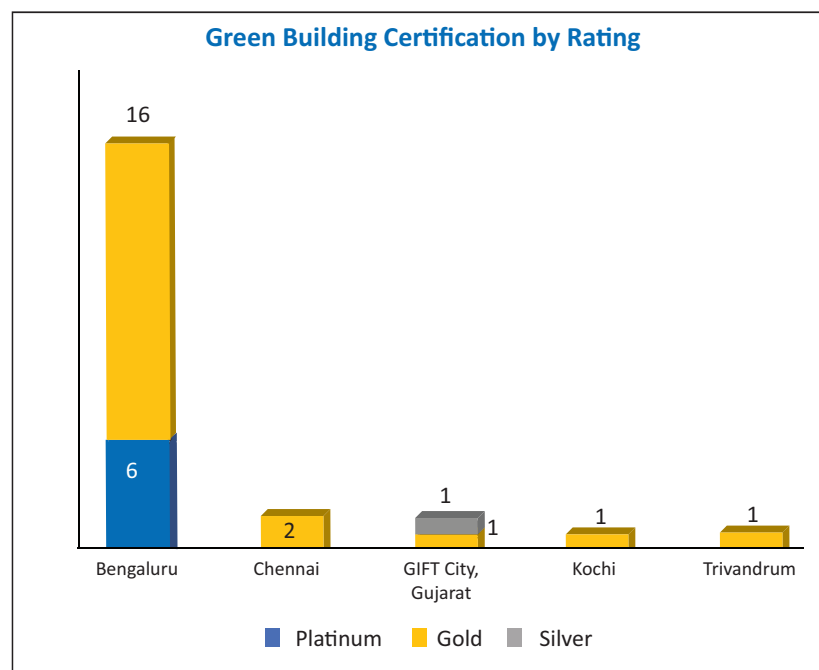
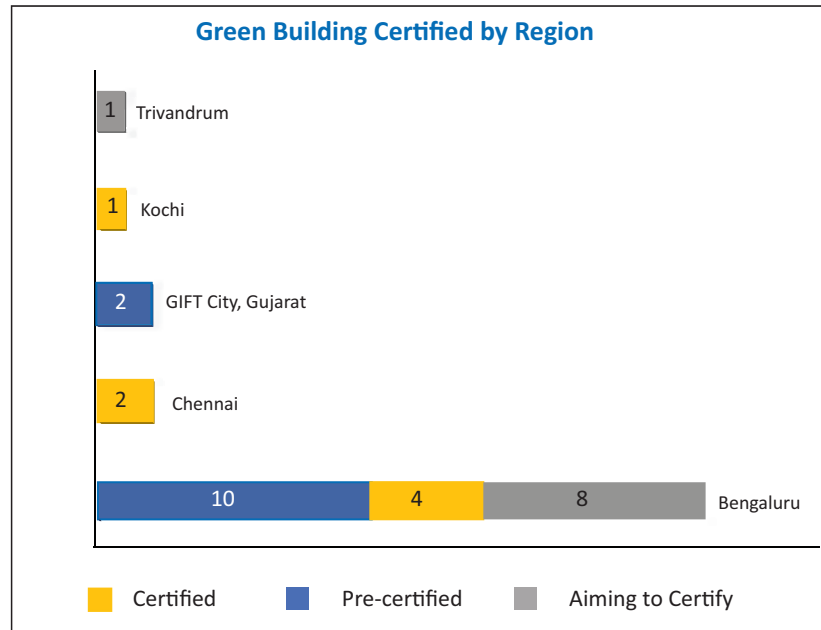


39% of saleable area Green Buildings
Certified

41% of saleable area Green Buildings
Certification Ongoing

20% of saleable area Green Buildings
Pipeline

3.7 Green Building



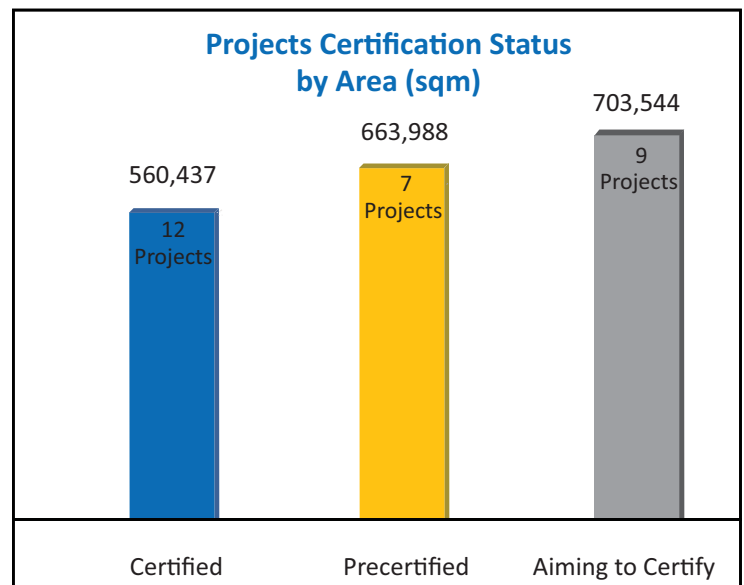
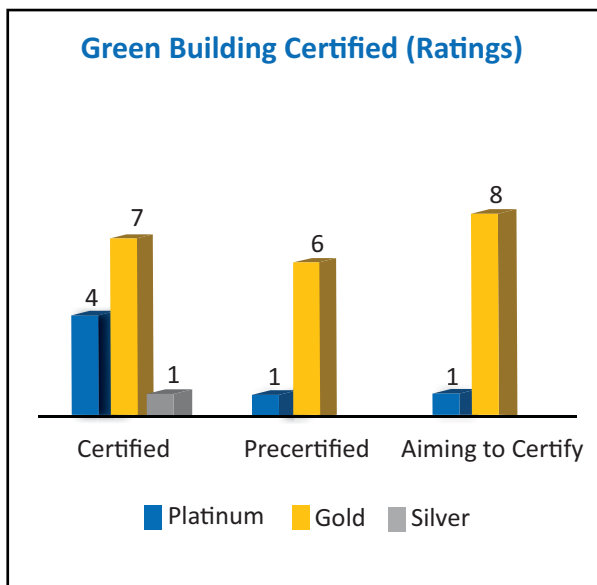
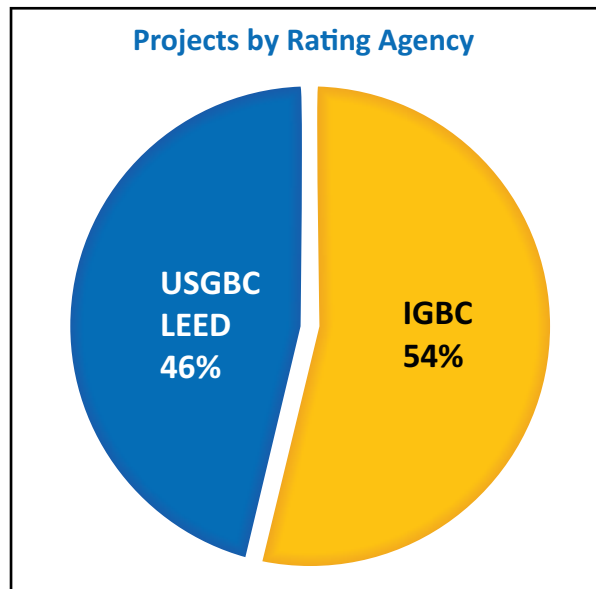


Shot at Location- Brigade Opus

03

Products and Services

3.7 Green Building





3.8 Green Construction: Pandemic Challenge and Response

Brigade's response to Pandemic: Addressing Green Construction Challenges:
(Published in Construction World Magazine):

A. Residential Sector:

Staying at home resulted in changes in resource consumption patterns.

- Water usage increased: Installing low flow and pressure regulators in all the water fixtures.
- Electricity Consumption increase: Electricity wastage curbed with smart IoT based technologies.

All information is provided to users in real-time and displays energy cost for the previous 30 days.

B. Construction Sites:

- Continuous sanitation of the construction sites using 1% sodium hypochlorite solution.
- Monitoring of construction activity remotely using drones and cameras.
- Thermal cameras to identify any signs of illness and to ensure social distancing practices.
- Autonomous and semi-autonomous construction equipment to supplement and aid workers to help increase productivity on job sites.
- Off-site and modular construction to ensure social distancing at the project sites.
- Climate-controlled and off-site construction to allow work to continue round the clock.
- Fewer workers at construction sites to make it easier for safety managers/ site supervisors to monitor workers and ensure that all COVID-19 safety guidelines and safety rules are being followed. As a result, incidents at construction sites have considerably reduced.

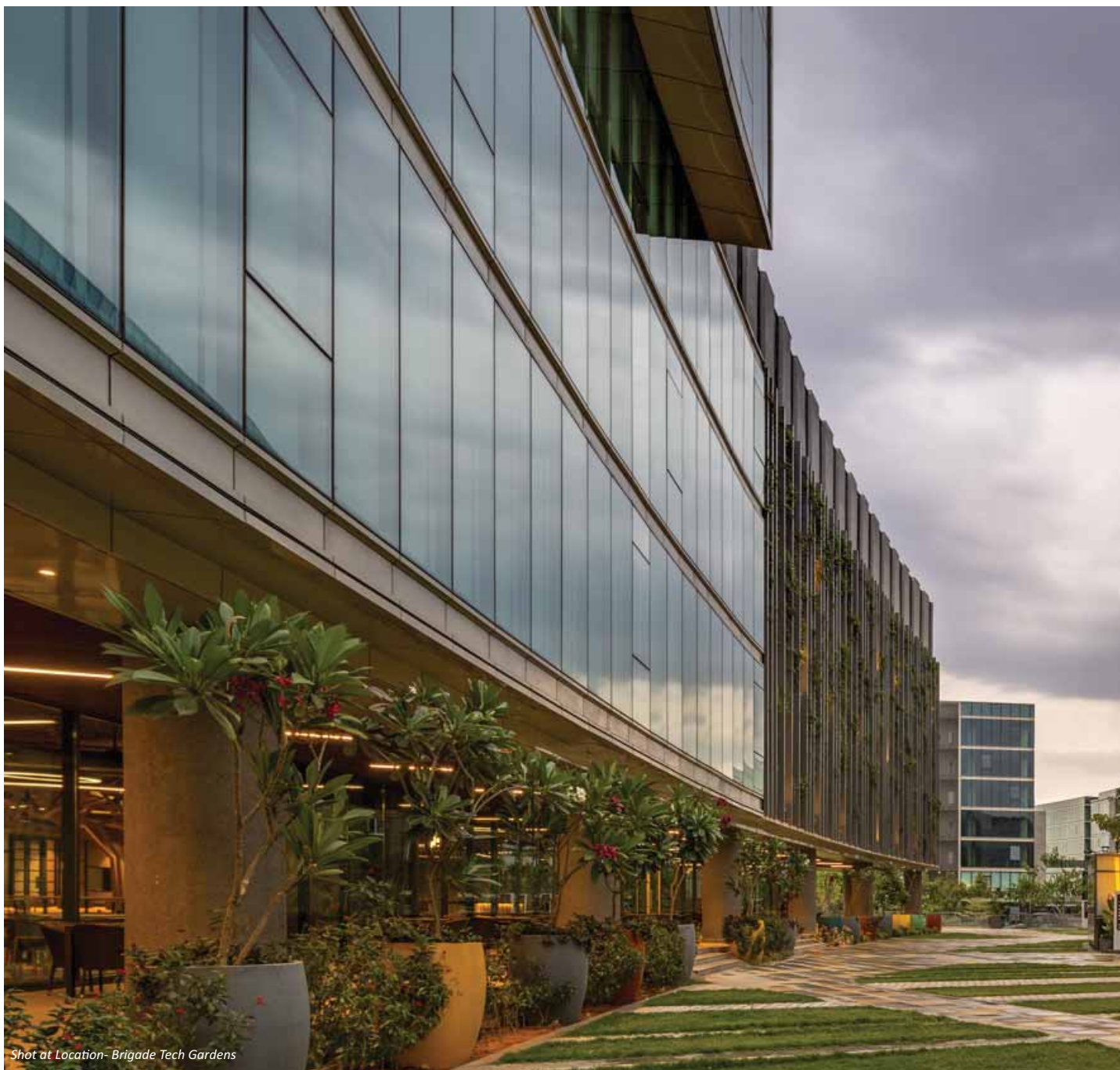
Authentic Green Construction

- Using renewable resources, e.g., using sunlight through passive solar, active solar, and photovoltaic techniques and using plants/ trees through green roofs and rain gardens for reduced rainwater run-off.
- Using building materials that are extracted and manufactured locally to minimize energy consumption generated during transportation. Where possible, building elements are manufactured off-site and delivered to the site to maximize the benefits of off-site manufacture. This includes reduced waste, maximized recycling, higher-quality elements, better Occupational Safety and Health (OHS) management, and reduced noise and dust levels.
- Usage of building materials comprising recycled materials such as ground granulated blast-furnace slag and fly ash. These are used in concrete and cement blocks.
- Using construction waste by segregating, reusing, and recycling efficiently.
- Using STP and tertiary treated water wherever available for nonstructural work. To prevent wastage of water during the project lifetime, we have introduced water metering for each unit.

Keeping Green Buildings Green throughout the lifecycle

- During the construction of green buildings, we select durable materials that reduce waste and save costs associated with repair and replacement. Choosing materials with long life cycles ensure lower environmental impacts and better serviceability. Fortunately, most green building materials offer superior durability, partly due to high natural material content.
- A maintenance manual on green buildings is prepared and handed over to the Association. The manual comprises details regarding operations and preventive maintenance schedules that are to be followed. The manual also details the life of a particular product, its reusable possibilities, and safe disposal strategies.
- Furthermore, long-term maintenance contracts are executed with vendors and service providers to ensure optimum product use, and demos are arranged for O&M before the handover.

04



Shot at Location- Brigade Tech Gardens



PERFORMANCE

Shot at Location- Brigade Tech Gardens

Business growth for us is built area developed, satisfied customers, employees and all stakeholders.

04

Performance

4.1 Overview

Performance snapshot for all products and services

Real Estate segment

Year	Sales Volume (mn. sft)	Sales Value (INR crores)
2019-20	4.3 ↑ 44%	2377 ↑ 45%
2020-21	4.6 ↑ 8%	2767 ↑ 16%

Lease Rental segment

Year	Total leasable area(mn. sft.)	Total area leased out (mn. sft)	Revenue (INR crores)	Percentage of total revenue
2019-20	4.78	3.64	373	14%
2020-21	8.55	5.14	371	18%

Residential projects launched (mn. sft)	Revenue (INR crores)	Percentage of total revenue	Total space under development
5.28	1974	74%	15.62
6.03	1526	76%	18.00

Hospitality segment

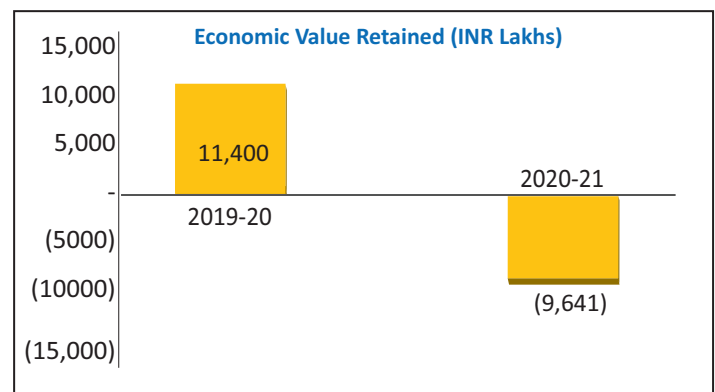
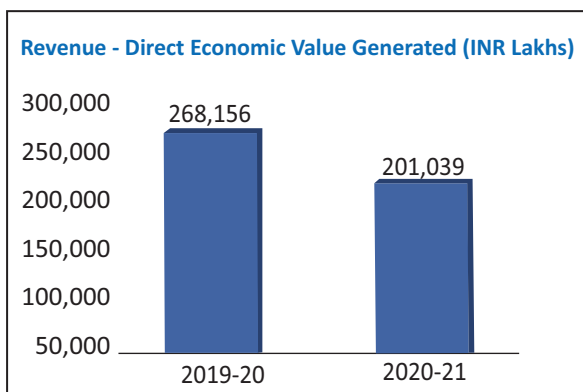
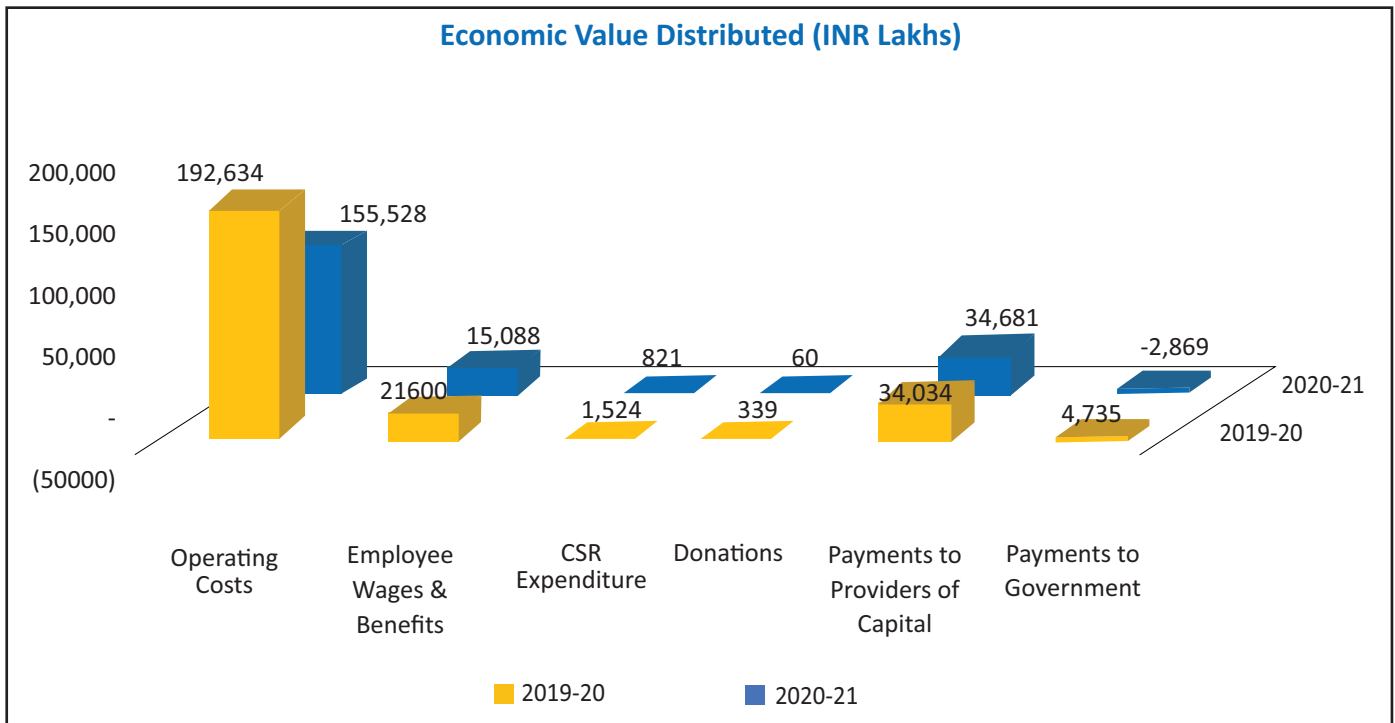
Year	Operational keys	Revenue (INR crores)	Percentage of total revenue
2019-20	1345	334	12%
2020-21	1474	114	6%

CRISIL 'A', ICRA 'A' rating since past 3 years.

04 Performance

4.2 Economic Highlights

The economic performance of Brigade Group as shown below, further details are available in the annual report for the year ending March 2021.



BRIGADE GROUP			
Economic Performance		2019-20 (INR lakhs)	2020-21 (INR lakhs)
i.	Direct economic value generated (Revenue)	2,68,156	2,01,039
ii.	Economic value distributed:		
a)	Operating Costs	1,92,634	1,55,528
b)	Employee wages & benefits	21,600	15,088
c)	CSR expenditure	1,524	821
d)	Donations	339	60
e)	Payments to providers of Capital	34,034	34,681
f)	Payments to Government	4,735	-2,869
iii.	Economic value retained	11,400	-9641

04

Performance

4.3 Awards & Accolades

Residential, Commercial & Retail



Lifetime Achievement of the year – Real Estate



RealtyPlus Excellence Award



Digimarcom Award

- Brigade Group Chairman & MD Mr. M.R Jaishankar won Lifetime Achievement of the Year at the Real Estate & Business Excellence Awards 2021 (Partnered by CNN News 18).
- Ms. Nirupa Shankar, Director, Brigade Group recognised for her contribution in Real Estate and PropTech at the BW Disrupt Women Entrepreneurship Awards 2021.
- Brigade Tech Gardens won the CIDC Vishwakarma Awards 2021 for Best Construction.
- 12th Realty Plus Excellence Awards, South - Commercial Project of the Year to Brigade Tech Gardens.
- Brigade Group awarded the "Best Use of Technology in a Digital Campaign" for successfully conducting a virtual expo.
- Estate Awards - Orion Mall at Gateway won Retail Property of the Year (South).
- Estate Awards - Brigade Tech Gardens won Commercial Property of the Year (South).
- Estate Awards - Brigade Utopia is Smart Project of the Year (National).
- Brigade Group selected as one of India's Top Builders 2020 at the Construction World Architects and Builders Awards.
- Brigade Enterprises Ltd is recognised as a Great Place to Work for the 10th Year in a row.
- Brigade Group won the Best Developer of the Year, South India at the Common floor and India property Realty Awards 2020.



Estate Awards

Hospitality Services

- Four Points by Sheraton Kochi Infopark won Traveller Review Award for 2021.
- Holiday Inn Chennai OMR IT Expressway - Mr. Divakar Shukla was awarded the “General Manager of the Year Award 2020” for Upper Mid-Market Hotels by HOSI (Hotels Operations Summit India).
- Grand Mercure Gandhinagar GIFT City - Awarded the ‘Gold level of certificate’ under the Indian Green Building Council’s (IGBC) Green New Building Rating System for being a sustainable and environment-friendly building.
- Sheraton Grand Bangalore Hotel at Brigade Gateway - LEADING MEETING AND CONFERENCE HOTEL/RESORT by Southern Asian Travel Awards (SATA).
- Sheraton Grand Bangalore Hotel at Brigade Gateway - LEADING F&B HOTEL/RESORT by Southern Asian Travel Awards (SATA).
- Signature Club Resort won the “Customer’s Choice Hotel 2020” award by Agoda.
- Brigade Hospitality Services Ltd. has been ranked 3rd amongst India’s Great Mid-Size Workplaces in 2020 by the Great Place to Work Institute and The Economic Times.



04

Performance

4.4 Business Impacts

Every industry has a direct and indirect bearing on resources and leaves some impact. The Construction sector fulfills the basic need of shelter, and organized workplaces are the wheels of the present-day economy.

Construction sector is one of the major sectors that provides employment to many people with varied skills that includes architects, engineers, safety personnel, skilled and unskilled workers. The indirect economic impacts of the construction sector are the development of an area. Any residential or commercial building at any new location encourages other infrastructure nearby and also lot of commercial enterprises develop around new sites. The Construction of roads and other infrastructure that allows cities to develop and become the economic activity are because of the development and construction sector.



Artist's impression- Brigade Xanadu

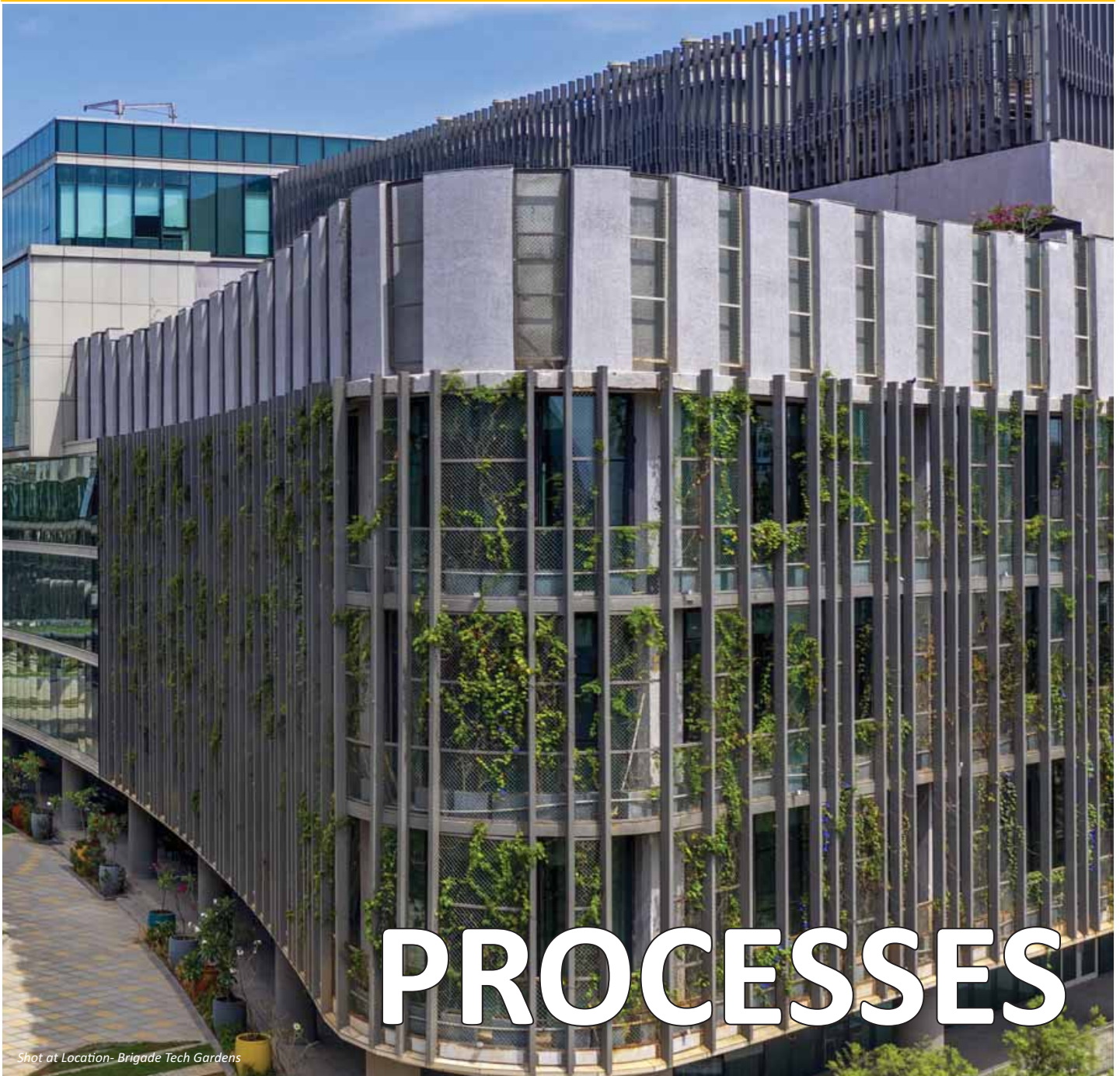
At the same time, the construction sector does have its share of negative impacts. Consumption of cement is directly responsible for GHG emissions. Cement mixed with other benign materials helps to bring down the emission factor. Similarly, all buildings while getting constructed and post occupancy become a source of energy consumption which also has a direct bearing on the planetary rise of temperature. However, as the world moves more and more towards renewable energy, that can be controlled. While constructing green buildings, our primary motivation is to bring down the consumption of energy and water.



Artist's impression - Brigade Xandú



Shot at Location- Brigade Tech Gardens



05

Processes

5.1 Overview

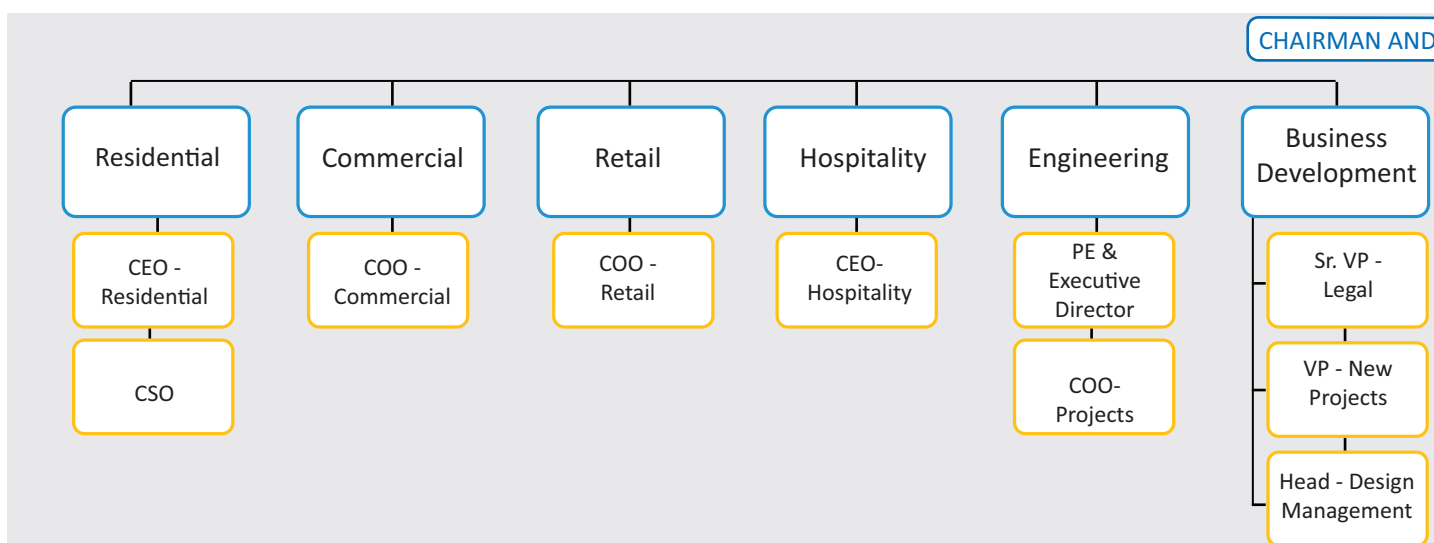
At Brigade Group, Corporate governance is about being transparent and accountable while building an environment of trust and integrity among our stakeholders. Trust and integrity help us to achieve stronger growth and financial stability and build inclusive societies. We ensure that every stakeholder is treated with fairness and believe that sound corporate governance practices go a long way in developing, strengthening and retaining stakeholders' trust.

5.2 Governance

The Corporate governance standards and practices at Brigade Group are as mandated by the Securities and Exchange Board of India (SEBI) through Regulation 15(2) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI LODR") and also by the Ministry of Corporate Affairs through the Companies Act, 2013. Our corporate governance policies ensure transparency in operations, timely disclosures, and adherence to regulatory compliances.

Board of Directors & Board Diversity

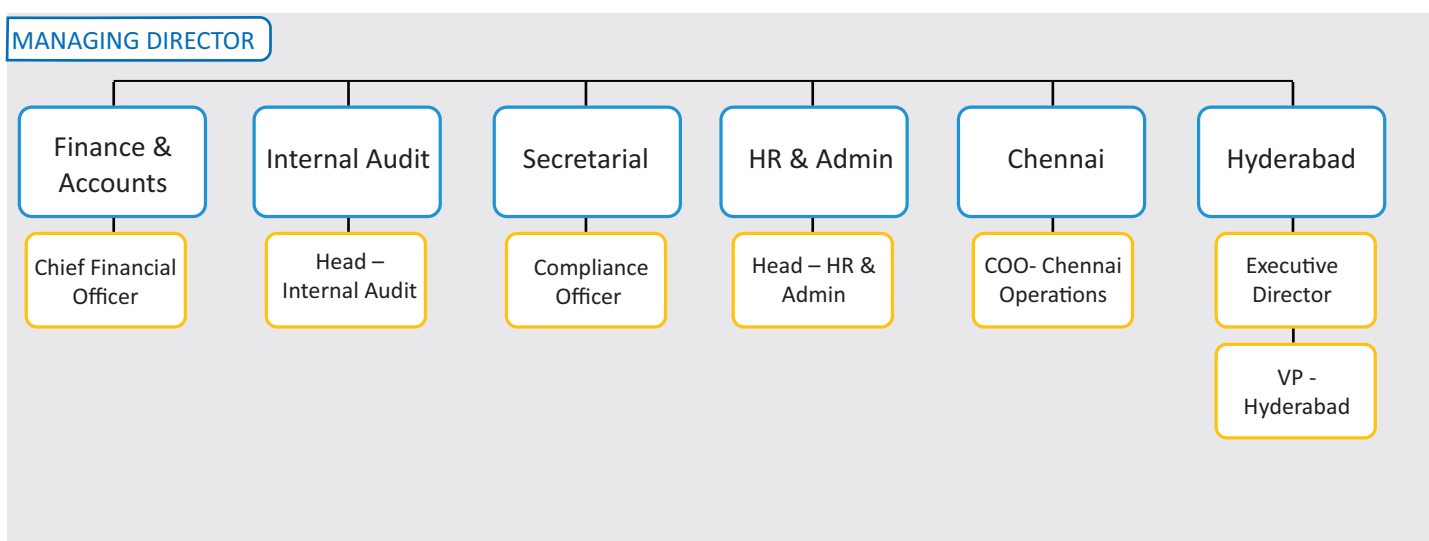
At Brigade Group the highest level of oversight rests with the Board of Directors. The Board comprises of ten members, including three women Directors. The Board also comprises 50% independent directors and 40% of executive directors from the promoter family. The Board members are diversely qualified and experienced with demonstrated contributions in Brigade's all-round progress and growth. It also demonstrates the promoter family's deep belief and conviction in the robustness of Brigade's business. The Board guides the management on its strategic direction and oversees the actions and results to ensure that all involved stakeholder's objectives are met.



The leadership team and senior management team is entrusted with the everyday operations of the Brigade Group, and are directly guided by the Managing Director and Chief Executive Officer.

Composition of the Board

Mr. M. R. Jaishankar - Chairman & Managing Director
Mr. Roshin Mathew - Executive Director
Mr. Amar Mysore - Executive Director
Ms. Pavitra Shankar - Executive Director
Ms. Nirupa Shankar - Executive Director
Mr. Aroon Raman - Independent Director
Mr. Bijou Kurien - Independent Director
Ms. Lakshmi Venkatachalam - Independent Director
Mr. Pradeep Kumar Panja - Independent Director
Dr. Venkatesh Panchapagesan - Independent Director



5.3 Board of Directors



M R JAISHANKAR,
Chairman &
Managing Director

Mr. Jaishankar, 67 years, holds a Bachelor's degree in Science and has also done Master of Business Administration. He hails from a well-known Coffee Plantation Family in Chikamagalur, Karnataka, with a 100-year reputation for trust and integrity in business. He has over three decades of rich experience in the field of construction and real estate development. His leadership, commitment to quality and passion for innovation has enabled Brigade to grow from single-building, a small private enterprise to a diverse multi-domain, multi-city public limited company, a recognised leader in the field of property development. Today, Brigade Group is in business for over 3 decades with a portfolio covering a wide range of projects in the domains of property development, property management services, hospitality and education.



ROSHIN MATHEW,
Executive Director

Mr. Roshin Mathew, 58 years, holds a degree in Bachelor's of Technology in Civil Engineering from Kerala University and a Masters degree in Building Engineering and Management, School of Planning and Architecture, New Delhi. He has more than 3 decades of diverse experience in the fields of Project Management, Civil Contracting and Real Estate Development. He has been associated with Brigade Group for close to two decades and heading the Engineering function of the group since 2007.



PAVITRA SHANKAR,
Executive Director

Ms. Pavitra Shankar has been with Brigade Group since 2016 as an Executive Director. She has over 18 years of experience in consulting, private equity, and real estate development. At Brigade, she is responsible for Brigade's residential business strategy and growth, with a strong focus on sales, marketing, finance, and customer experience. Pavitra holds a bachelor's degree in Economics and Mathematics from the University of Virginia and a Master's in Business Administration in Real Estate and Finance from Columbia Business School, where she received the prestigious Alexander Bodini Real Estate Fellowship.



NIRUPA SHANKAR,
Executive Director

Ms. Nirupa Shankar has been with Brigade since 2009. She oversees the company's hospitality, office and retail ventures. She also oversees Human Resources (HR), Public Relations (PR) and Innovation functions at Brigade. She has an analytical bent of mind and has introduced a data-oriented approach towards decision-making in the company. She launched India's first and only real estate accelerator called Brigade Real Estate Accelerator Program, an initiative to mentor high-tech start-ups in real estate. Prior to joining Brigade, Nirupa worked as a Senior Business Analyst with Ernst & Young LLP out of the New York, Washington DC and North Carolina offices. She has bachelor's in Economics from the University of Virginia and a Master's of Management in Hospitality from Cornell University.

5.3 Board of Directors



AMAR MYSORE,
Executive Director

Mr. Amar Mysore, 41 years, holds a Masters in Engineering from Pennsylvania State University USA. He is a relative of the Promoter Group and has more than a decade of diverse experience in the fields of Supply Chain Management, Manufacturing, Power Sector and Real Estate. He has been instrumental in tying up green power for the Company's commercial, retail and hotel properties. He is actively involved in the Company's IT initiatives in adopting tech in the business processes to bring in higher efficiency.



AROON RAMAN,
Independent Director

Mr. Aroon Raman, 61 years, holds a Post-Graduate degree in Economics and a MBA from the Wharton School, University of Pennsylvania, USA. He was the Managing Director of Raman Boards and then Raman Fibre Science Private Limited - an advanced material science company - both of which he divested to multinationals.

He has served as Chairman of the Confederation of Indian industry, Karnataka. He is a recipient of the state's highest civilian honour-the Karnataka Rajyotsava Award for 2010 for his contribution to the industrial development of the state. He advises companies on technology innovation and strategy and is on the boards of various companies and charitable trusts.



BIJOU KURIEN,
Independent Director

Mr. Bijou Kurien, 62 years, is a science graduate and did his PG Diploma in Business Management from XLRI, Jamshedpur.

He has been associated with marquee brands in the fast-moving consumer products, consumer durables and retail industry in India for over 35 years. Currently, he is an independent consultant and member of the strategic advisory board of L Catterton Asia. He advises several consumer product companies and mentors a few start-ups. He is also on the Board of several listed and other companies.



LAKSHMI VENKATACHALAM,
Independent Director.

Ms. Lakshmi Venkatachalam, 67 years, holds a Master of Arts Degree in Economics and a Master of Business Administration Degree from Boston University, USA. She also holds a Master of Arts Degree in English Literature from Jadavpur University, Calcutta, India.

Ms Venkatachalam has over three decades of experience in the public sector and more recently, in development banking. Her work as a senior Indian Administrative Services (IAS) was spread across many departments, including Urban Development, Industry and Commerce. She brings forth the administrative and development experience as Chairperson of Coffee Board of India, Principal Secretary in the Departments of Industry, Commissioner of the BDA, DG Shipping and ex-officio Additional Secretary to the Government of India. She has had experience with Asian Development Bank as the first Vice President for Private Sector and Co-financing Operations. Ms. Venkatachalam is engaged in various capacities, including being an independent director on the boards of companies.

5.3 Board of Directors



**PRADEEP KUMAR
PANJA,**
Independent Director

Mr. Pradeep Kumar Panja, 65 years, has done his Masters in Science (Statistics), from the University of Madras and Certified Associate of Indian Institute of Bankers (CAIIB). He has around four decades of rich experience in banking with State Bank of India (5 years at the Board level), which encompasses various areas of Corporate, International, Treasury, Information Technology, Retail and Transaction Banking. He also has rich Board level exposure at the top bank of the country and other organisations. He has exposure to Treasury and Investment Management and served as Head of Treasury, Global Markets Group.



**Dr. VENKATESH
PANCHAPAGESAN,**
Independent Director

Dr. Venkatesh Panchapagesan, 53 years, is a Chartered Accountant, Cost Accountant and an alumnus of IIM Kolkata. He works as an Associate Professor of Finance and heads the NS Raghavan Centre for Entrepreneurial Learning (NSRCEL) as well as the Real Estate Research Initiative at the IIM Bangalore. He was, until recently, India's sole academic representative in the advisory committee for World Economic Forum's Initiative on Real Estate. He has more than 20 years of experience in academia and in global financial services industry. Prior to joining IIM Bangalore in September 2011, he was associated with the world's largest hedge fund, Bridgewater Associates, where he was the global currency trading strategist even as he led efforts to revamp trading and research analytical infrastructure. He has also worked with Goldman Sachs Asset Management in New York between 2005 and 2008, overseeing trading research for their quantitative hedge funds.



5.4 Board Committees

To ensure effective governance, several committees have been constituted at the Board level to oversee specific functions. The different committees of the Board and its composition are aligned to the SEBI Regulations, 2015 and the committee members are made aware of their powers, responsibilities and specific roles. As on March 31, 2021, the Board had 5 Committees:

1. Audit Committee

- a) To monitor and provide effective supervision of the management's financial reporting process to ensure accurate and timely disclosures, with the highest level of transparency, integrity, and quality of financial reporting.
- b) Oversees the work of the internal and the independent auditors and review the process and safeguards employed by them.

Audit Committee composition: 4 members (Chairman: Independent Director)

No. of meetings: 4

For further details: refer to Corporate Governance Report, forming part of the annual report of the year ended March 31, 2021.

2. Nomination and Remuneration Committee (NRC)

- a) The purpose of the NRC is to review matters relating to appointment i.e. of the individuals qualified to serve as executive directors, non-executive directors, key managerial personnel and independent directors consistent with the criteria approved by the Board.
 - b) Recommend to the Board for their approval including the details of remuneration payable to them and administration and approval, issue & allotment of employee stock options to the existing eligible employees of the Company under the existing employee stock option schemes i.e. Brigade Employee Stock Option Plan 2011 and Brigade Employee Stock Option Plan, 2017.
- Nomination and Remuneration Committee composition: 3 members (All Independent Directors)

No. of meetings: 3

For further details: refer to Corporate Governance Report, forming part of the annual report of the year ended March 31, 2021.

Audit Committee

Name	Position	Number of Meetings Attended
Mr. Pradeep Kumar Panja	Chairman	4
Ms. Pavitra Shankar	Member	4
Mr. Aroon Raman	Member	4
Mr. Bijou Kurien	Member	4

Nomination & Remuneration Committee

Name	Position	Number of Meetings Attended
Mr. Aroon Raman	Chairman	3
Dr. Venkatesh Panchapagesan	Member	3
Mr. Bijou Kurien	Member	3

5.4 Board Committees

3. Corporate Social Responsibility Committee (CSR)

a) To formulate and recommend to the Board, approval of the CSR Policy and any amendments thereto.

b) It also advises the Board on the activities to be undertaken by the company as specified in the Act.

Committee has been constituted in accordance with the provisions of Section 135 of the Companies Act, 2013.

CSR Committee composition: 4 members (Chairman: Independent Director)

No. of meetings: 3

For further details: refer to Corporate Governance Report, forming part of the annual report of the year ended March 31, 2021.

4. Stakeholders Relationship Committee (SRC)

a) For Investor relations and redressal of Shareholders grievances in general and relating to the transfer of shares, non-receipt of annual reports, non-receipt of dividends, interest and non-receipt of Balance Sheet etc.,

SR Committee composition: 3 members (Chairman: Independent Director)

No. of meetings: 4

For further details: refer to Corporate Governance Report, forming part of the annual report of the year ended March 31, 2021.

5. Risk Management Committee (RMC)

a) For reviewing the risk management plan and ensuring its effectiveness. Major risk identified by the business and functions are systematically addressed through mitigating actions on continuing basis.

Risk Committee composition: 4 members (Chairman: CMD)

No. of meetings: 1

For further details: refer to Corporate Governance Report, forming part of the annual report of the year ended March 31, 2021.

Corporate Social Responsibility Committee

Name	Position	Number of Meetings Attended
Mr. M.R. Jaishankar	Chairman	3
Mr. Aroon Raman	Member	3
Ms. Pavitra Shankar	Member	3
Ms. Lakshmi Venkatachalam	Member	3

Stakeholders Relationship Committee

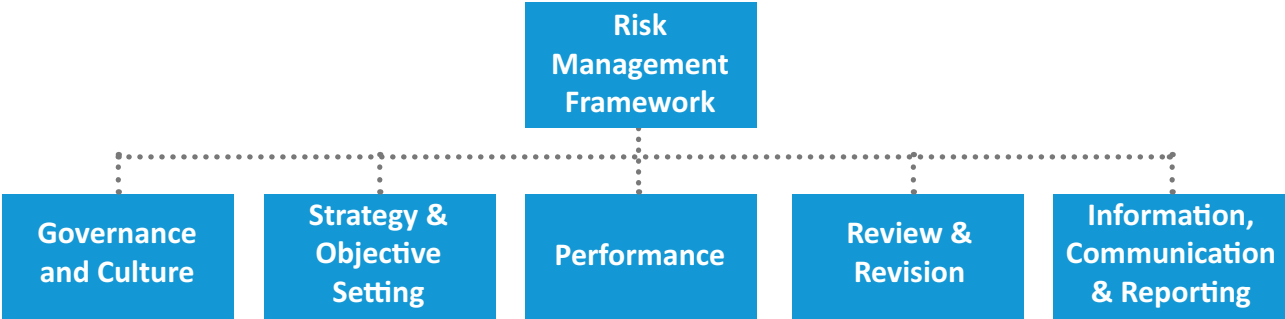
Name	Position	Number of Meetings Attended
Dr. Venkatesh Panchapagesan	Chairman	4
Ms. Lakshmi Venkatachalam	Member	4
Ms. Pavitra Shankar	Member	4

Risk Management Committee

Name	Position	Number of Meetings Attended
Mr. M.R. Jaishankar	Chairman	1
Mr. Pradeep Kumar Panja	Member	1
Mr. Amar Mysore	Member	1
Ms. Lakshmi Venkatachalam	Member	1

5.5 Risk Management Framework

Risk is a potential that any event, action or inaction will threaten the Group's ability to achieve its objectives. It is defined as a likelihood of occurrence and its potential Impact.



Identified Risks

- | | |
|---------------------------|----------------------|
| Business Operations Risk | Human Resource Risks |
| Liquidity Risks | Legal Risks |
| Sales Market Demand Risks | IT System Risks |
| Procurement Risk | Climate Risk |

Climate risks and opportunities are being mapped. Some of these risks intensify such as supply chain disruptions and business operations risks as the world experiences extreme weather events.

Risk Governance

Board of Directors: The Board oversees BEL's risk management program and approves the company's risk appetite.

Risk Management Committee: Reviews risk management plan and ensure its effectiveness.

Risk Management Executive Committee: Implement and maintain appropriate risk management principles and policies, internal controls and policies.

Corporate Risk Coordinator: Enabling the efficient and effective implementation and governance of the Company's Risk Management Program and acts as an interface between the RMC, RMEC, the Board and various risk owners. Risk Management Policy is available on the Brigade Group Website.



05

Processes

5.6 Policies

- Remuneration Policy
- Code Of Conduct
- Whistle Blower Policy/Vigil Mechanism
- Corporate Social Responsibility Policy
- Risk Management Policy
- Dividend Distribution Policy
- Policy For Determining Material Subsidiaries
- Policy On Related Party Transactions
- Fair Disclosure Policy



Shot at Location- Brigade Lakefront

All policies are available at <https://brigadegroup.com/investor/corporate-governance/policies>

- **Prevention Of Insider Trading**
- **Archival Policy**
- **Policy For Determination Of Material Events**
- **Policy Against Sexual Harassment**
- **Quality Policy**
- **EHS Policy**
- **Privacy Policy**
- **ESOP Disclosure**



Shot at Location- Brigade Panorama

5.7 Standards



1996

ISO 9001:1994 Quality Assurance Certification, by Bureau Veritas Quality International (BVQI), 1996

2000

ISO 9001:2000 Quality Assurance Certification, by Bureau Veritas Quality International (BVQI), 2000

2008

ISO 14001:2004 and OHSAS 18001:2007 Environment and Occupational Health and Safety Management System certification by BVCI, 2008

2011

ISO 9001:2008 Quality Management System certification by BVCI, 2011

2017

ISO 9001:2015 Quality Management System by BVCI, 2017

2017

ISO 14001:2015 Environment Management System upgradation certification by BVCI, 2017

2019

ISO 45001:2018 Occupational Health and management system upgradation certification by BVCI, 2019

2021

Integrated Management System (ISO 9001:2015 + ISO 14001:2015 + ISO 45001:2018) by BVCI, 2021

5.8 Memberships & Associations

As one of the leading organizations in the real-estate and construction sector, we engage with industry associations, government bodies, and regulatory authorities to facilitate and share the sector knowledge and advocate for policy change as needed.

Membership

- CII- Confederation of Indian Industry
- GPTW- Best Employers Club
- QCFI- Quality Circle Forum Of India
- Institute of Directors

Association

- Rustomjee Academy - Vocational training for Laborers at Site under PMKVY.
- INSTRUCT- Institute For Research Development & Training Of Construction Trades & Management- for organising Civil and MEP related trainings
- Bangalore Chamber of Industry & Commerce
- Federation of Karnataka Chamber of Commerce & Industry
- Federation of Indian Export Organisation
- Export Promotion Council for EOUs and SEZ
- World Trade Centers Association, New York

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Processes

5.9 Planet



Shot at Location- Brigade Meadows



Shot at Location- Brigade Meadows

5.9 Overview

Three themes amongst environmental areas have emerged as high priority areas: climate protection & energy, water & effluents and biodiversity. While we share our progress in the reporting year for all of these areas, we are additionally disclosing information on material, waste, noise and air emissions. We believe each of these strands of the environment are interlinked. Decisions in one area impacts performance of the other indicators. All progress is shown with respect to the reference year 2019-20, except where explicitly mentioned.

5.9.1 Environmental Management / Compliance

Environment Management System

Environmental Management System (EMS) Standard ISO14001:2004 was implemented at Brigade in the year 2008. This was upgraded to ISO 14001: 2015 in 2017 certified by Bureau Veritas Quality International. Our environmental framework keeps our teams on track for due diligence obligations and minimizes any environmental damage that can occur during construction. Prevention is the essential factor in all our environment, health and safety activities. Project wise Environment Management Plan is prepared according to Environmental Impact Assessment Guidance Manual for BUILDING, CONSTRUCTION & TOWNSHIPS and AREA DEVELOPMENT PROJECTS. We have developed elaborate Standard Operating Procedures for managing water, energy, materials and waste. At the same time, we have rigorous systems to check, contain and minimise air, water and noise pollution.

The construction industry is resource and material intensive. One way that we have optimized the material use is by choosing to have green building certifications. This has helped create a culture where energy saving, water use reduction, lower greenhouse gas emissions and natural resources are conserved. Use of safer materials in the construction helps in the building occupant's long term health and productivity. We ensure materials are handled and stored in good conditions to prevent deterioration and wastage. We have no non-compliance with respect to environmental laws and regulations.

5.9.2 Materials and Waste

Materials:

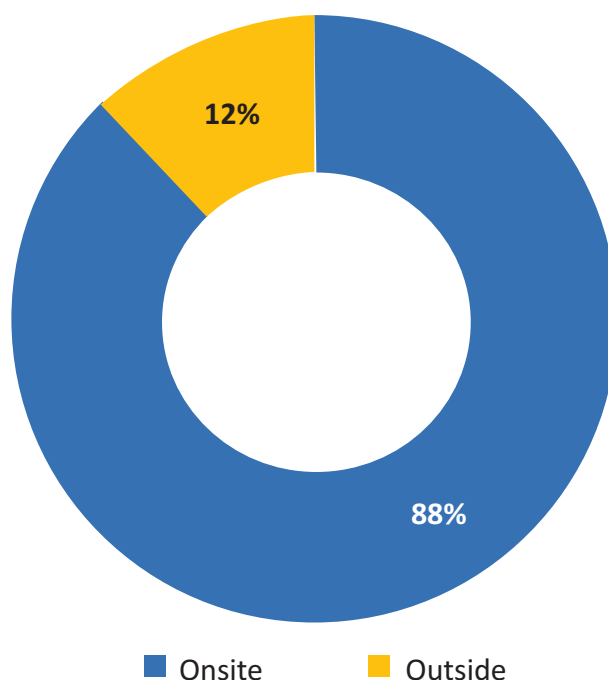
At Brigade, we are mindful of the impact created by the materials used. We ensure sustainable material usage throughout our projects. We source the materials we use from local vendors as much as possible to reduce the costs as well as the environmental impact. We prefer to use Bureau of Energy Efficiency (BEE) rated and GreenPro certified products.

At every step of the construction cycle, there are efforts made to minimize ecological impacts, some of these are shared below.

Distribution of Earth used for backfilling:

In the reporting year, we used 70541.8m³ of the earth for backfilling. Out of this, 88% was obtained from the site, and obtained 12% from outside sources.

Distribution Of Earth Used For Backfilling



05

Processes - Planet

5.9.2

Construction material used varies based on the stage of the construction. Iron, bricks, steel, concrete and sand during the initial stages and fixtures, wood, uPVC, glass during later stages.

Materials

Materials used	Units	Quantity
Bricks (Concrete Blocks)	No.	1473913
Iron (Re-enforcement steel)	Tons	63552
Steel (Structural Steel)	Tons	13576
M-Sand (other than concrete)	m ³	128938
Aluminium (Glazing) (all purposes)	m ²	18520
UPVC Doors, Windows and Ventilators	m ²	15373
cPVC Pipes (all sizes)	RMT	95992
uPVC Pipes (all sizes)	RMT	126977
CP Fixtures and Fittings	No.	29113

Components in Concrete

Component	Units	Quantity
Construction aggregates	m ³	219070
Sand used for concrete (M-sand)	m ³	76822
Cement for Concrete	Tons	90723
GGBS	Tons	2166048
Fly Ash	Tons	515
Cement for Other works	Tons	33635

Materials used	Units	Quantity
Porcelain Fixtures (Washbasins, WC, Urinals, etc.)	No.	52361
Paints (all types)	m ²	599063
Waterproofing (Cementitious / Crystalline, Polyutherine, APP membrane)	m ²	100733
Flooring (tiles, granite, marble, wood, pavers)	m ²	244678
Electric wires / Cables	km	205273
PVC - others (Draincell)	m ²	1649
Polymers	kg	3668
Refrigerant and Chemicals	kg	2030

5.9.2 Materials and Waste

Recycled Materials:

Apart from the other measures taken, we also try to use recycled construction waste to the maximum. A significant fraction of the concrete used is obtained from recycled materials -GGBS and Fly Ash.

Recycled materials used (in tons)	
Re-used concrete waste	2467
Re-used content in steel	28
GGBS	2166048
Fly-ash	515

Waste:

We formulate and follow Waste Management Plan (WMP) at all our sites before commencing the construction works. Storage, collection and transportation of waste is ensured at all our sites following the necessary compliance requirements. We provide labelled bins or compaction units for storage of general refuse and separate from construction wastes. We handle and store waste in a secure manner to avoid pollution or contamination by wastes. We also maintain and clean waste storage areas regularly.

We use authorised or licensed wastes collectors and influence waste collectors to cover trucks with impervious sheeting to minimise windblown litter and dust generation during transportation. Waste minimisation and recycling is an integral part of our waste management system. Construction and demolition waste are used as general filling materials on site where possible and the surplus is disposed of at the designated public filling area or landfill. The biomedical waste and hazardous waste such as used oil, paint tins, and e-waste are handled with care and disposed to authorised vendors.

Construction creates some bulky waste that needs proper handling. All the waste produced on our sites are handled as per construction and demolition waste rules 2016. The waste is segregated at source into wet and dry. The wet waste is converted to compost within site and the dry is handed over to BBMP (Bruhat Bengaluru Mahanagar Pallike) approved contractors. The contractors further segregate the waste into recyclable waste and reject waste. The recyclable waste is sold to local recyclers and the reject waste is disposed in landfills. At some sites, food waste is sent to piggeries, or poultry farm. Hazardous wastes are stored in leak-proof drums in a secured area until they are disposed to State Pollution Control Board (SPCB) authorised recyclers.

Sustainability through Precast Construction Technology at Brigade

We are one of the pioneers in embracing advanced Precast technology in Construction. Precasting involves manufacturing the products in a reusable form in the factory, storing and transporting the elements to site where they are installed. The Precast Plant located at Brigade Orchards has contributed to four major residential projects at Brigade Orchards. The construction of the fifth residential project Kino comprising of 290 units is in progress and it is near completion.

Twelve clock towers and two chimneys across the Brigade projects are built by assembling or installing the precast modular 3D segments on site, which are manufactured at the precast plant and transported to the sites. Apart from these, Brigade's precast plant is contributing to manufacturing of other modular precast products like security cabins and toilet units which can be shifted anywhere and anytime after the installation. The plant is also manufacturing & supplying precast products like drain cover slabs, boundary wall and compound wall elements, precast concrete jaalis, seaters, planter boxes, kerbs, pavers, drain troughs etc across the projects. The precast plant was set up in the year 2013. From that year, the same casting tables, lifting and handling machineries like gantry cranes and tower crane are still in use.

Advantages of Precast technology: Paving way for Sustainability

Precast technology helps in fast-track construction & adhering to the timelines. It also helps in achieving higher quality, productivity and efficiency without compromising on the safety. Thereby reduces the cost of the construction significantly. Project management is much easier in precast which involves proper planning and digitisation in the processes. Since our residential projects are located within 1km from the precast plant, transportation of precast elements is easier, cheaper and eco friendly. We use the GGBS (Ground Granulated Blast furnace Slag) in our concrete mixes which is obtained by the by product-Slag generated by the steel manufacturing industry.

This is truly a sustainable product which helps in improving concrete quality by improving its workability and the durability. GGBS also replaces portion of the cement content in the concrete mix which has high carbon foot print and GGBS is economically viable than cement. We use self compacting concrete mixes for manufacturing of precast elements having thinner sections and congested reinforcements which ensures self-compaction and achieving high degree surface finishes. These elements need not be painted and left with elegant concrete finish. Precast concrete finishes are better and does not need cement plastering. The surface also consumes minimal paint when painted as it has smoother finish.

The concrete wastage is very minimal and we use leftover concrete to produce miscellaneous products such as pavers and kerbs. We use mild steel to fabricate the required moulds or forms to manufacture the precast products which ensures more repetitions and better quality. Mild steel is reusable and recyclable too. Mechanical, electrical and plumbing inserts are provided in the precast elements itself which avoids additional chipping works, wastages of resources. There is minimal debris generated at sites making it cleaner, dust free and environmental friendly construction. Precast sites are noise free and safer. All these factors makes Precast construction more sustainable.

5.9.2 Materials and Waste

Hazardous Waste-Brigade Group

Waste Category	Units	Projects	HQ	Malls	Total
Used Oil	Litres	2816	1680	2606	7101
Paint Waste	Litres	369	0	0	369
Used Oil Filters	No.	299	0	0	299
Cotton Waste	kg	710	0	0	710
Batteries	No.	0	0	08	011

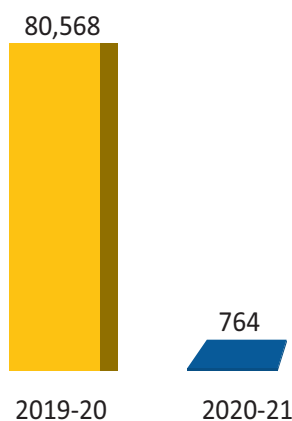
Non- Hazardous Waste (Projects)

Waste Category	Units	Quantities
Plastic waste	kg	225
Paper waste	kg	580
Waste wood	kg	52019
Scrap Steel	kg	191929
Wet garbage	kg	50548
Food waste	kg	116766

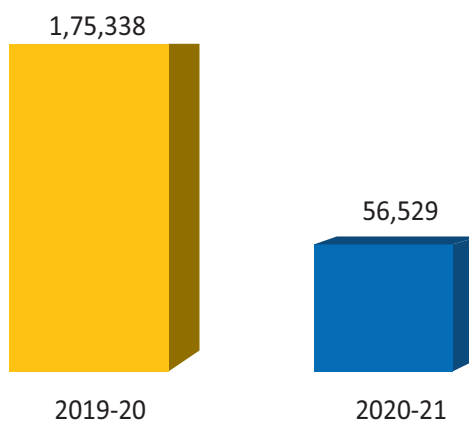
Hazardous and non-hazardous waste categories differ for HQ, Malls and Projects. While used oil is generated everywhere, HQ and Malls have no paint waste, filters and cotton waste. There are battery wastes in headquarters, which came down drastically in the reporting year because of the pandemic.

For non-hazardous waste, plastic, paper, wood, scrap steel, wet garbage and food waste gets generated. Waste that is disposed as compost drastically reduced in the reporting year because of the less generation of waste. Waste that was reused/recycled also decreased substantially in the reporting year for the same reasons.

Non-Hazardous Waste From Hq - Composting (kg)



Non-Hazardous Waste From Hq - Reusable/Landfill (kg)



Waste management during operation stage of the project

Waste management has become one of the most vital issues in every city as the authorities are finding it difficult to dispose of huge amount of waste generated every day. Waste segregation is the most important part in waste management, and it means segregating waste into dry, wet and reject wastes. Waste segregation is necessary as only then it is possible to recycle the dry waste and compost the wet waste.

At Brigade we plan early in the design stage of the project to earmark sufficient space for waste management. The aim is to ensure all occupants segregate their waste at source into wet, dry & rejects and manage their wastes within the project site. All our projects are provided with organic waste composting systems. The wet waste comprising of kitchen and food waste are processed within the project site and converted to compost. The compost generated from the project is used to maintain the lush green landscape provided in the project. The dry waste is further segregated as per their characteristics into paper, plastic, cardboard, metal, glass, etc., to ensure recycling of these wastes. The reject or sanitary wastes are collected carefully and handed over to local municipal agencies for safe disposal.

Aim of Waste Management

- To bring about behavioural change in occupants, to segregate wet, dry and reject waste at source.
- To spread awareness about the pollution caused and ill effects due to unscientific landfilling and open burning of waste.
- To sensitise occupants about the need for and importance of waste management.
- To provide necessary infrastructure for sorting and recycling of dry waste.
- To encourage wet waste composting within communities.
- To ensure recycling of dry (Recyclable) waste.
- To make use of community compost to enrich the soil, help retain moisture and suppress plant diseases and pests.
- To reduce the need for chemical fertilizers.
- To reduce methane emissions from landfills and lowering carbon footprint.
- To encourage the production of beneficial bacteria and fungi that break down organic matter to create humus, a rich nutrient-filled material.
- To reduce waste disposal cost.

Several tonnes of municipal solid wastes generated from our projects during the operation stage are scientifically managed and are diverted from reaching landfill sites. The awareness on solid waste management is continuous and appreciated by our stakeholders. For Brigade Group this is a win-win proposition.

05

Processes - Planet

5.9.2 Materials and Waste

Head Quarters

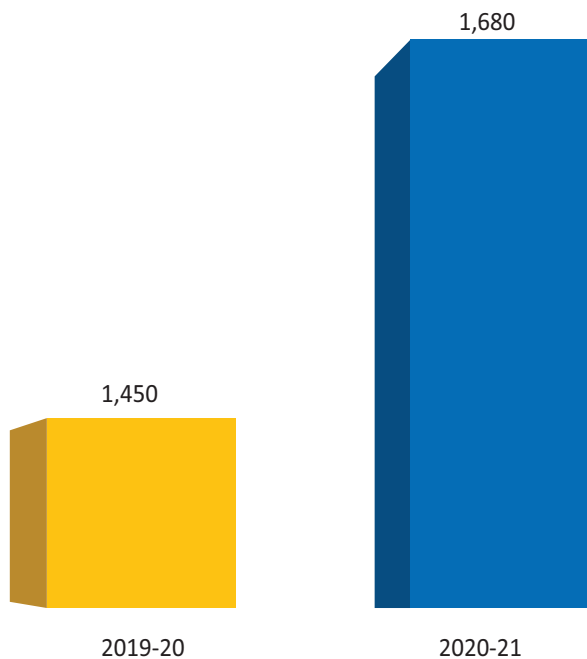
Hazardous Waste (by weight) in kg

Description	2019-2020	2020-2021
Batteries (Kg / Number)	160	08
Used oil	1450	1680

Non-Hazardous Waste (by weight) in kg

Description	2019-2020	2020-2021
Reusable / Landfill	175338	56529
Composting	80568	764

Hazardous Waste From Hq - (Usable Oil litres)



Hazardous Waste From Hq Batteries (no's)



The average wastewater quality was calculated using the available values from the sites where discharge water was tested for quality. The primary method of wastewater treatment is STP. In some projects, treated water is reused for irrigation, backfilling consolidation, sprinkling water to suppress dust emissions along the driveways, curing, and water jets to wash the wheels of vehicles exiting the construction site. It is also used in residential projects for toilet flushing, gardening, and make-up water for air conditioning systems. Waste water is also discharged into municipal underground drainage systems and temporary soak pits, depending on the stage of construction of the project.

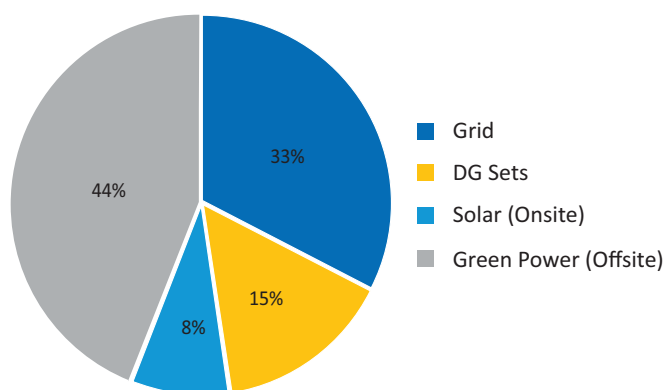


Total Quantity of Wastewater in Projects : 4404.69 m³

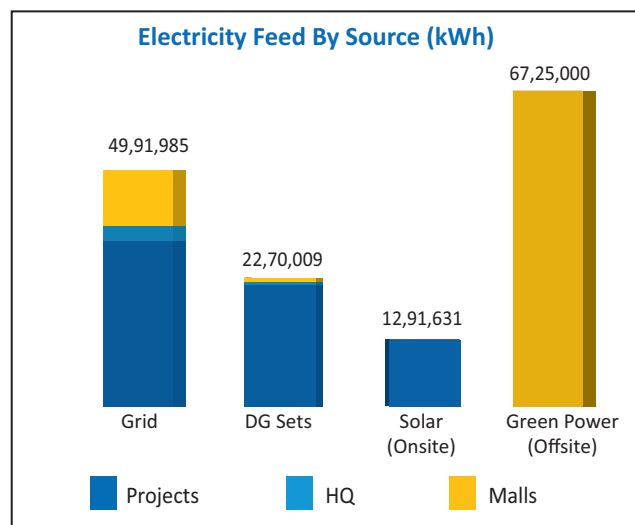
5.9.3 Energy and Emissions

Our energy consumption is primarily electricity and vehicle fuels. We monitor energy consumption at project sites, headquarters and malls. State grid is the main source of power/ electricity for our projects, with dependence on solar and DG sets. For malls, green power is the primary source with some reliance on grid and DG sets. For headquarters we have dependence on grid as well as DG sets. Currently, we have grid component at 33% for our total electricity consumption, whereas the renewable percentage that includes both onsite and offsite renewables (includes solar) stands at 52%. It may be worth mentioning that Karnataka grid is also more than 50% non-fossil fuel based which makes our power consumption in line with the societal goals of lower emissions.

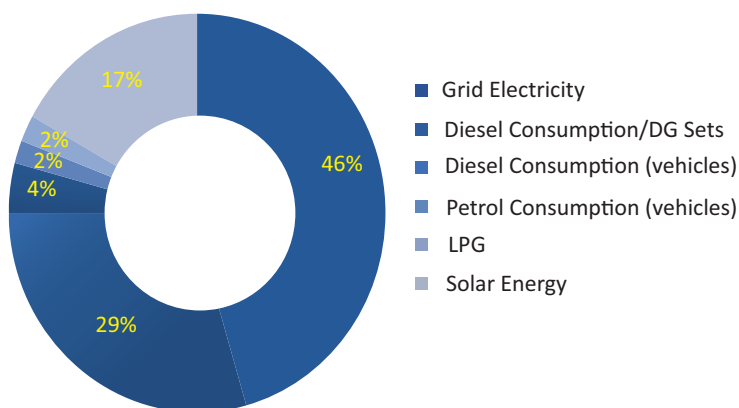
Total Electricity Consumption By Source (kWh)



Electricity Feed By Source (kWh)



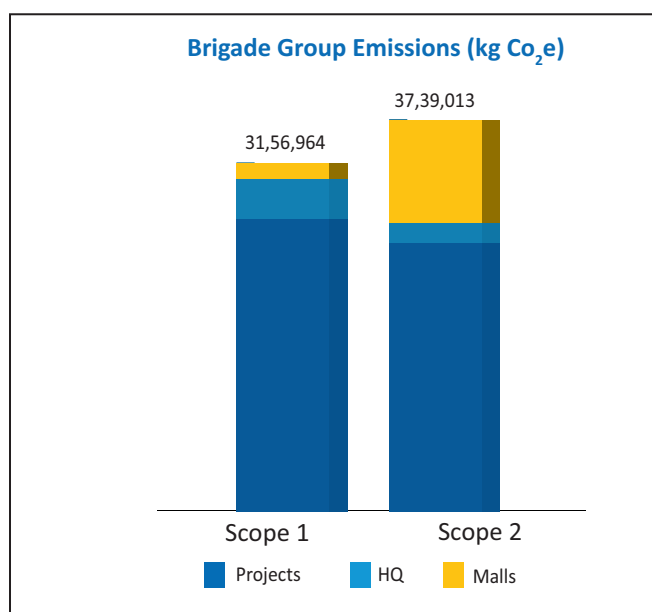
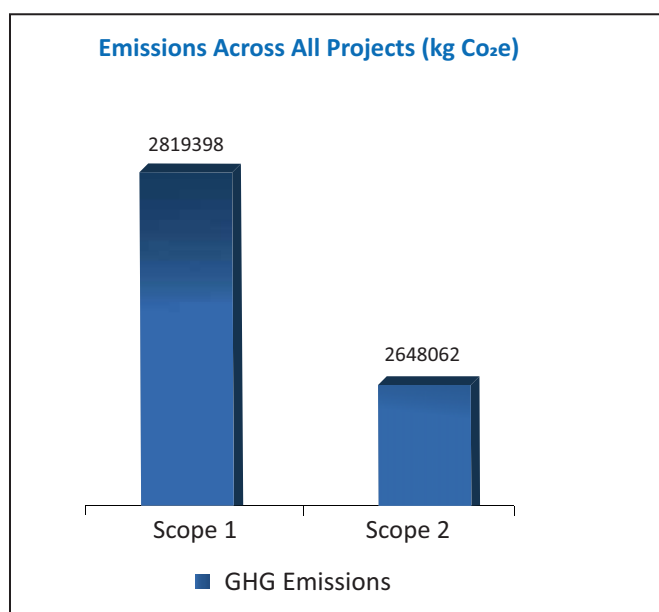
Projects: Energy Consumption By Source (2020-2021)



Source of Energy	Energy Consumed (kWh)
Grid Electricity	3433484
Diesel Consumption (DG Sets)	2136529
Diesel Consumption (vehicles)	312297.5
Petrol Consumption (vehicles)	132890.9
LPG	142445.4
Solar energy	1291631
Total	7449277

Emissions

We understand the risks of climate change and prioritise efforts to reduce emissions, opt for renewable energy as well as have energy efficiency measures. We have adopted various energy efficiency initiatives towards achieving this. Our Scope I emissions across the Group are 31,56,964 kg CO₂e and Scope II emissions are 37,39,013 kg CO₂e. Projects are the main source of emissions for which we have taken energy efficiency measures as described below. Headquarter data includes Brigade Foundation and Brigade Group Offices.



Energy Efficiency Initiatives

- Reduction of energy demand by using LED lights, Carbon dioxide sensors in HVAC return air duct, solar street lights, Variable Frequency drives (VFDs) for Pumps, Motors and other electro mechanical equipment.
- High-performance Glazing (allows visible light and blocks Heat and Glare into the building)
- Optimum Window (Glass) to Wall (WWR) Ratio (Not more than 40%)
- Energy Efficient water-cooled chillers
- Maximum use of Bureau of Energy Efficiency (BEE) rated and Green Pro certified products.
- Installation of Photo-Voltaic cells and solar water heaters.

Energy Intensity across all projects: 0.299 kWh/sq feet

Emissions Intensity across all projects: 0.219 kg CO₂e/sq feet

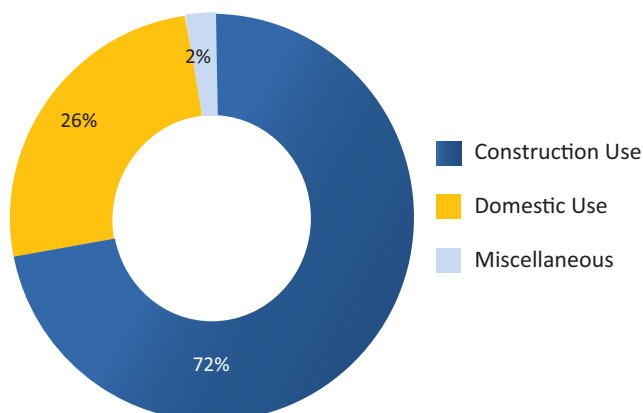
5.9.4 Water Management

The construction sector is a water-intensive sector, requiring large quantities of water for its processes. We have potable and non-potable water consumption at the Project sites, Headquarters as well as Malls. At the Project sites there is also additional consumption for construction. Most of the water used at Brigade is sourced from water tankers and borewells. Water conservation efforts are the need of the hour. We take conscious efforts to reduce our consumption of water and follow best water management processes. Among our initiatives in water conservation, we invest in rainwater harvesting recharge pits, STP (Sewage Treatment Plant) for treating waste water, smart meters for water monitoring and water aerators.

Projects:

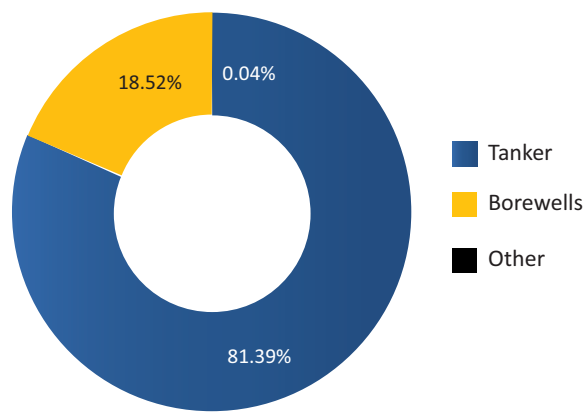
Total water consumption at all project sites in the reporting year was 1,87,699 m³. Water intensity for the current year is 7.52 litres/sq ft for construction sites. Nearly 2,904 m³ of water was conserved using conservation methods like sprinkler systems, drip irrigation and curing compounds.

Water Consumption: Projects



Water consumption across all projects in m³

Water Withdrawal By Source: Projects



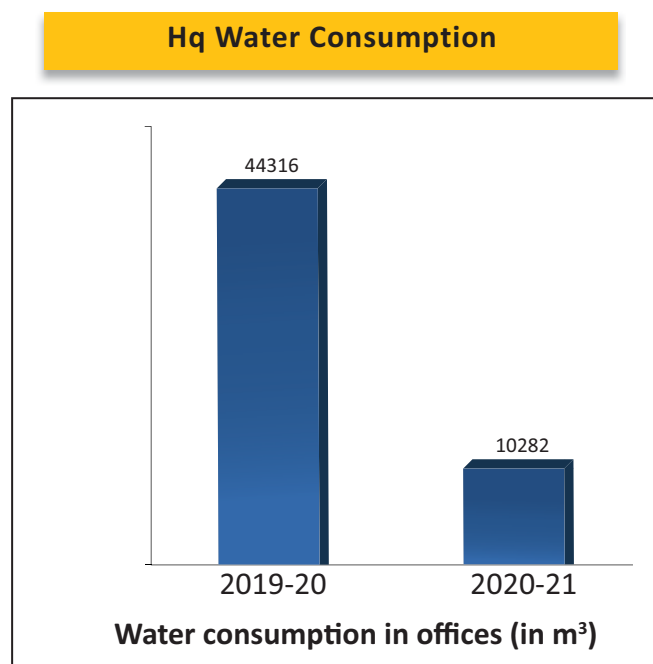
Water withdrawal by source

Water consumption	in m ³
Construction Use	134864
Domestic use	48611
Miscellaneous	4224

The total volume of water recycled/reused was about 6,270 m³ which is about 3% of the total water withdrawn.

Headquarters:

The water consumed this year in our headquarters and offices was drastically reduced from the year 2019-20. In the reporting year, we have consumed 10,282 m³ water. This reduction is due to pandemic related restrictions. We have rooftop rainwater harvesting capacity of 50 m³. Five recharge pits of 4 m³ capacity help in recharging of groundwater.



Malls:

The water consumed in malls for the reporting year is 1,20,563 m³. Out of this 57% is from tankers and 43% is recycled water. The water consumed in 2019-2020 was 2,49,091 m³, out of which 66% was sourced via tankers and the rest was recycled water.

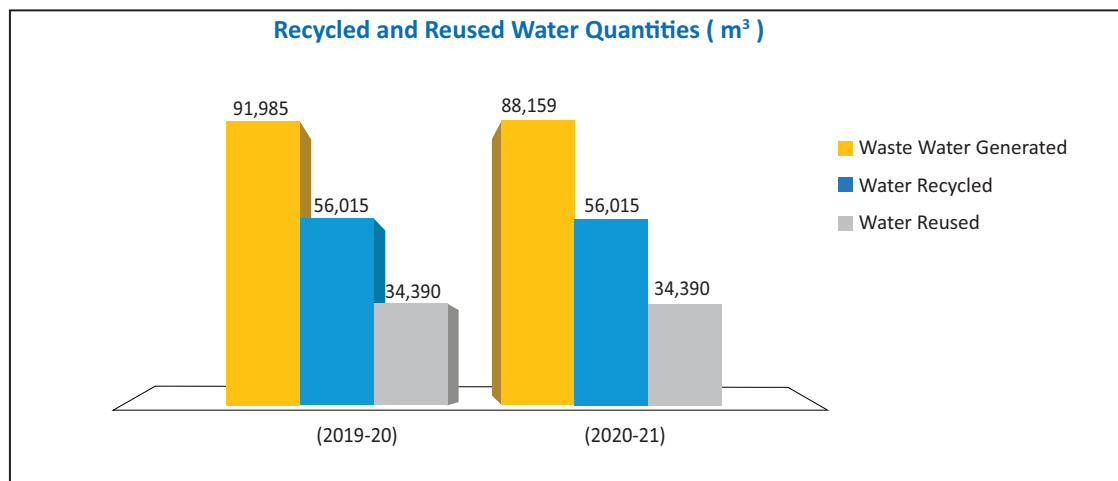
The total wastewater generated in the malls was 88,159 m³. Water recycled is 56,015 m³ and water reused is 34,390 m³. In the malls we have a rainwater recharge capacity of 40 m³.

Total Water consumption across all projects: 1,87,699 m³

Water intensity: 7.52 litres/sq feet

5.9.4 Water Management

Waste Water Management In Malls



Details	Units	Total (2019-20)	Total (2020-21)
Waste Water Generated	m ³	91985	88159
Water Recycled	m ³	56015	56015
Water Reused	m ³	34390	34390

Source of water	Quantity (m ³)
Tanker	68827.75
Recycled Water	51736
Total Water	120563.75

Best Practices in Water Management :

- Water pollution, if goes unchecked, has the potential to create long-term damages to the urban environment. Water from construction and other industrial uses requires careful handling so that water bodies are not polluted.
- At the construction sites one of the primary issues is ensuring construction debris is not mixed with storm water drains. One of the preventive measures is to avoid the earthworks during the rainy season and if it is not avoidable ensuring that works are kept to a minimum.
- To prevent soil erosion, appropriate drainage has to be provided at every stage of construction. Surface protection has to be done immediately.
- Discharge groundwater from wells (for lowering of groundwater in basement or foundation construction and tunnel/cavern construction)
- Wastewater from boring and drilling into stormwater drains after passing through silt removal facilities. Wastewater from washing of mixer trucks, drum mixers and similar equipment is recycled wherever practical to minimise wastewater discharge.
- We minimise curing water wastage by using spray system and collect the wastewater into the lift pit and reuse it. During curing we cover the concrete surface with hessians cloth and also use chemical curing compound in place of water for curing.
- To reduce wastewater generated from kitchen usage and toilets at work sites, septic tanks with soil soakaway system is used. Sewage treatment system is used for large flows at worker colonies.
- At sites where it is not feasible to have a septic and soil soakaway system, chemical toilets are provided and it is ensured that sewage is handled and disposed by authorised and approved contractor.

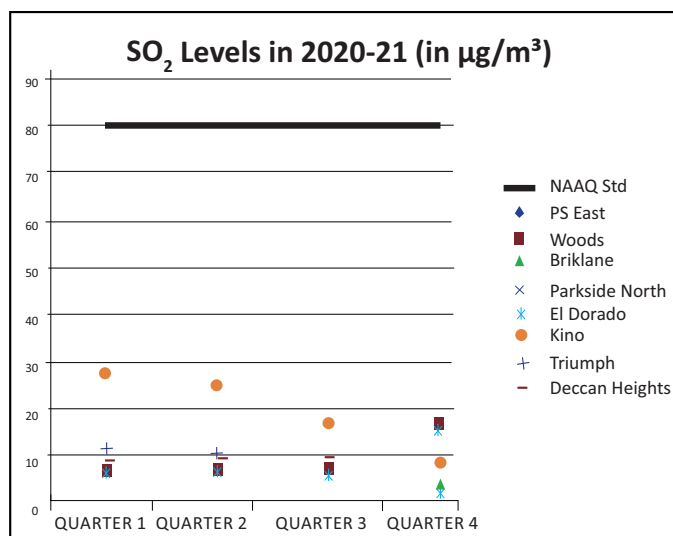
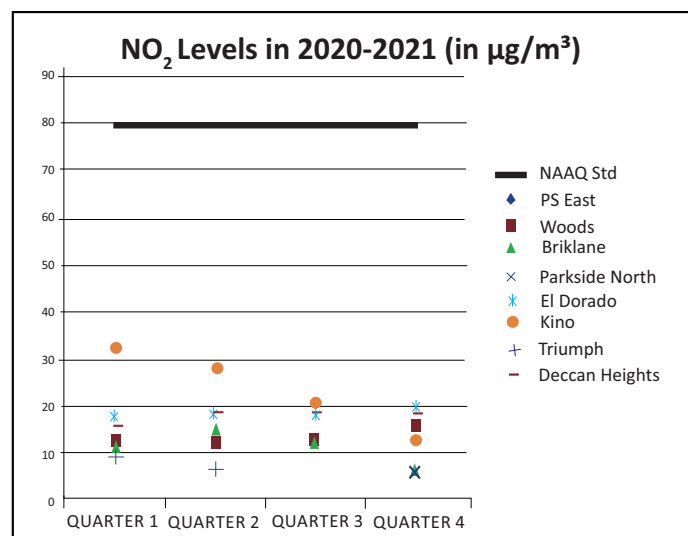
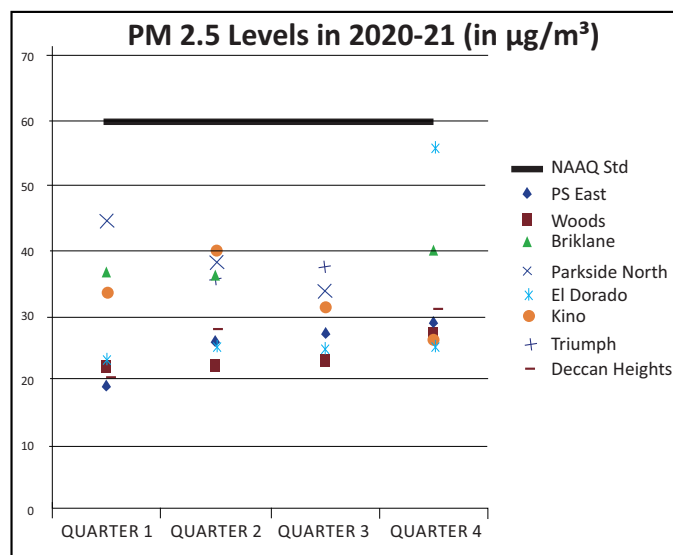
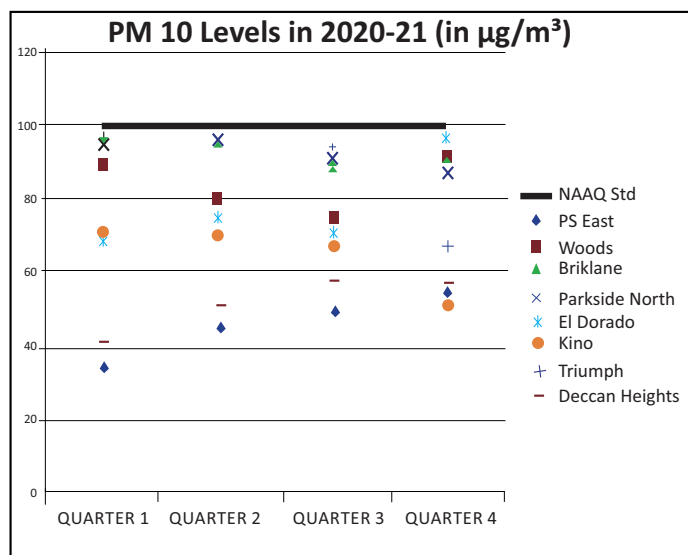
Waste Water Generated in malls : 88,159 m³
Water Recycled in malls: 56,015 m³
Water Reused in malls: 34,390 m³

5.9.5 Air emissions and Noise levels

As the air emissions pertain to the construction sites, relevant data is provided for the projects. Monitoring and regulating air emissions is one of the crucial steps that need to be taken by industries in the fight against climate change. At Brigade, we follow stringent standards and ensure that pollutants like PM 10, PM2.5, NO₂, SO₂ are consistently below the NAAQ (National Ambient Air Quality) standards. The following graphs are representative data from eight of our construction project sites which have complete data for all quarters. At other sites, the data for periods when construction was paused owing to pandemic is not available. We have also taken up various tree planting initiatives as a part of our goal to mitigate air pollution.

Air pollution Control:

We conduct regular, routine maintenance of all plant and machinery used at the site, in accordance to the manufacturer's instructions, and maintain records of all inspections and maintenance works. The fuel used in plant and machinery is of quality specified by manufacturer/supplier. We shut down all machinery and equipment periodically during breaks in between work or bring the throttle down to a minimum idling speed to reduce emissions. We forbid open burning of wastes (C&D waste, tyres, cables, or other solid waste). We take precautions to reduce the dust emission from construction/demolition activities by spraying water and surface compaction, provide vehicle washing facilities at vehicle exit points where a site boundary adjoins the road. We clean the vehicle to remove any dusty materials from its body and wheels immediately before leaving the site. We regularly monitor stack emissions at all our sites and the emissions are well below the permissible limits.

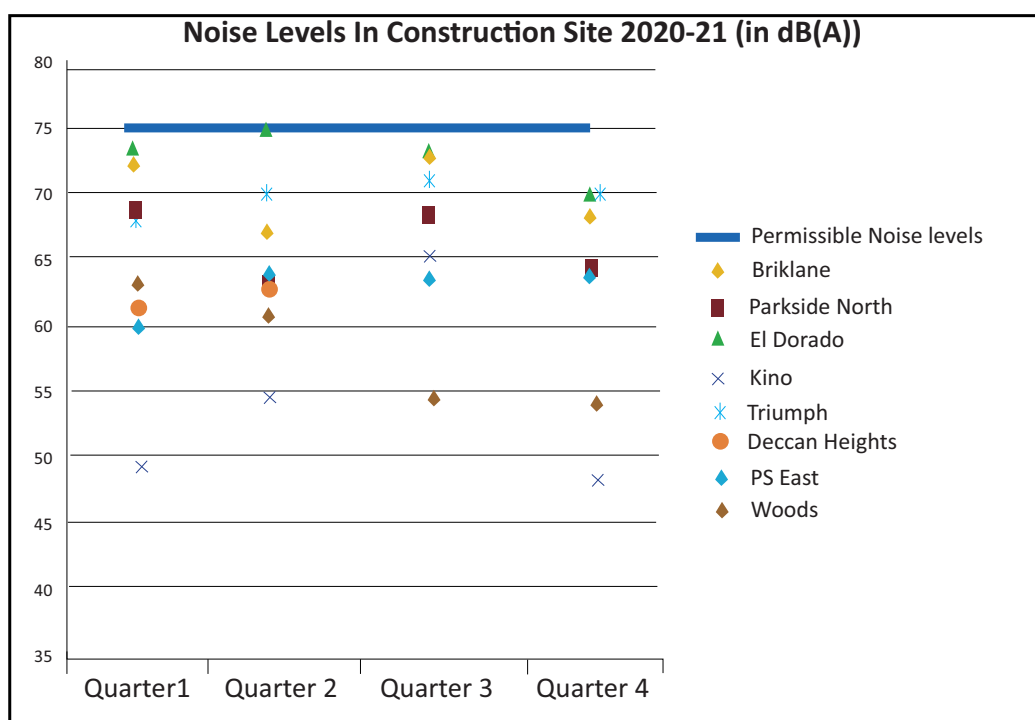


5.9.5 Air emissions and Noise levels

Noise Pollution Control:

We take every measure to reduce the general noise level that arises from construction activities by minimising noisy operations during the restricted time and avoid simultaneous operations of high noise equipment. We locate facilities across the site such that noisy equipment and plant (generators and water pumps, etc.) is far away from noise-sensitive receivers as practically possible. We regularly conduct maintenance and servicing of equipment and vehicles according to manufacturers' recommendations (especially for noise mitigation components for instance retaining silencers and mufflers supplied with construction equipment's and closing generator doors). Powered mechanical equipment for general construction works are silenced / super silenced compressors or electric compressors, hydraulic concrete cutters and crushers, and rock drills (up to 20 dB noise reduction), pneumatic breakers fitted with mufflers and damping collars (up to 21dB noise reduction).

We only purchase/use equipment with authentic Noise Emission Labels, to control noise levels from our sites. Different locations have different decibel limits for noise pollution, depending on whether the surrounding locality is residential, commercial, or industrial. We strive to maintain the noise levels according to those standards. The following are representative data from eight projects sites of the Brigade.





Shot at Location- Precast Plant

5.9.6 Biodiversity

Biodiversity has emerged as one of the material topics amongst environmental indicators. Construction can impact existing landscapes which may have consequences on the biodiversity indices of an area either directly or indirectly. Our threefold approach is aimed at preventing damages, conserving biodiversity, and enhancing biodiversity potential.

Prevention:

Project locations are chosen to ensure that there is no damage for those areas which has high biodiversity significance such as protected areas/forests. If at all any felling has to happen, it is carried out as per regulatory norms and prior permission of the forest department. All trees and shrubbery, which is not specifically required to be cleared or removed for construction purposes, are preserved and protected from any damage Contractor's construction operations and equipments may cause. Trees or shrubs are protected against any exposure to injuries by construction equipment, blasting, excavating, dumping, chemical damage or other procedure. Protective barriers are adequately employed by the Contractors. If for unavoidable reasons we have to cut our trees at our project locations, for every tree felled, three trees are planted elsewhere.

Conserving:

Whenever we come across such challenges where we cannot avoid tree felling due to construction constraints, we make every possible effort in transplanting and saving existing trees at our project locations. We have so far been able to transplant around 300+ trees across all our project sites.

Enhancing:

Over the last three to four years, we have continued our effort in planting and have so far planted around 49,000+ trees at our various project sites. By the end of FY 2021-22, we hope to take this number up to 70000+ trees. We ensure that all the saplings are nurtured well and thrive to grow into trees. We also strive to restore the area around our developments so that our urban areas flourish and provide a green space. We introduced the urban forest concept / Miyawaki planting at our project Brigade Cornerstone Utopia and have had an overwhelming response from our customers. These mini forests are particularly dense, almost thirty times more than regular plantations. It involves planting saplings of different native species very close to each other which prevents side-ward growth, enabling the trees to grow only upwards. This method allows for the creation of a mini-forest in about 10-15 years whereas conventional forests can take centuries. The forest is planned keeping in mind the native species of the region, the nature of the soil, and irrigation techniques before the forest becomes self-sustaining. It is a way of bringing nature back into our everyday lives.

Urban Forests at Brigade Cornerstone Utopia, Whitefield, Bengaluru

Urban forests have innumerable benefits: they not only provide a bridge between our communities and nature but provide for clean air by creating lung space; clean water - by helping recharge groundwater and address climate change - as trees sequester carbon. While urban forests are not a replacement for traditional forests, they offer the best alternative to conventional landscape solutions adopted in cities over the last few decades. The urban forest at Brigade Cornerstone Utopia is our edge habitat and our answer to the increasing constraint of land and urban societies in the 21st Century. We have planted over 12,500 trees, bringing a diversity of over 59 species. We hosted two tree plantation drives at the project site, involving students, children, friends, and families. The experts from Vanantara Farms worked closely with the team and participants to ensure that the best practices were followed while creating this urban forest. With the urban forest at Brigade Cornerstone Utopia we envisioned an ecological delight and are attempting to turn Whitefield into a greenfield corridor, one tree at a time.

The same urban forest technique at few of our ongoing projects is also being implemented such as at Brigade Orchards, Brigade Eldorado, Brigade Atmosphere and Brigade Tech Gardens. So far, we have planted about 7000 plants each in Brigade Eldorado and Brigade Tech Gardens. We have 6,000+ trees at Brigade Orchards. We have also taken up dense planting in Brigade Meadows and Brigade Panorama too. With these dense forests, we have seen a lot of fauna (birds and butterflies) flourish at our project sites.



Shot at Location- Brigade Orchards



Shot at Location- Brigade Meadows





Shot at Location- Brigade Meadows

PEOPLE



06 People

6.1 Overview

Employees, customers, communities and suppliers are our key stakeholders. In this section, we would be discussing about all disclosures related to Employee practices and indicators, trainings, diversity metrics, occupational health and safety for our employees as well as for customers and suppliers. We briefly mention about our extensive community programme that is taken care of by the Brigade Foundation.

One of the key materiality areas that had convergence with all stakeholders as an important area to focus on is Human Rights. This largely maps with the external trends in disclosures, especially in Supply Chain. We are pleased to share that we had nil human rights complaints in the reporting year.



Some of the other areas that are considered materially important to our sector nationally and globally are Diversity & Inclusion and Customer Engagement. We understand that because of high traction on both these indicators in the past, it may not require strategic shifts but regular traction on the good work already carried out in these two areas.

Some of our robust work practices have led to rewards and recognition:

Striving for excellence in employee practices: Brigade Hospitality Services Ltd. was ranked **3rd amongst India's Great Mid-Size Workplaces in 2020** by the Great Place to Work Institute and The Economic Times. Brigade Enterprises Ltd. has the distinction of being among **India's Top 100 Best Companies to Work For**, 10 years in a row, emphasizing on the importance our employees at Brigade. Even earlier we have been recognized by the Great Place to Work Institute and Economics Times.

Diversity & Inclusion: With **30% of Board members as women**, Brigade Group has one of the highest representations of women in Board amongst Indian companies.

We have **22% women in our workforce**, which is an exception for a construction company. However, we will be keeping our efforts moving for better equity for women across all functions. Our inclusive practices are reflected in our exemplary post parental retention after one-year indicator. The efforts for a higher number of training and training hours per women have led to a good pipeline of women leaders.

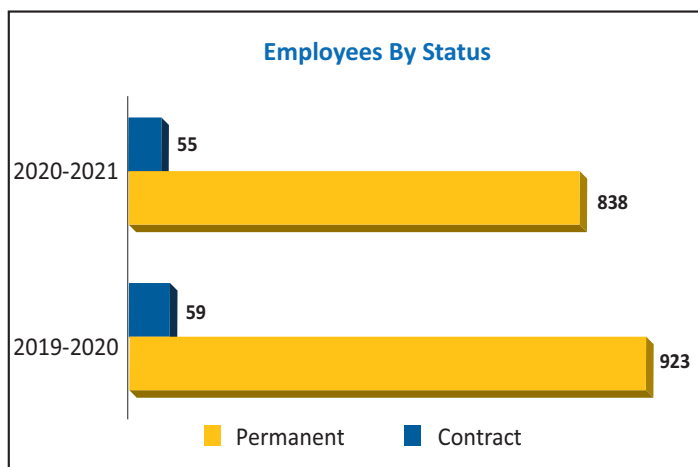
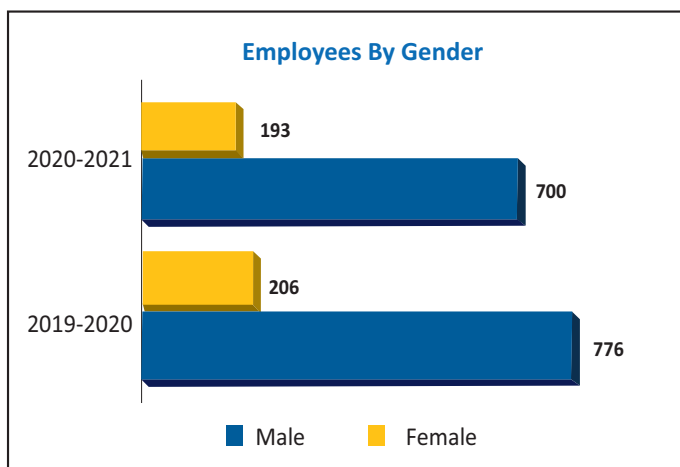
We have been able to have another year where **Zero Harm Practices** and efforts led to no serious injury for our employees or workers.

06 People

6.2.1 Employees

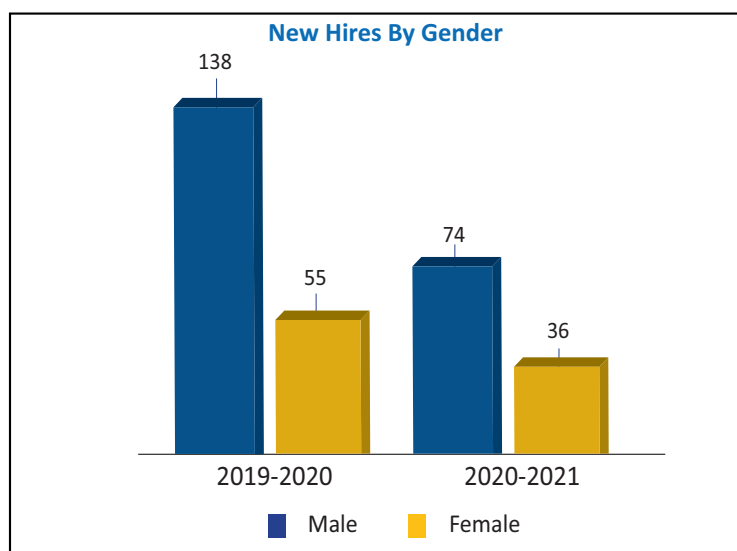
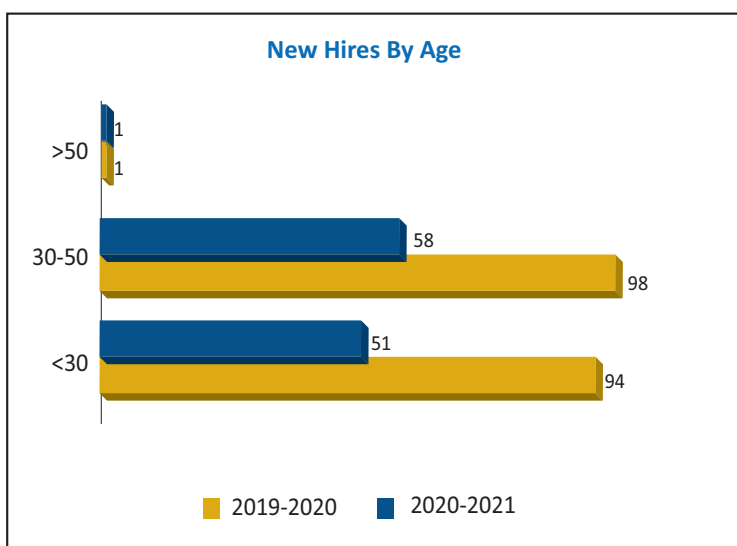
Brigade's employees are the key drivers to the sustainability of the organization. Two important areas of our work with employees are employee satisfaction and productivity. A total of 893 employees worked in Brigade Group in the reporting year. Women numbering 193 form 22% of our employee base. 94% percent of our employees are permanent and around 6% temporary. All permanent employees are provided with benefits such as:

- PF / ESI
- Gratuity
- Bonus / Exgratia
- ESOPs
- Group Medclaim Insurance
- Group Personal Accident
- Parental Leave
- Long Service Award
- Incentives
- Subsidized Cafeteria Facility
- Transport Facility for remote Projects
- Creche Facility at special rates

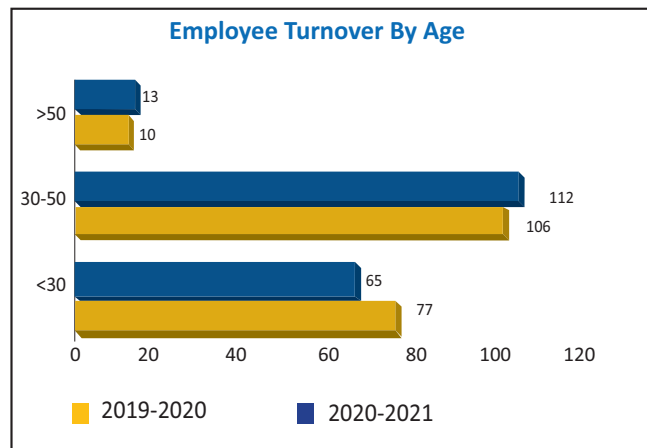


6.2.2 New Employee Hires

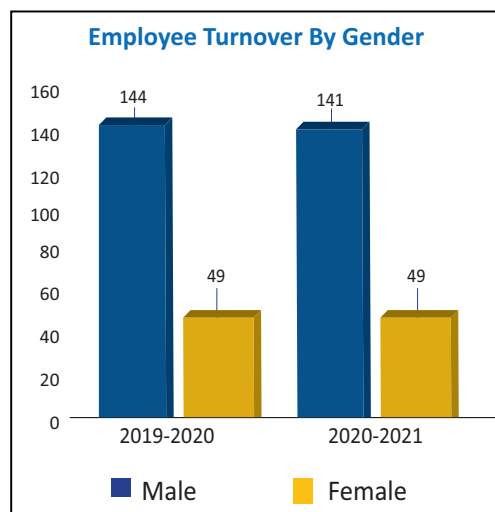
Brigade Group believes in recruiting and maintaining a talented pool of human resources. During the reporting year we hired 110 new employees; amongst these, 32% were women. We are pleased to share that the recruitment percentage for women has moved up from previous year's 28%. In the reporting year, we had 46% hiring amongst the age group of less than 30 years which is slightly less than in the previous year (49%). At the same time, the hiring amongst 30-50 age group is 53% in the reporting year, which has moved up from previous year's 51%. Amongst our new hires, there was one international hire as well.



6.2.3 Employee Turnover

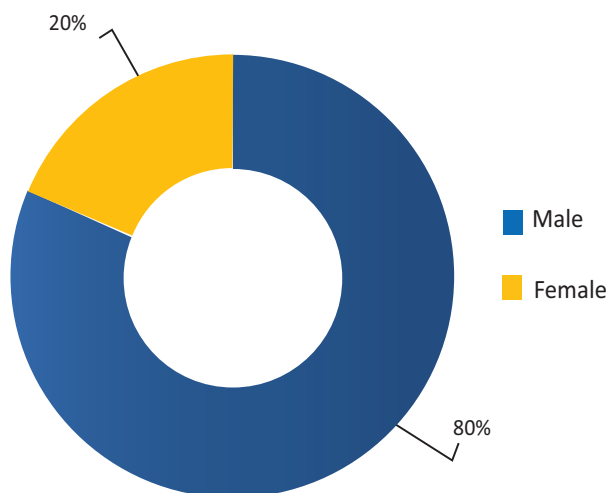


The pandemic has been a tumultuous period for employees across industries. Especially, the Indian construction industry has been marked by the high turnover rate of employees. Brigade's total employee turnover has marginally reduced in this reporting period. It is proof of the successful programs that have been implemented and our resolve to continue projects while taking care of the employees. In the reporting year, the turnover rate for women and men remained the same as the previous year which is 26% and 74% respectively. Turnover amongst age group above 50 years declined from 10% the previous year to 7% in the reporting year. While in the age group 30-50, the turnover rates increased from 55% in the previous year to 59% in the reporting year. Under 30 years of age, we were able to reduce the turnover from the previous years 40% to 34% in the reporting year.



6.2.4 Parental Leave

Employee With Parental Leave Entitlement



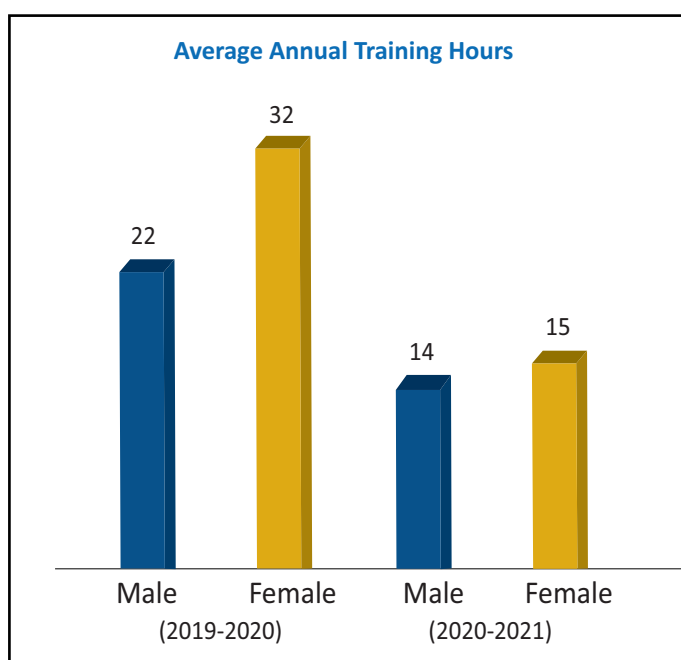
During the reporting period, 12 employees took parental leave. All of those returned to work, recording a return to work rate of 100% which improved from the previous year rate of 98%. After one year of return to work, we have all of the employees still working with us. We have been able to demonstrate the best in the Industry indicator of 100% return to work and retention rate after one year. We know our policies have been conducive and supportive for families and we would take insights from our employees to maintain the return rate.

Parental Leave						
Year	2019-2020			2020-21		
Details	Male	Female	Total	Male	Female	Total
Employees who took parental Leave	33	7	40	7	5	12
Employees returned to work after parental leave	33	6	39	7	5	12
Employees who returned to work after parental leave and are still in job after 12 months	No data	No data	No data	7	5	12

6.2.5 Training

An Organization's growth is dependent on the growth of its employees. Hence the spending on learning and development is viewed as an investment. The meaning of growth here implies not only skill enhancement, knowledge transfer on technical competencies, but also employee health and well being, behavioural and other growth elements important for everyone. Our robust training programme is designed, taking inputs from performance reviews on one hand and futuristic industry requirements on the other. Similarly, situational programmes such as specifically required for COVID-19 adjustments included not only technical training on overcoming challenges of the virtual workplace but also about managing and maneuvering this change from the perspective of work-life balance.

Our Human Resource Department has a dedicated team that identifies training requirements for all levels of employees, starting from workers and supervisors, trainees, junior, middle leading up to the senior-most decision-makers. There has been a deliberate effort to invest more training hours for women employees. This is to create a level playing field for women. In the year, 2019-20, the average number of training hours by gender was 32 for women and 22 for men. This year, again, women have received on an average 15 hours of training and men have received 14 hours. This reduction in training hours is due to over-saturation of online work, and restrictions on physical training during COVID-19.



Major Training Areas

- Knowledge transfer and skill-building
- Building future capabilities
- Governance (legal and compliance)

Permanent Employee Training hours: 11,542

Average Training hours (Female): 15 hours

Average Training hours (Male): 14 hours

200 plus Training Categories

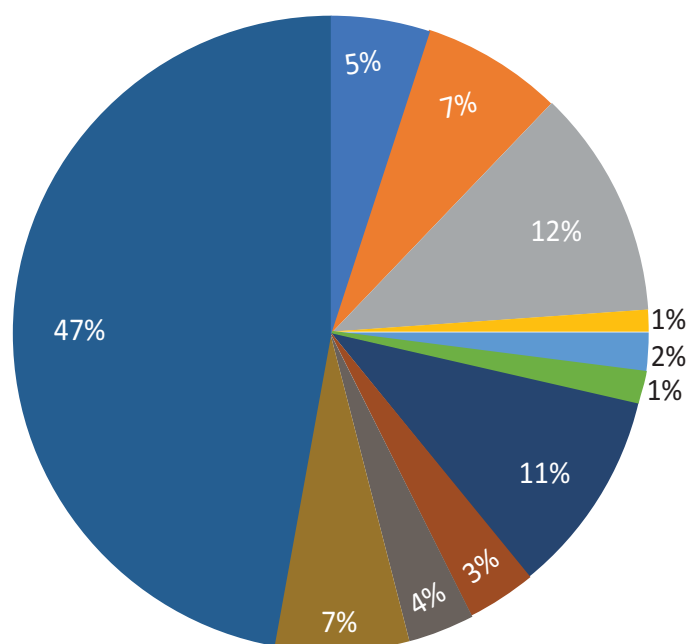
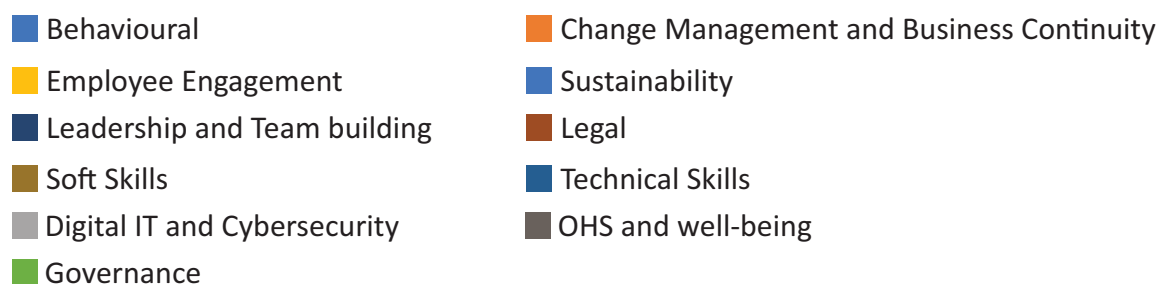


6.2.5 Training

Learning and development opportunities are categorized as compliance requirements (mandatory) and need-based training. The level and modes of training are mapped meticulously as a planning exercise for preparing the annual learning and development calendar. Many factors play a role in deciding the mode and method of training, such as whether the training is planned for the entire organization vs few selected individuals, what is expected as the outcome of the training and how the learning can happen most effectively, how the training can be best imparted is determined. Feedback on the training is collected. Over 200 training programs were conducted in the current financial year. Some of these are across the organizations, whereas some others are specific to relevant functions and individuals.

S.No	Major Training Areas
1.	Live Online SAP Training Programme
2.	Applied Valuation and Financial Modelling Excellence
3.	Back to Basics - Electrical
4.	Back to Basics - PHE Training
5.	CRM - Customer Centricity
6.	Empowering Managers
7.	HR Interviewing Skills and Appraisal Management
8.	ISMS Training - ISO 27001
9.	Leading at the speed of trust with Mr. Stephen M R Covey
10.	Lean Construction for Project Professionals
11.	POSH : IC Training
12.	QA: Train the trainer - Session
13.	The Empowered Me

Need based training areas



Catering to COVID-19 requirements, several training programmes were conducted to help employees move to a virtual mode and understand their perspectives and challenges.

6.2.5 Boost: Employees for Customers

BOOST (Brigadier Operate On site as Sales champion to experience moments of Truth).

This is an initiative to foster the culture of putting the CUSTOMER at the centre of everything. It was launched to imbibe 'Customer Centricity' from our core values - QC FIRST - and help our employees experience the complete sales process.

This philosophy is emphasised to every Brigadier experientially that no matter the department, every single person in the organization should understand customer requirements because at the end of the day, it's important to impact customers directly or indirectly.

The main objective is to understand customer preferences and, therefore design functions that can support our customers. It applies to all the eligible employees of the Brigade Group (except the direct sales team, CCS & CRM). As part of this initiative, all eligible employees spend two and half days in a year as a salesperson on-site during their first month of joining Brigade. Brigadiers wear the hat of salesperson and shadow the assigned sales resource at the project site, meet and assist customers, and answer their queries. The learning from the programme is considered as significant feedback which is translated back to the workplace to create a seamless experience for our customers. This initiative serves as one of the most important tools to drive our focus towards customer-centricity.





Shot at Location- Brigade Opus

Testimonials from Employees on Trainings

MS Excel Training

Good tutor and explained details in an understanding way.
Anuradha G. S

Sharpen the Saw- Green Building Rating System

Related to Sustainability and how other developers are designing their product in-order to meet the standards
Hemavathi

POSH Internal Committee training

Simple training technique with case study by trainer was very good
Pratibha

Although it wasn't a classroom session, it was very interactive which made all of us think and get more knowledge on the subject

Kavitha G Nair

E Mail etiquettes

Doubts were clarified clearly
Anuradha

Interactive

Priyadarshini

I had gone to some sessions on email etiquette in my old company and this one is best with examples. The PPT was well designed and appreciate your efforts in creating this.

Sravan Kumar D

Back to Basics –PHE

All the basics that a civil engineer at site needs to know was to the point.
Praveena S

Empowering Managers

It was very interactive session and all members actively participated and allowed us to learn from other perception about the learnings from training session

Shubha NS

The learnings helped us to improve our potential, skills and self improvement. Each session presentations have inspired us to improve ourselves and team members

Radhika

Thank you very much for your support to mold us. Few keys points started implementing from the session.

- 1. To do list : this helps in daily activity planning and achieving goals.*
- 2. 90 days SANKALPA. : I have started this and will complete.*
- 3. Negativity into positivity: this really helps me in handling and converting my anger when we face customer complaints.*
- 4. Knowledge about product with a game session.*

- Prashanth H S

EMPOWERED ME – (Batch 1)

"When I heard that we are going to have 2 days of training programme I thought it's going to be the same kind of session what we get used to attend before. But my perception was wrong as the training was more of ME and less of the trainer. The trainer designed the session so well that I could know my strengths and my areas of improvements. The two days flew so fast that we never had a sad moment or a boring moment. The class was so engaged and this gave us a opportunity to mingle with our colleagues whom we see every day but never spend time with each other. Overall an amazing session and thanks to both the trainers who made this happen. The sessions was fantastic and really one hour was OUR TIME. The Half-Day Session was indeed it was a booster dose as we could meet our trainers and could show case what we have learned from there training. I thank my company and all the people who have given me this opportunity to learn from Buoyancee. Thanks once again."

- Faizal N H

Effective usage of Microsoft tools

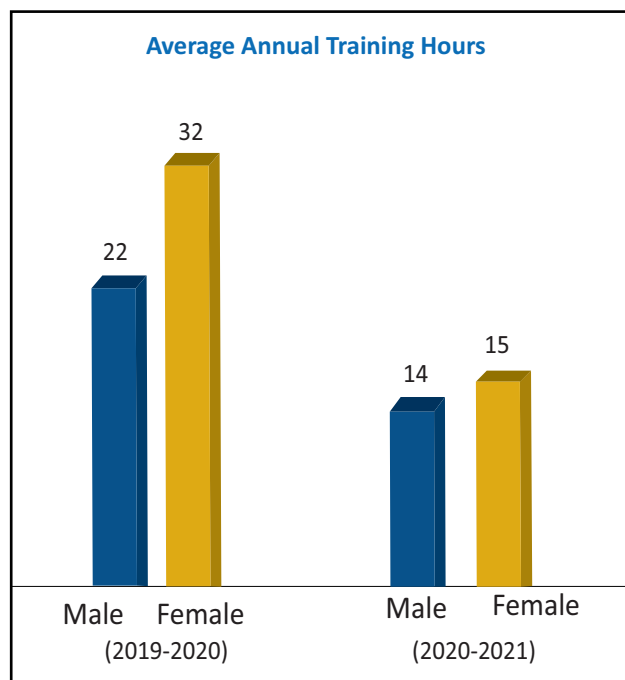
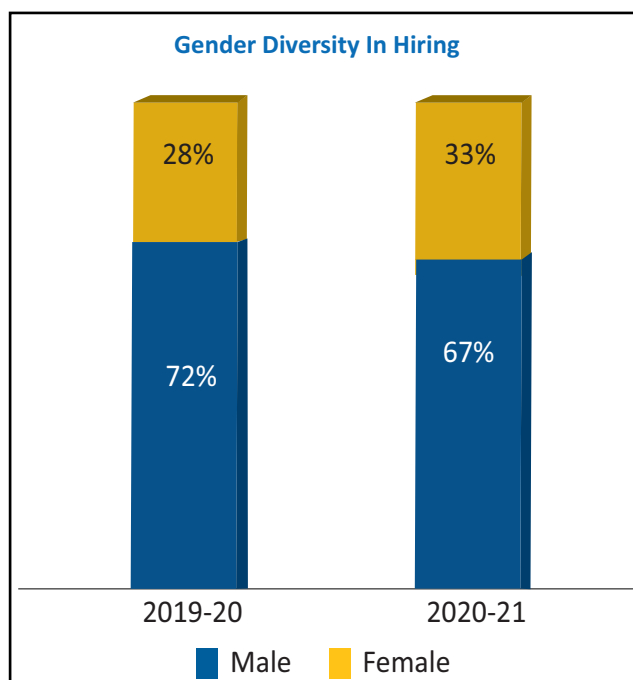
Helped to get opportunities on working with Office 365, Microsoft teams and usage of interrelated Microsoft apps.

- Praveen Kumar P G

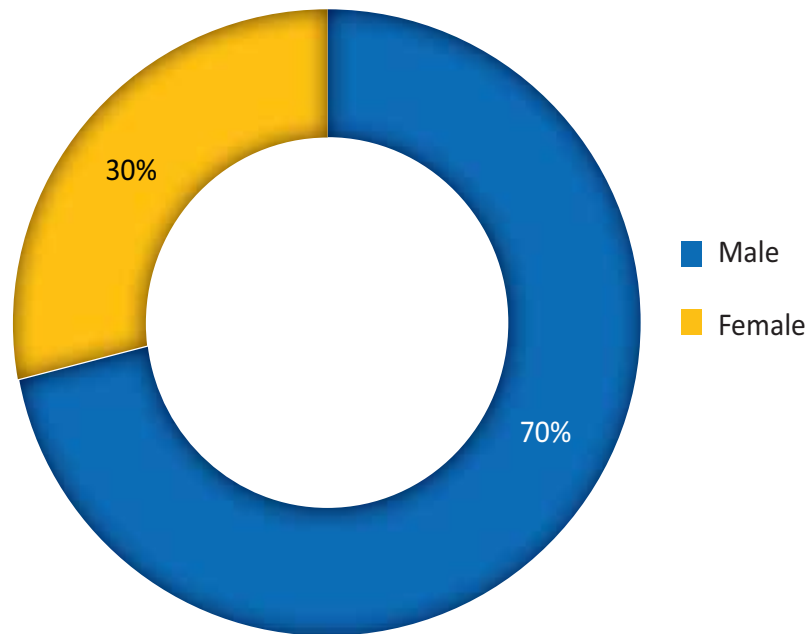
6.2.6 Diversity of Governance Bodies and Employees

We recognized that the construction industry has historically been a laggard when it came to women's employment, especially in leadership positions. As a challenge, we worked on equity for women targeting diversity at Board, Leadership level and Employees. Policy instruments for recruitment, training for women, exposing women to various leadership opportunities and parental leave policies have helped us stay ahead of the sector in terms of diversity.

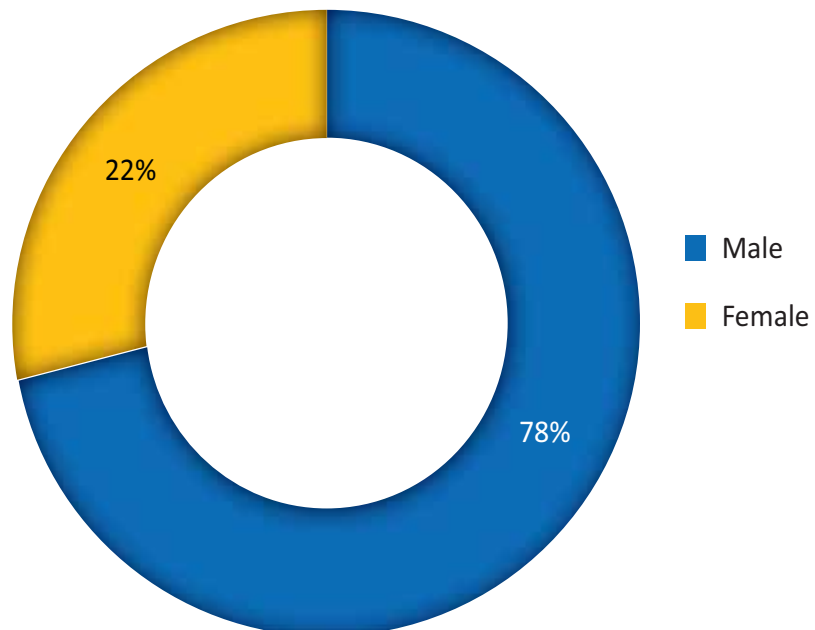
We have 30% Board Diversity, 22% employee diversity with respect to women. Average training hours for women are higher than men in reporting year as well as the reference year. Our diversity policies have yielded positive results in post parental leave employee returns and retention of 100% in the reporting year. We have been able to increase the percentage of women hires from 28.5% to 32% in the reporting year.



Board Diversity



Employee Diversity



6.2.7 Health, Safety and Well-being

OHS MANAGEMENT SYSTEM

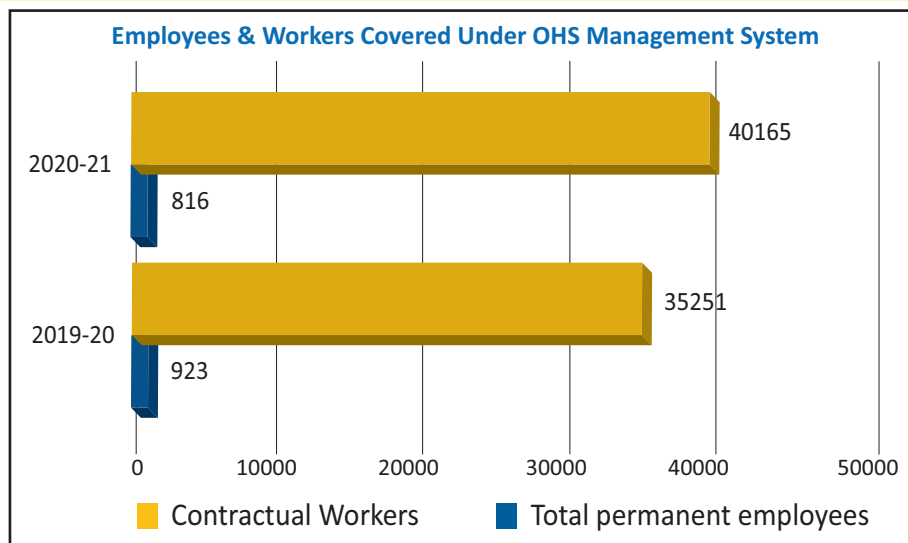
Employees and Workers are our primary stakeholders and taking care of their health, safety and well-being are of utmost importance for all the success that we achieve as an organization. At Brigade Group, all our operations and projects are ISO 45001:2018 certified, which makes sure that our operations are carried out without any interruptions while focusing on the health, safety and well-being of our employees and the contractual workers. The Environment, Health and Safety policy shows the support of our management towards EHS, which we adhere to at our operations and all project sites.

We follow the OHS management systems and procedures across all our projects and work locations. Before we commence work on any project, all routine activities are listed and the possible hazards and risks are identified through our well-established Hazard Identification and Risk Assessment (HIRA) system, which includes Standard Operating Procedures, Checklists and Permits based on the nature of work. The hierarchy of controls are applied based on the learnings from our completed projects during the design stage, which helps us eliminate the hazard or risks.

Some of the control mechanisms we follow include:

- a) Elimination- modify a design to eliminate the hazard
- b) Substitution- substitute a less hazardous material
- c) Engineering controls- install a ventilation system, machine guarding interlocks, sound enclosures etc.
- d) Signage/warnings and/or administrative controls- safety signs, safety procedures, equipment inspections, safe system of working, tagging and work permits
- e) Personal protective equipment- safety glasses, hearing protection, face shields, safety harnesses and lanyard, respirators, gloves.

**All operations and projects including contractual
workers covered for ISO 45001:2018
No. of personnel covered in OHS Management System: 40,981**



6.2.7 Health, Safety and Well-being :

Governance

The oversight of the health and safety committee by the Chairman, joint management-worker committee and worker participation are some of the key strengths of our robust OHS programme. Some of the highlights of our OHS programme are:

- Chairman chairs the safety committee meeting, which is organized by the Secretary. The Secretary updates the status of previous meetings by circulating the meeting agenda points and meeting minutes after the meeting.
- Monthly safety meetings are conducted, which is a formal Joint Management-Worker Health and Safety Committee with 50% participation of worker representatives and 50% management staff. Safety statistics are discussed, with the Plant and Machinery in charge giving updates on any concern or any changes in the operation of the plant and machinery.
- Store in charge updates on the status of PPEs stock.
- The management team and the safety committee conduct regular site tours to interact with the workers to understand any concerns and suggestions.

Worker participation and consultation in the development, implementation and evaluation of the OHS management system is an integral part of our work culture. Workers regularly participate in the toolbox talks and do give their suggestions during such meetings. HIRA is undertaken in consultation with other workers, such as technicians, operators, cleaners, contractors, etc.;

- Regular briefings and discussion forums via message boards, safety poster display, etc.
 - 'Monthly Helmet of Honour' rating for best practices followed at workplace.
 - Health and safety are also part of the performance reviews of employees and workers.
-



6.2.7 Health, Safety and Well-being

Workers Safety Best Practice

- Safety of all the processes is ensured by incorporating the EHS requirements in the tender documents, when the works are contracted.
- Once the contract is awarded, a kick-off meeting is carried out to address the requirements with the contractor, the management and the core team.
- Contractor submits the detailed EHS plan incorporating all the EHS and statutory requirements for approval by Project Head and EHS head.
- As and when required, Workshop mode training on EHS and HIRA is provided to the contractor staff.
- "Monthly Helmet of Honour" is provided as a motivational incentive for adhering to the best practice.
- Best practices are documented and shared with the project teams.
- Regular audits are conducted by trained and certified internal auditor and yearly surveillance audit by certifying agency.
- The results and feedback of these audits are used as a framework for continual improvement.

Workers are continuously encouraged to report any work-related hazards that they observe at site/work place. They are awarded the title 'Monthly safety man of the month' for being observant of any hazards/risks and bringing it to the notice of the supervisors and safety steward at site.

Workers are encouraged and empowered through regular toolbox talks and job-specific trainings are provided and are protected against any reprisals they may face at workplace. Work-specific safety posters on dos and don'ts with respect to work practices are placed around the work sites to inculcate safety culture in the workplace.

In the reporting period, there have been minor injuries that required first-aid. Across all our project sites, for workers numbering 73616, a total of 117 minor injuries were reported that required first-aid treatment.

Zero Accidents



6.2.7 Health, Safety and Well-being

OHS Training

OHS training provided to workers include general safety induction to new workers, regular toolbox talks and job-specific training. To create awareness on construction activities, OHS trainings that are specific to the construction-related activities are also provided to workers, which includes training for people working at heights, hot works etc. Height works include shuttering, blockwork masonry, external plastering, external painting, and hotworks are welding, gas cutting, fabrication works.

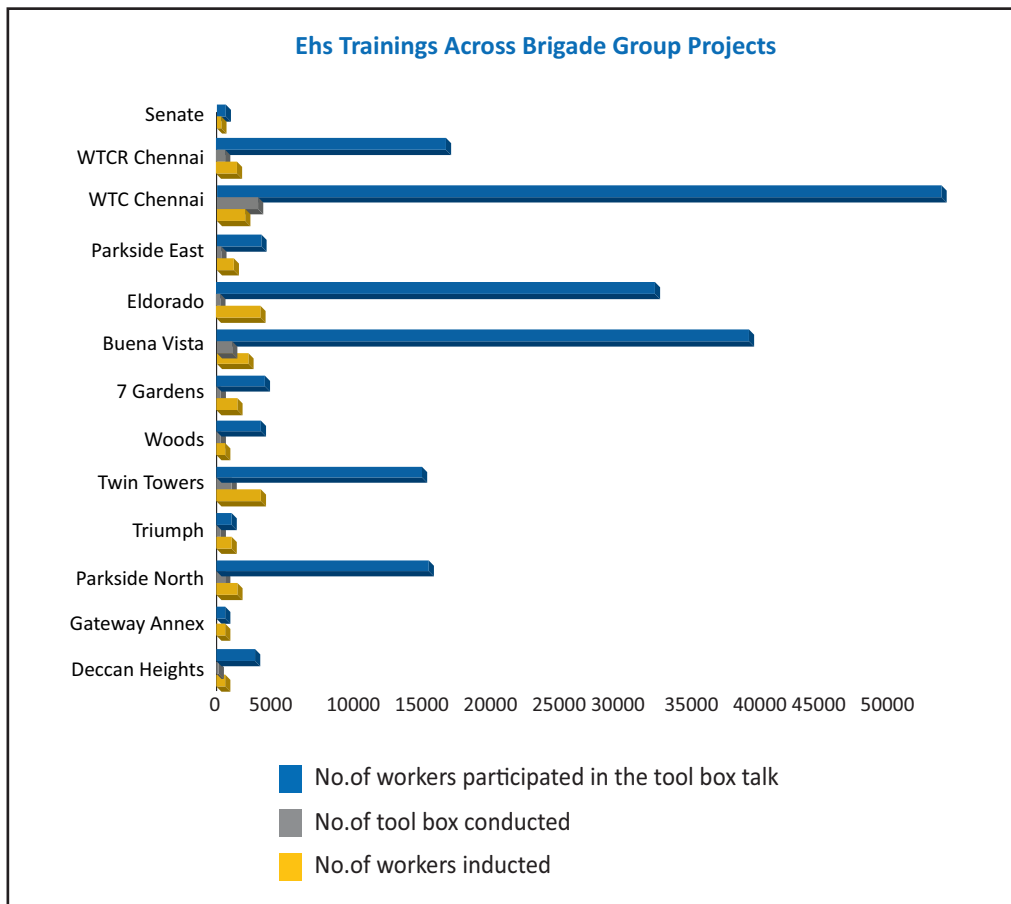
Specific OHS trainings are also provided to workers operating plant and machinery such as tower cranes, construction vehicles, material and passenger hoist etc.: Other OHS trainings provided to workers include emergency demonstrations and monthly mock drills to check the preparedness of Emergency Response Team on construction emergencies. Examples of emergency events include collapse of earth, fire breakout, electrocution, the collapse of shuttering, scaffold staging, fall of material from height, fall of a person from height etc.

Worker Health

We give high priority to the health and well-being of our employees and workers. As an organization, we give workers access to non-occupational medical and healthcare services through weekly doctor visit to the project sites and monthly medical camps. All our project sites are equipped with a first-aid centre and ambulance room to take care of any health emergencies that occur at the site.

We also have a tie-up with the nearest hospital for any medical emergencies. Health promotion services and programs offered to workers to address major non-work-related health risks, which include health camps to create awareness among workers on network related health risks, HIV, smoking, drug and alcohol abuse, physical inactivity.

Our projects Bricklane & Cornerstone Utopia had 84,400 & 5,96,496 number of workers attending EHS trainings.



Shot at Location- Brigade Eldorado

6.3 Customers: Value at the core

We believe that core values are the most important aspect of our business as they lay down the way we do business. Values support our vision, help us to shape the culture of our company and is the thread that strongly ties our multiple businesses across multiple segments. Quality and Customer Centricity - Fairness, Innovation, Responsible Socially, Trustworthy. QC – FIRST, our core values, are the essence of our company's identity and guides each employee of the organization to work toward a common goal. While real estate has been an unorganised sector for a long time, branded and organised players like us having strong core values have changed the way the industry functions.

Our core values: QC – FIRST focus on building trust amongst our customers by offering best-in-class product every time.

We build and maintain our customers' trust by ensuring:

- Robust and steady year-on-year growth across our various segments - residential, offices, retail and hospitality spaces.
- As recipients of top awards is a testimony for the quality of our projects.
- Large percentage of our new property sales/leasing happen due to the our existing customer's strong testimonials.



WAKE UP TO A GARDEN BREEZE EVERY MORNING.

Wake up to the view of a unique garden that lends to the essence of living in the Garden City. Comprising of 2 & 3 bedroom apartments, designed to maximise ventilation, the airy interiors allow you to enjoy the cool breeze of the gardens, even when you're indoors.



6.3.1 Customers: Marketing & Labelling

Typical Marketing & Labelling (Brochure) of Brigade Project – Brigade 7 Gardens

Marketing and labelling communications address the topic of product and service information that we share with our customers. At Brigade, we believe in fair and responsible marketing communications. Fair and responsible marketing avoids any deceptive, untruthful, or discriminatory claims and does not take advantage of a customers' lack of knowledge or choices. We deliver what we promise both from a product and service labelling and a marketing communications perspective. We give our customers access to accurate and adequate information on the positive and negative environmental and social impacts of the products and services they use. Access to this information helps customers to make informed purchasing choices.



06 People

6.3.1 Customers: Marketing & Labelling

As developers promoting the construction of green buildings, we make sure that we can bring in the elements of a certified building in our other projects to reduce negative environmental impact. During the reporting period, we have had no incidents of non-compliance concerning product and service information & labelling and marketing communication.



Typical Marketing & Labelling (Brochure) of Brigade Project – Brigade 7 Gardens

SPECIFICATIONS

FOUNDATION

Isolated//Combined footing

SUPER STRUCTURE

RCC Framed Structure

BLOCK WORK

Block Work

FLOORING-COMMON AREAS

Waiting lounge/reception/ GF Lobby/

Lift Lobby: Granite/Vitrified tiles

Stair cases: Step tiles/StoneEurocon

Other lift lobby and corridor (Upper): Vitrified tiles - 600 x 600mm

Service lift lobby: Vitrified tiles - 600 x 600mm

MEP rooms: IPS floor with smooth finish

Terrace: Clay tiles with water proofing

Basement: VDF/IPS with smooth finish

FLOORING RECREATION HOUSE (CLUB)

Lobby: Vitrified flooring

Gym: Vinyl Flooring

Multipurpose Hall: Vitrified flooring

FLOORING UNITS

Living/Dining/Family/Foyer: Vitrified tiles - 600 x 600mm

Master Bedrooms: Laminated Wooden Floorings / Vitrified flooring

Balcony/Deck: Antiskid ceramic tiles - 300x300mm

Master Bedroom toilet: Ceramic tiles

Other toilets and powder room: Ceramic tiles

Kitchen - Vitrified tiles - 600 x 600mm

Utility - Vitrified tiles - 600 x 600mm (same as kitchen tiles)

Studio Unit - Vitrified tiles - 600 x 600mm (same as kitchen tiles)

WALL DADO

Master Bedroom toilet: Glazed tile cladding up to false ceiling

Other toilets: Glazed tile cladding up to false ceiling

SPECIFICATIONS

KITCHEN

Counter: Provision for modular kitchen

Plumbing/Electrical: Plumbing: Provision for water purifier/ hot & cold water mixer in sink and washing machine

Electrical: 16amps/3 numbers (washing machine/ microwave oven, instant geyser) 6 amps - 5 numbers (fridge/hob/chimney/aquaguard/ mixer/exhaust)

TOILETS

CP Fittings: AU CP fittings of ESS ESS/Jaguar or equivalent

Sanitary fixtures: Wall-mounted white EWC with exposed flush tank (Parryware/Hindware/equivalent) with low-level ceramic flushing tank of standard make including health faucet

Accessories: Soap tray, toilet paper holder, basin mixer, robe hook, towel rod, health faucet

Master Bedroom toilet: Shower partition at extra cost as per client request

Shower: Wall Mixer for shower (Jaquar/Ess Ess or equivalent)

Wash basin-counter top: Master Bathroom - Granite counter other bathrooms- readymade counter and washbasin

DOORS

Main entry door-to unit: Hardwood door frames with designer panel shutters polished on both sides. Night latch for main door with Magic eye

Bedroom doors: Flush door with both side Synthetic Enamel painted. Mortice lock for bedrooms only

Toilet door: Hardwood frame both side commercial flush shutter resin-coated and thumb turn for the toilets

Utility: Not provided as utility is part of the kitchen. Only window provided Balcony door: UPVC/Aluminium glazed sliding door

Shaft door: MS door frame with steel shutter/standard

RAILING

Balcony railing: MS railing-vertical only and spacing to be not more than 150 mm

Staircase Railing (Common areas): MS railing-vertical only and spacing to be not more than 150 mm

06 People

6.3.1 Interactive Wall Display

Brigade Cornerstone Utopia, mixed-use development, is positioned as a smart community with an extraordinary, adaptable and authentic ecosystem for the future. Therefore, in line with our marketing strategy and as a sales aid to specifically showcase the sustainable/green highlights of the project, we created a unique 'Interactive Wall Display', subdividing the wall into the key specific areas of interest that embody and give life, as well as meaning, to the standout features of the development.



This interactive touch wall visually shows an amalgamation of mobility, an integrated lifestyle and sustainable characteristics onto a smart community aimed to elevate the lifestyle of its residents. The wall is a visual representation of graphics, and upon gesturing (keeping in mind COVID-19 protocol) in front of a specific printed graphic, a projected mapped animation comes to life. A first of its kind in Bengaluru, this marketing innovation makes the customer experience both interactive and immersive.



06 People

6.3.1 Customers

Customer Connect:

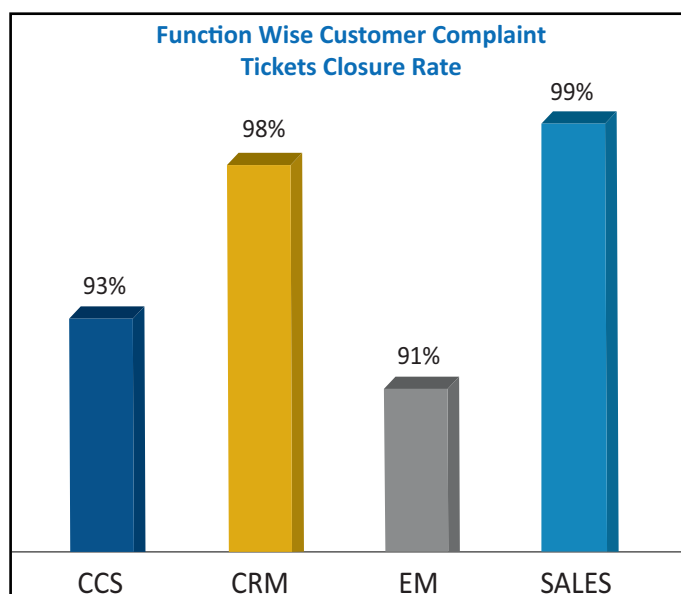
To handle customer queries and complaints efficiently through an effective complaint management system. CRM, CCS, EM & SALES departments are responsible for managing the customer queries. Customer can address their queries through phone, e-mail inquiries, walk-ins at HO and site offices, social media and customer portal. A ticket is raised by the customer connect team as soon as the complaint/enquiry is raised and assigned to the appropriate department. Unresolved tickets are reviewed on a weekly basis. All communications with the customer are recorded and are resolved in a timely manner. Corrective measure/care is taken so as to avert similar issues.

Customer Satisfaction:

Customer feedback is taken at each of the following stages by the respective teams.

- Enquiry to prospects - pre-sales / GRE
- Documentation by CRM team
- Handing over by CCS team
- On completion of the maintenance period

Feedback received are rated on a 4-point scale and satisfaction index is calculated. Trends of the customer satisfaction collected at each stage is reviewed in management review meetings and action items identified to enhance customer satisfaction.



Operational Control Procedures for Customer Connect and Service



Marketing

- Helping make a connect with the target audience
- Brand awareness
- Manage assets online
- Branding & marketing strategy for launch based on USP and category of projects and target group



Pre-Sales

- Handle business enquiries through a sytematised process
- Inputs include: phone; lead from landing page; email; walk-ins & events
- Procedures clearly laid out
- Lead Management Software (LMS), Visitor Management System (VMS) & Guest Relation Executives (GREs)
- MIS reporting



Sales

- Engage with all leads through various sources in a timely manner
- Enquiry documentation
- Collection of the booking amount
- Site visits coordinated
- Input to C4C system & customer ID created



Customer Relation Management (CRM)

- Customer communication: allotment, agreements, queries, progress at the site, invoicing, demand, collection and facilitate registrations
- Sales order created, booking amount invoice sent
- All communication time-bound response
- All records maintained



Customer Care Service (CCS)

- Handover & corrective actions to resolve handing/post handing over complaints
- Pre-inspection of flats before handover
- Rectify pre-inspection snags
- Customer complaints - evaluated & corrective actions taken

6.3.2 Customer Health and Safety

At Brigade, we value the health and safety of customers and follow systems and procedures to ensure the same. Customers have a right to products that are safe and their health and safety are considered across the life cycle of the product through operational control procedures that we follow at our projects. Some of the common hazards and risks that can arise in a construction site are tripping, slipping and falling, contact with electric equipment, electrocution, fall of material on person, exposure to dust and noise, getting trapped under vehicles, nails piercing into foot, and uneven walk ways in the project site during construction.

We allow customers in the site only after they have registered with the designated site management/supervisory staff and collect safety helmets before entering the site. We make sure that they have the emergency contact number and also accompanied by personnel from site team who shall be site management or supervisory staff, to look after the visitors during the whole period of the visit on site.

All our sites are clearly marked with signages for easy access, and make sure that the visitors use proper pathways not shortcuts, to reach their destination. Visitors are advised not to touch any electric connections, wirings, equipment etc. and stand clear of construction machinery and not walk under suspended loads, in particular crane systems. During the reporting year, there were no incidents of non-compliance with respect to customer health and safety.

Customers have a right to non-hazardous products. Where their health and safety are affected, customers also have the right to seek redress. This disclosure addresses the life cycle of the product or service once it is available for use, and therefore subject to regulations and voluntary codes concerning the health and safety of products and services. During the reporting period, we had no incidents of non-compliance concerning the health and safety impacts of our products and services.

Customer Health and Safety (Virtual Sales)

Our customers are a very important stakeholder group to us. Our customers consist of those who purchase our residential projects, commercial projects, retail projects and hospitality projects. We engage with our customers through Brigade Showcases and facility teams at project sites. We have continued to communicate with our customers during the COVID-19 lockdown.

During the reporting year, we switched our marketing and sales to a virtual platform. Existing customers who could not make it to the site to know the progress could see the progress through live streaming.



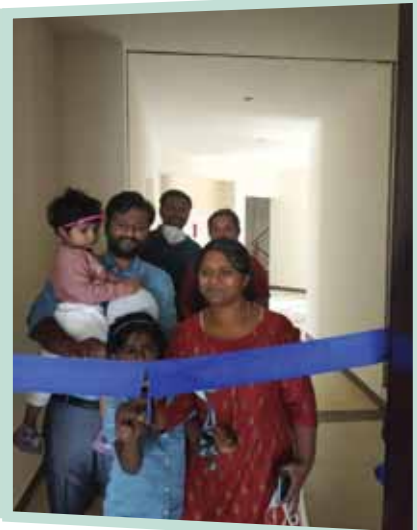
The objective of Safety is accident prevention

Customer Testimonial – Post handover process

From: Narayanan Raghuraman

Dear All!

At the outset, we would like to convey our wholehearted thanks to the Brigade Team for offering a very professional support throughout the cycle, right from Marketing to Registration and handover. It has been quite a memorable experience dealing with all of you. Thanks for Brigade's understanding of the practical difficulties which we faced due to the pandemic situation. Special thanks to Sheeba Madam for considering the rescheduling the instalments as bankers were insisting on too much of formalities which were time consuming as coordinating from Dubai was a very channeling one and complying with requirements of the banks which made us to decide not to go with bank loan. Thanks to Naveena and Jishil for providing information at the initial stage of support. Thanks to Parveen and Accounting team for offering initial account-related services. Vandhana and Raghu G enabled smooth coordination from the property side. Whenever, we requested them to arrange for visits, they placed the same immediately without hesitation. Handing over process was very smoothly done. The most interaction we had throughout the project was with Premalatha Patil. In other words, we troubled her with constant follow-up mails. Apologies. As we were communicating from Dubai, we preferred the mail-route as the primary channel and telephone as an immediate next option. Will find it difficult to get suitable words in English Dictionary to appreciate her patience and her teams.



Dear Amar, Col Narasimha & Mr Shivram,

Just wanted to take a moment to appreciate Raghavendra's effort & contributions in handling the affairs of Cedar Block. Raghavendra is the key person who was highly instrumental in bridging the gaps between Cedar Owners & BCV & reduce friction among both parties & handling the challenging, tough customers. He puts across the message very clearly & diplomatically which doesn't oppose the owners & at the same time communicates the message. He brings in customer delight & I believe if he can handle a situation at cedar with so many challenges, he can handle any situation with utmost ease & bring in customer delight. He is definitely a great asset to BCV. Thank you, Raghavendra for all your efforts & get things going. Please take care of your health & wish you lots of peace in this stressful & challenging role.

Best Regards, Sujai



The entire experience of interacting with Brigade Group was really impressive. Not only does Brigade have a good name, but I have also had the good fortune to get a first-hand experience of their Commercial projects, during my work in Bangalore.

When I came across Brigade Orchards and understood the Smart Township plans, I found it to be very compelling, because the overall thought process was in line with a lot of things you would need for a flourishing city. For e.g. One does not have to travel too far to go to the office or if you have kids and desire a school nearby. All of this is very convenient. I work in the travel and tourism industry and thus have to travel frequently. Being just 15-20 minutes from the Airport is great. Brigade Orchards appeared interesting right from the very beginning because of the location, amenities and proximity to the Airport. Once you're within the township, it feels like an oasis of its own. It's very green, well planned with different sporting facilities. Being an active person, this was something that caught my eye. I am extremely happy to be investing in the Kino project here, which is still under construction and am eagerly looking forward to the completion of the same. I think Brigade Orchards is a great project for anyone who wants to invest here.

Ms. Natasha Padmaraj
Customer, Brigade Orchards



Shot at Location- Brigade Orchards

This has been our personal experience that with whomever we interacted from Brigade have been very forthcoming. The best part of the Brigade is that whenever we have had any issue, they will look into it and solve it in the best possible way. They are approachable. We have loved Brigade Exotica so much that we have gone ahead and purchased another one. Our relationship with Brigade has been for more than a decade, and we keep going back to them. This says something. Hopefully, they follow the same principle and grow bigger and build many more and better than the previous projects.

Mrs. Uma Dhananjay
Customer, Brigade Exotica



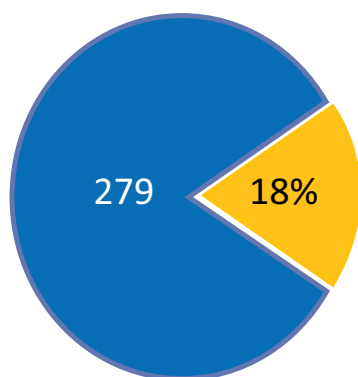
Shot at Location- Brigade Exotica

6.4 Suppliers

We understand the strength of partnerships and we have worked with many of our supply chain partners for more than five years, and with some even more than a decade. We believe that supply chain partnership is core to our business success. Their valuable support and our understanding of their concerns help in positive co-creation. We have tried to map our suppliers for their social and environmental practices, especially the material suppliers. We have identified suppliers where we think environmental and social assessment would be required. We are in the process of intensifying sustainability-related work for our supply chain.

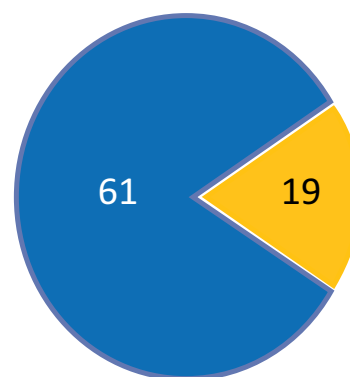
Our value chain is diverse, and we have categorized our supply chain as Material Suppliers, Contractors, Consultants and Channel Partners.

Total Material Suppliers Vs Significant & Critical Suppliers



■ Total Suppliers
■ Significant and Critical

No. Of Responses For Assessment From Significant And Critical Material Suppliers



■ Significant and Critical
■ Responses and Environmental and Social Assessment

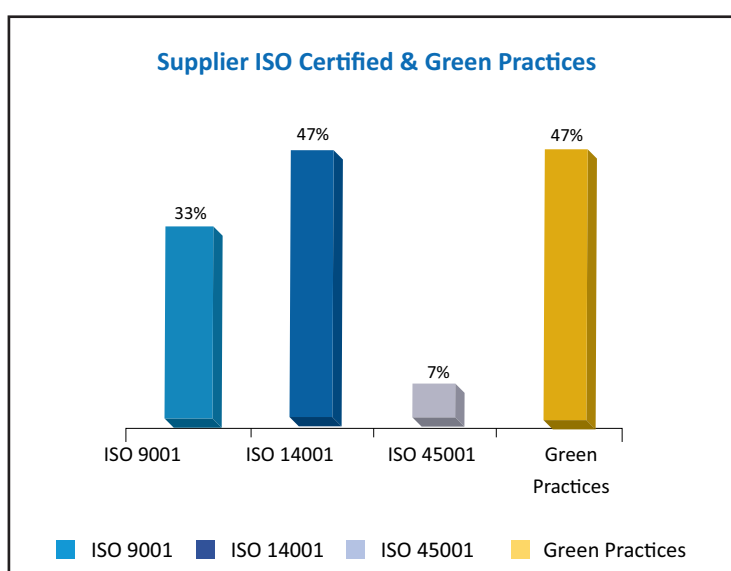
Material Suppliers:

Amongst two hundred and seventy-nine, twenty-two are categorized as significant (by cost criteria) and thirty-nine as critical (Business operations). These suppliers are mostly local and supply various construction materials such as UPVC works, ready-mix concrete, cement, vitrified ceramic tiles, door hardware materials, timber doors, electrical panels, Glass (coated and clear), concealed cisterns, sanitary fittings, car parking systems, organic waste converters and automation. Out of these suppliers, fifty-two suppliers have worked with us for more than a decade and ninety-two for more than five years.

Many of our suppliers have exemplary practices such as publishing sustainability reports, implementing standards such as ISO 45001, ISO 9001, and ISO 14001, IEC 61439. Some of our suppliers also have Ecovadis certification and many have accounted for green practices such as RoHS Compliance, DW Energy Rating, conducting LCAs, certified green buildings and standardized waste disposal practices.

Some of the other responses that we got mentioned about practices such as having ETP, ZLD, industrial symbiosis, recycled plastic. Some suppliers use sustainable pine for packaging and transportation while some have mentioned waste recycling practices.

Some also mentioned the negative practices such as solid waste and wastewater and their actions around those areas. Some mentioned dust emissions, concrete wastage and spillage, dust collectors and PPEs to handle the waste. Hazardous waste is disposed of to authorized vendors as per the disclosures of our suppliers wherever hazardous waste is generated. Having initiated the collection of the information, we have understood how the future collaborations on sustainability can be accelerated.



6.4 Suppliers

Contractors:

We have one hundred and fifty contractors and out of those six are significant. Typically, we have contractors for service provisions, plumbing and electrical contractors, service providers for fire and security work, swimming pool etc, Amongst these, forty-six have been working with us for over a decade and fifty-three of these have worked for more than 5 years.

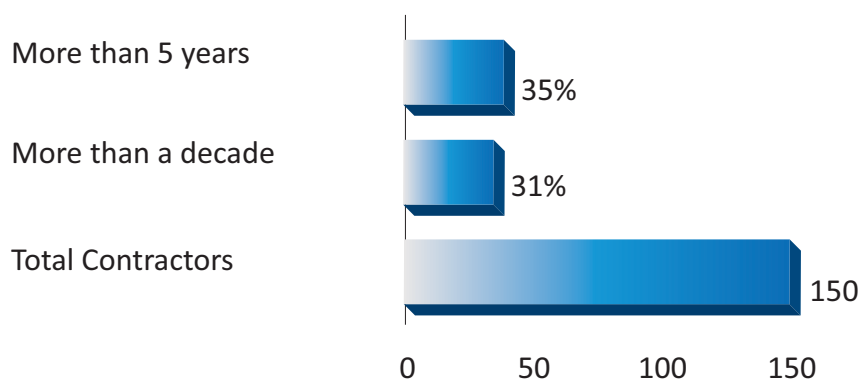
Consultants :

We have consultants working in structural engineering, HVAC, PHE and fire, architectural and design firms, lighting design, landscape, management, MEP (Mechanical, Electrical and Plumbing) and green building consultants. The total number of consultants are one hundred and twenty, out of which nineteen responded to the survey. Many of our consultants have worked with us for a long time.

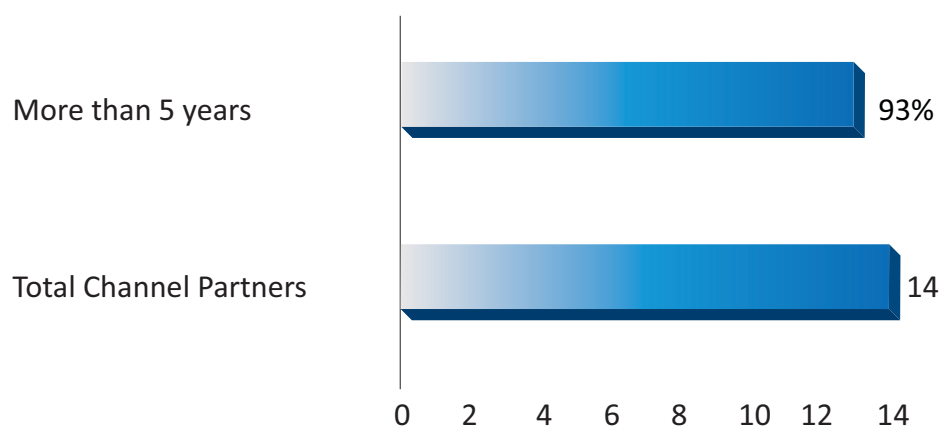
Channel Partners:

For retail, commercial and residential and we have over seven hundred channel partners in residential, commercial and retail space. Nearly 25% of these are significant and critical for us. Sixteen of them have worked with us for over five years.

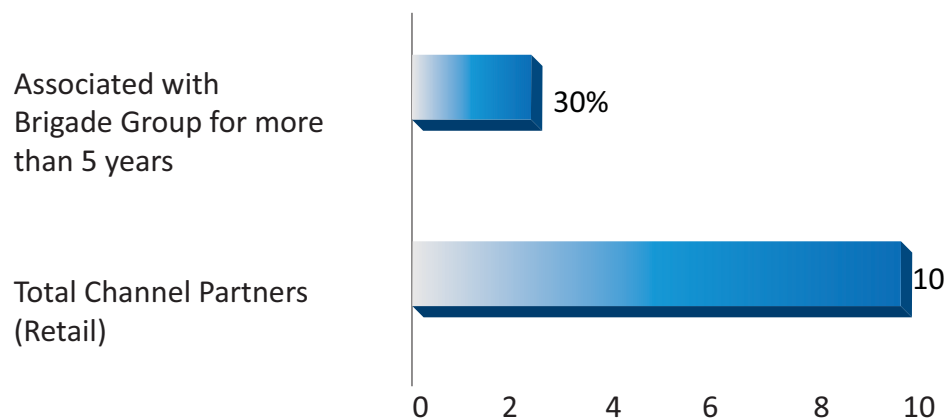
Total Contractors And Association With Brigade Group



Channel Partner (Commercial) And Association With Brigade Group



Channel Partner (Retail) And Association With Brigade Group



6.5 Communities

At Brigade, we place a strong focus on CSR and impacting thousands of lives every day – at our construction sites, office & retail spaces, hotels and residential projects.

CSR has been at the core of Brigade Group's vision and mission since its inception and forms an integral part of its activities. As a responsible organisation, we are committed to enhancing our relationships with the community by creating a positive impact through our Corporate

Social responsibility (CSR) initiatives.

The CSR Committee formulates and recommends to the Board for approval the CSR Policy and any amendments as and when needed. The Committee also advises the Board on the activities to be undertaken by the company and reviews and recommends the annual CSR plan and the budgetary outlays to the Board for approval. The Committee also monitors the CSR activities and compliance with the CSR Policy at regular intervals. We have formulated our CSR policy in accordance with section 135 of the Companies Act, 2013. The CSR policy sets out the framework that guides the organization to carry out CSR activities.



The CSR activities are chosen as per the CSR act Schedule VII. The primary areas of CSR activities include:

- Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining the quality of soil, air and water;
- Protection of national heritage, art and culture including restoration of buildings and sites of historical importance and works of art; setting up public libraries; promotion and development of traditional arts and handicrafts;
- Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly, and the differently-abled and livelihood enhancement projects;
- Promoting gender equality, empowering women, setting up homes and hostels for women and orphans; setting up old-age homes, daycare centres and such other facilities for senior citizens and measures for reducing inequalities faced by socially and economically backward groups.

Overall CSR expenditure during the year 2020-21 is about INR 8,20,80,000.

Apart from the above the other CSR activities, the other areas of work that we take up are:

1. Eradicating hunger, poverty and malnutrition, promoting preventive health care and sanitation and making available safe drinking water;
2. Measures for the benefit of armed forces veterans, war widows and their dependents;
3. Training to promote rural sports, nationally recognised sports, Paralympic sports and Olympic sports;
4. Contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government for socio-economic development and relief and welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women;
5. Contributions or funds provided to technology incubators located within academic institutions which are approved by the Central Government;
6. Rural development projects.
7. Such other activities as may be notified by the Ministry of Corporate Affairs from time to time.

We at Brigade Group, encourage our employees to engage in CSR activities. We also take up appropriate capacity-building activities for our employees to strengthen and improve our overall CSR delivery and reach on the CSR activities.

Over the years, the company has engaged in several initiatives in the areas of environment protection, public amenities development, urban art and culture, education, welfare of animals etc. with the objective of social and economic development of the community. Over the years, our major CSR contributions have been to Brigade Foundation, and IME Trust (Indian Music Experience Trust). During the year 2020-21 our total CSR expenditure is INR 82 million. In the reporting year we have taken up beautification of under the flyover, close to senate as part of our CSR works.

Brigade Group received the 'Best CSR work by a Developer' for the redevelopment of the Kempegowda Playground in Malleswaram and Skywalk on Dr. Rajkumar Road.

06 Community

6.5 Brigade Foundation

Brigade Foundation is a not-for-profit trust set up in 2003, which is registered with the Karnataka Societies Registration Act, 1960. The main objectives of the Foundation are in the areas of education, health and community development. The Foundation has seven members as the Board of Trustees. It also has a well-structured hierarchy involving the trustees, review committee, an executive committee, administrator and managers and other staff under them to enable execution of programs efficiently.

Brigade Foundation runs three schools and the two important areas apart from education which the Foundation is focusing on are Health Services and Skill Development.

Education :

The foundation works with one vision, that is to provide an international level of education to children living within its projects. It has created unique initiatives for the exclusive use of the teacher at the schools. The schools have been in operation for 15 years, with a student strength of 3459 and has now increased the staff to 289. The three Brigade Schools are situated in Bangalore – J.P Nagar, Mahadevapura and Malleswaram.





Health :

One of the major initiatives taken up by the foundation is the establishment of the Health Centre. To enhance our work in the health care field, Brigade Foundation, along with Brigade Enterprises, has entered an MOU with the St. Johns Hospital Trust to set up a hospital at Brigade Meadows, Kanakapura Road. Brigade Enterprises Limited has transferred the hospital land to Brigade Foundation and hospital will be developed in the next 2 to 3 years.

Community Development :

The foundation recognised a dire need for youth surround some of its projects for employable skills and felt the need to address it. To fulfill this need, it plans to set up a Skill Development and Vocational Training Institute in the North of Bengaluru. The foundation has been making contributions to support communities in the aftermath of natural calamities. Amongst our community development programme is the beautification of under the flyover close to the senate area in Bengaluru.

Skill Development :

With regards to Skill Development, a parcel of land allotted by KIADB to the Brigade Foundation for setting up a vocational training centre relating to the construction sector. This project is on the drawing board.

6.5 Art, Heritage & Culture

The Indian Music Experience (IME)

As part of our CSR work under “Art, Heritage and Culture, we have set up the Indian Music Experience Trust, which has set up a Museum of Music, the first of its kind in India, and is India’s only interactive music museum. The vision of the museum is to increase the understanding and appreciation of the diversity of Indian music, from traditional to contemporary styles, through exhibits, performances and learning activities.



First-of-its-kind museum of 50,000 sqft with interactive, permanent and temporary exhibits spread across three floors.

10 exhibits that explore various facets of Indian music

Spaces for performance include: Performance theatre, terrace amphitheatre and seminar hall



From Architecture...To pure Art

Art is an underlying aspect of Brigade's professional ethos. Art is everywhere: in city aesthetics, architecture, interiors and landscaping. Pure art first entered our professional sphere when we began commissioning leading artists in Karnataka to create murals to adorn our buildings. Then art became the running theme of successive calendars. In the process, we commissioned sketches, paintings, photographs and sculptures.

Today our corporate offices form the backdrop for some memorable works of art you see in some of our calendars. The common factor—seen across all forms—is a deep sensitivity and soaring creative spirit. We are proud to have them in our permanent art collection. The doors of our corporate offices are always open to those who would enjoy viewing these works of art.



Shot at Location- Indian Music Experience

6.5 Communities CSR – COVID-19

Brigade's efforts for the welfare of construction workers

Our nation finds itself in desperate times as the Coronavirus pandemic makes its way around the world. While the lockdown response aims to control the spread of the virus in India, unfortunately, most daily wage workers are vulnerable now more than ever without access to livelihood, food and medical care while being away from their families when they need them the most.

Through the Brigade Foundation, Brigade has allocated INR 2.5 Crores on an immediate basis towards the welfare of 10,000 construction workers who have been forced to stop working. We are allocating these funds across multiple outreach efforts, including direct provision of daily rations, sponsoring 60,000 meals through Akshaya Patra, and wherever possible, direct transfer payments to their Jan Dhan accounts. We are making all efforts to keep the construction workers motivated, safe and healthy, by conducting counselling sessions and exercise sessions to stay mentally and physically active.



The foundation has also made many contributions to offer support during the COVID-19 pandemic.

- Brigade has contributed INR 10 lakhs towards the Chief Minister Relief Fund COVID-19.
- INR 2 Lakhs donated to Sri Ramakrishna Mission.
- Over 2 truckloads of rice sent to Chennai.
- Dry ration supplied to more than 3000 families in Bengaluru.
- Bread loaves provided to over 500 persons for two weeks.
- Brigade staff has made voluntary contributions amounting to about INR 4 Lakhs.



7.1 GRI Index

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Brigade Enterprises Limited (BEL) is a publicly listed company engaged in developing residential, commercial and retail properties primarily in South India (Bangalore, Mysore, Chennai, Kochi, Ahmedabad, Hyderabad and Trivandrum. Brigade Group has a diverse portfolio that includes subsidiaries and joint ventures focused on property development & management, hospitality, leased rentals and education.