

Ref. No.: MUM/SEC/65-06/2024

June 5, 2023

To,

The Manager
Listing Department
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai – 400 001

The Manager
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, 5th Floor, Plot C/1
G Block, Bandra Kurla Complex,
Mumbai – 400 051

Scrip code: Equity (BSE: 540716/ NSE: ICICIGI); Debt (NSE: ILGI29)

Dear Sir/Madam,

Subject: Environmental, Social and Governance (“ESG”) report of the Company for FY2023

Please find enclosed the Environmental, Social and Governance (“ESG”) report of the Company for FY2023.

The ESG report of the Company for FY2023 will also be available on the website of the Company at www.icicilombard.com.

You are requested to kindly take the same on records.

Thanking you.

Yours faithfully,

For ICICI Lombard General Insurance Company Limited

Vikas Mehra
Company Secretary

Encl. As above

ICICI Lombard General Insurance Company Limited

IRDA Reg. No. 115
Mailing Address:
401 & 402, 4th Floor, Interface 11,

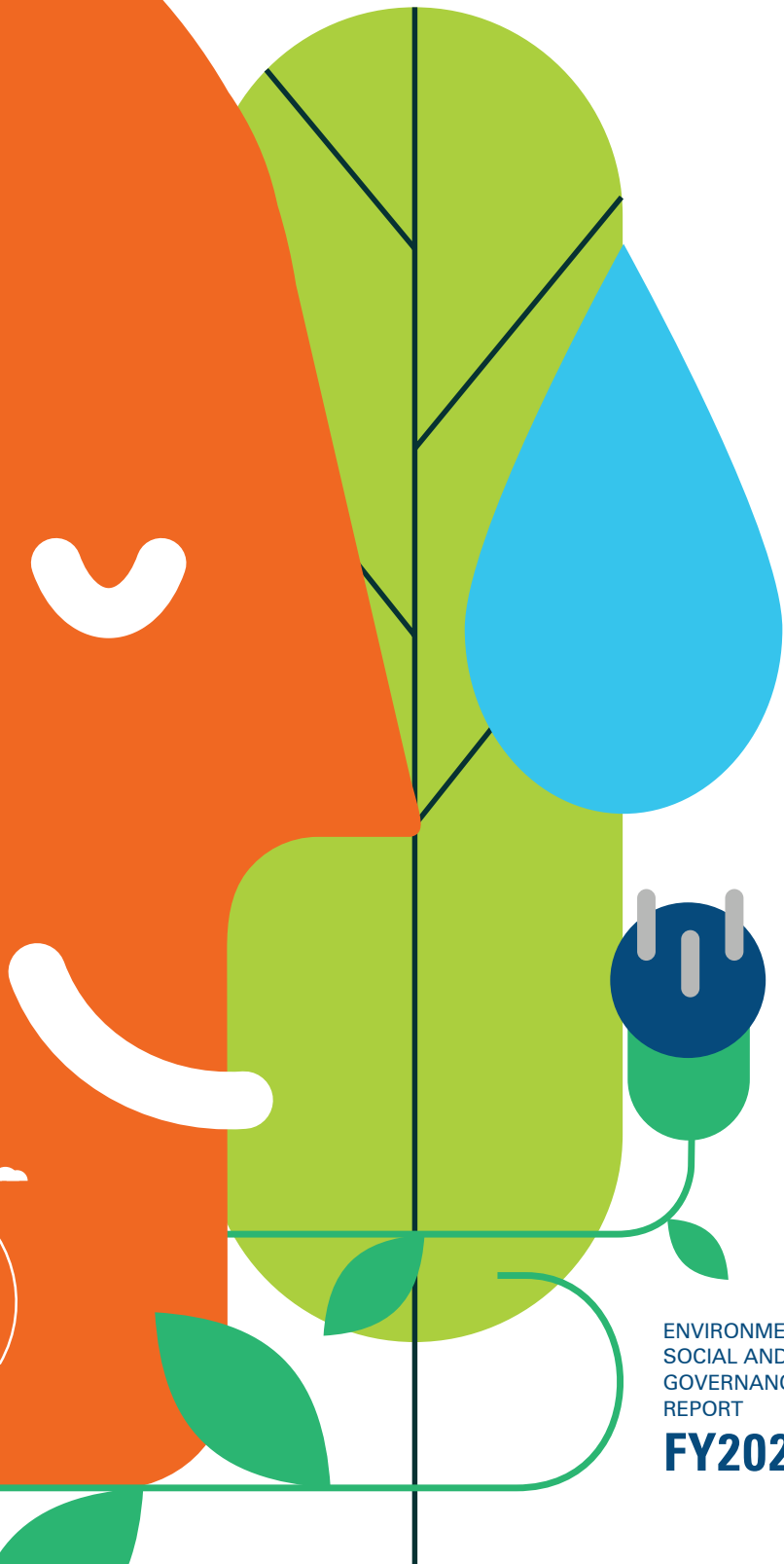
New Linking Road, Malad (West),
Mumbai - 400 064

CIN: L67200MH2000PLC129408
Registered Office:
ICICI Lombard House, 414, Veer Savarkar Marg,
Near Siddhi Vinayak Temple, Prabhadevi,
Mumbai - 400 025

Toll free No. : 1800 2666
Alternate No.: +91 8655222666 (Chargeable)
Email: customersupport@icicilombard.com
Website: www.icicilombard.com

OUR CONTINUUM OF CARE

From Customers
to the Planet



ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE
REPORT
FY2023

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ABOUT THE REPORT

Purpose

This is ICICI Lombard's fourth consecutive ESG Report, prepared to provide the stakeholders with a comprehensive view of ICICI Lombard's commitment to the integration of ESG in operations, underwriting, investment, and business strategies.

Content Orientation

This report aims to apprise stakeholders about ICICI Lombard's strategic initiatives in protecting and enhancing long-term sustainable growth through financial and non-financial value creation, retention, and distribution. Subsequent sections present the following topics:

- Vision and purpose
- Business profile
- Integration of ESG in business
- Material issues and their impact on sustainable value creation
- Commitment to strengthen Environmental, Social, and Governance

Reporting Scope and Boundary

ICICI Lombard published its first ESG Report in FY2020 and has continued reporting annually, following the financial reporting cycle. The last ESG Report for FY2022 was published on July 12, 2022. Previous years' reports can be accessed on the ICICI Lombard website (www.icicilombard.com>Investor Relations>Environmental Social & Governance>ESG report). The information and data presented in this report correspond to ESG performance in the period from April 1, 2022 to March 31, 2023. ESG disclosures contained in this report are to be read in conjunction with ICICI Lombard's Integrated Annual Report FY 2022-23.

The scope and boundary of the report includes all activities and operations in ICICI Lombard's corporate office, regional offices, and branches across India. Any inclusions/exclusions in the reporting boundary of material topics have been indicated in the respective sections of the report. This report does not include any kind of information and/or data that pertains to any entity outside the organisation.

The report's contents mention figures and events from the past to offer a background perspective. There is no restatement of information pertaining to material topics from the previous reporting period. The forward-looking statements contained in this report are based on an analysis of the current context. Information outside this reporting period is specified. The current report reviews material topics for the business in accordance with GRI Revisions of 2021. The significant locations of operations are defined the same as the reporting boundary, which includes the corporate head office, regional offices, and branches.

The Company acquired non-life business of Bharti AXA General Insurance Company Limited w.e.f April 1, 2021, hence FY2021 numbers in the report are not comparable.

ICICI Lombard had published its last report in FY2022, which is available on Company's website at: https://www.icicilombard.com/docs/default-source/esg/esg-report-2022.pdf?sfvrsn=39fd6b55_8

Reporting Guidelines and Standards

The data in the report is prepared in accordance with GRI Standards 2021. Reporting on ESG topics continues to be based on materiality. The Reporting Principles, Universal Standards, and Topic Specific Standards detailed in the GRI Standards have been taken into account while preparing the report. While deciding the ESG themes for the articles in the report, data collection, and during the preparation of the report, ICICI Lombard was guided by GRI principles for defining the report content namely, sustainability context, materiality, completeness, and stakeholder inclusiveness. The report also captures ICICI Lombard's contribution towards achieving the objectives of the Sustainable Development Goals (SDGs) and the organisation's commitment to the ten principles of United Nations Global Compact (UNGC). Assumptions and/or exceptions made while reporting on the GRI disclosures are duly explained. Disclosures, in compliance with the GRI standards, are listed in the GRI Content Index (Refer pg.no 90) at the end of the report.

Assurance

The report including the ESG performance related disclosures have been reviewed and verified by all relevant internal stakeholders and by the senior leadership. An independent external assurance provider Deloitte Haskins & Sells LLP ("DHSLLP") has also assured the GHG Emissions accounting. This 'limited assurance' was conducted as per the requirements of International Standard on Assurance Engagements (ISAE) 3410 — "Assurance Engagements on Greenhouse Gas Statement".

Feedback

ICICI Lombard would appreciate feedback and insights on the contents of this report, as it would help in improving the organisation's efforts, performance, and policies. For feedback and queries, please write to ir@icicilombard.com



COMPANY PROFILE

ICICI Lombard is one of the leading private-sector general insurance companies in India. Established in 2000, we have grown to become a significant player in the insurance industry over the last 23 years, with a presence in 28 states & 9 Union Territories of India with 305 branches. Our headquarter is in Mumbai, and we are a public limited company listed on the BSE Limited and National Stock Exchange of India Ltd. with a gross written premium of ₹ 217.72 billion for FY2023.

We have a robust Enterprise Risk Management in place that ensures effective governance for managing potential risks and creating long-term value for our stakeholders. Our focus on delivering innovative products has enabled us to empower stakeholders during difficult and uncertain times. Our affordable and accessible product offerings have succeeded in bridging the insurance protection gap and providing financial protection to society. Our sound capital position and business competencies have reinforced our credibility with customers and investors alike. Furthermore, our

structured investment approach has resulted in long-term assets that positively impact society. As we move forward, we remain committed to upholding our values of integrity, trustworthiness, and sustainability in all our business relationships. We will continue to fulfil our promises and maintain our reputation as a reliable insurance provider.

02



BUSINESS OVERVIEW

₹ 217.72 billion

GWP

32.7 million

Policies issued

37

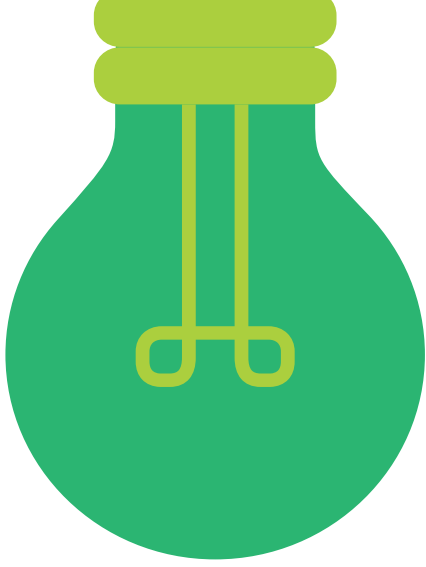
States and Union Territories

305

Branches

917

Virtual Offices



OUR VALUES



Vision

To be the most value-creating and admired risk solutions company in India, with a global footprint.



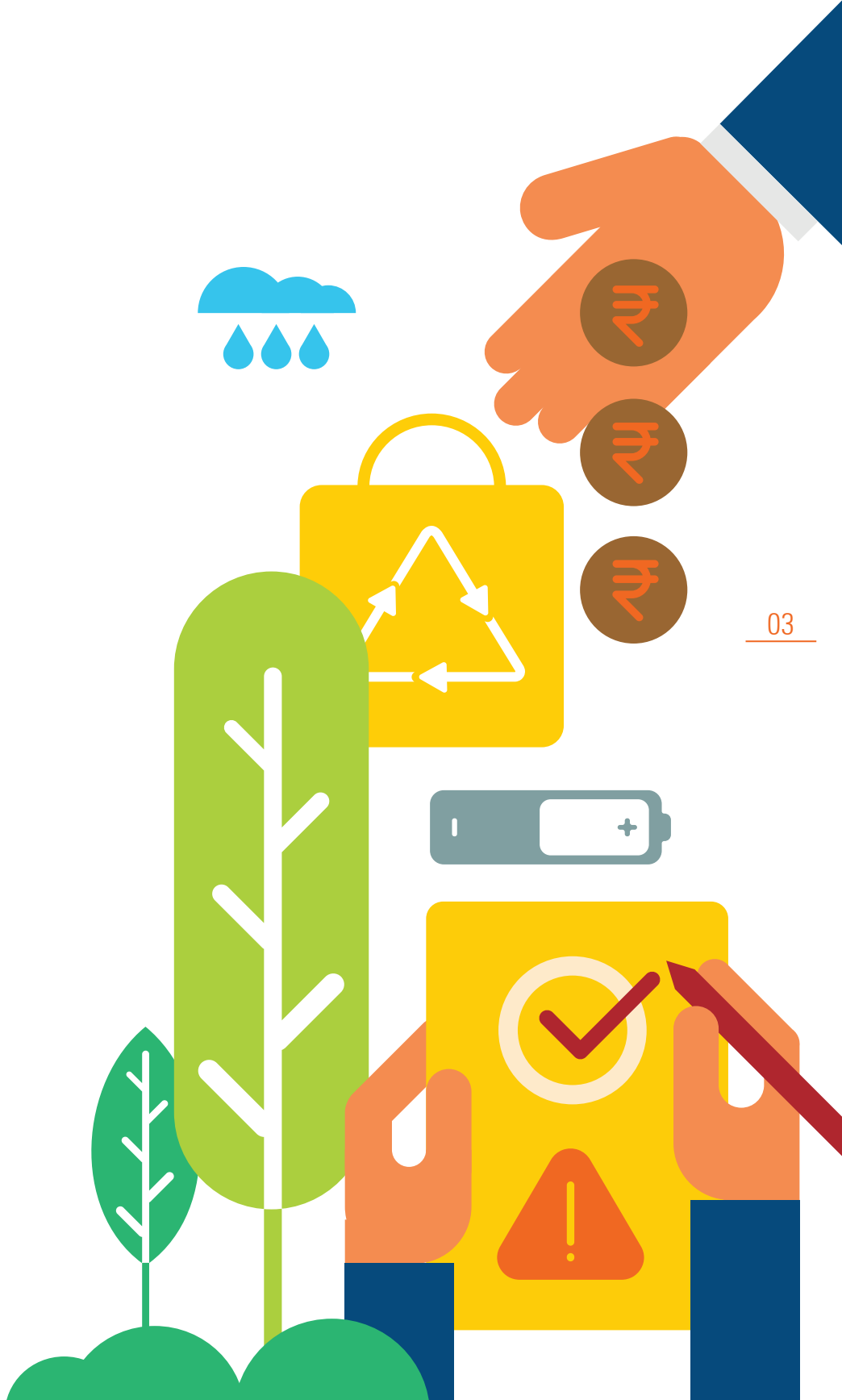
Motto

To provide a reliable one point destination for varied customer requirements of risk solutions.



Purpose

ICICI Lombard operates with a purpose: **Our Continuum of Care - From Customers to the Planet**, that we have made to our policyholders, to the people who work for us, to our business partners, to our investors, vendors who support us, and the communities who provide us with the social licence to operate.



COMPANY PROFILE

DOING BUSINESS IN A SUSTAINABLE WAY

We deliver our products and services catering to our stakeholders through four main business clusters.

OUR BUSINESS

Corporate Solutions Group

Provide integrated solutions to Corporates, Micro, Small & Medium Enterprises (MSMEs)

Insurance solutions offered

- ✿ Fire
- ✿ Marine
- ✿ Engineering
- ✿ Liability Solutions
- ✿ Employee Group Insurance
- ✿ Cyber Insurance
- ✿ Health and Personal Accident

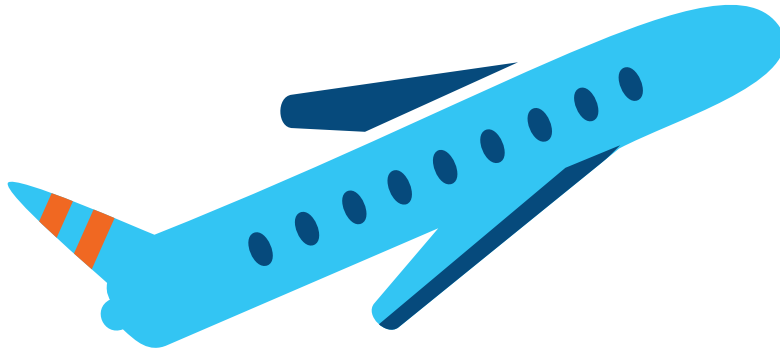
Government & Rural Business Group

Provide insurance solutions to State and Central governments or government-owned enterprises and rural customers

Insurance solutions offered

- ✿ Crop
- ✿ Cattle
- ✿ Weather
- ✿ Mass Health
- ✿ Personal Accident
- ✿ Motor





Retail Group

Provide insurance solutions to individuals and small enterprises through multiple channels such as Agents, Brokers, Bancassurance, Tele-Sales, Direct Alliances, Motor Insurance Service Providers (MISPs) and Online Platforms

Insurance solutions offered

- ✦ Health
- ✦ Home
- ✦ Motor
- ✦ Travel
- ✦ Personal Accident
- ✦ Cyber Insurance

Shared Services

Leverage support functions across the organisation to improve customer service and drive business efficiency

Solutions offered

- ✦ Underwriting and Claims
- ✦ Customer Relationship
- ✦ Technology
- ✦ Operations
- ✦ Reinsurance
- ✦ Finance and Accounts
- ✦ Human Resources
- ✦ Legal and Compliance
- ✦ Actuarial
- ✦ Marketing
- ✦ Business Analytics
- ✦ Administration
- ✦ Fraud Control

Note: Further to main businesses mentioned above ICICI Lombard's International business capabilities are given a boost with the IFSC Insurance Office (IIO) at GIFT City. The IIO is capable of servicing the corporate customers following the law of the land and is ICICI Lombard's centre for new product innovation and servicing for global customers.



COMPANY PROFILE

OUR VALUE ADDED SERVICES

At ICICI Lombard, we remain steadfast in our commitment to elevate risk management, safety, and operational efficiency for our esteemed corporate clients spanning diverse industries. Through the strategic utilization of cutting-edge technologies and tailored solutions, we actively engage in proactive risk mitigation, performance optimization, and the protection of our clients' valuable assets and overall well-being.

ICICI Lombard's comprehensive range of value-added services

Awareness and Accessibility Solutions

- ✦ Property Loss Prevention Exercise (PLPE)
- ✦ Climate Risk Engagement – Alerts & Technical Engagements
- ✦ Fire Mitigation Solutions

Advanced ROI based Solutions for Safety and Efficiency

- ✦ Comprehensive Risk Assessment (CRA)
- ✦ Electrical Risk Assessment (ERA)
- ✦ Lightning Protection Adequacy Study
- ✦ Ultrasound technology for Gas Leak Detection

Advanced Solutions for Process Safety for Complex industries

- ✦ Hazard And Operability Study (HAZOP)
- ✦ Failure Mode and Effects Analysis (FMEA)

IoT Devices for Online Monitoring

- ✦ Fire Hydrant IoT
- ✦ Temperature & Humidity IoT
- ✦ Electrical IoT (Patented)

Renewable Solutions

- ✦ Rotor Blade inspections for Wind farms
- ✦ Drone thermography for Solar Power plants

378

Corporates serviced under VAS in FY2023

OUR VALUE CHAIN PARTNERS

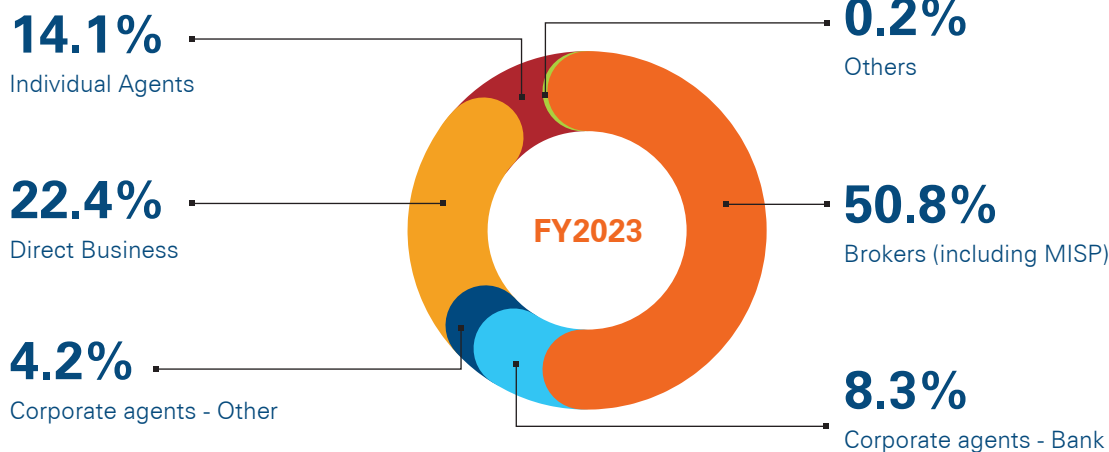
At ICICI Lombard, we have more than 113,000 individual agents and Point of Sales (POS) across the country, operating in Motor, Health and SME lines of product. To ensure a strong career path with ICICI Lombard and to support them in building strong business model, we have developed a Tech platform which are unique in the industry, strong engagement with channel partners to handhold in the journey of growth and innovative products for their customers.

Further at ICICI Lombard, engagement sessions are conducted across channel partners including Brokers, Corporate agents, individual agents amongst others. These training sessions include topics such as new products and services, insurance awareness, tech enablement amongst others.

Case in point, at ICICI Lombard we conduct periodic training for agents through exclusive programmes like IL Engage Session, Bandhan Program, Milan, Health Shiksha programmes etc., Vertical wise programs are arranged to apprise the stakeholders on topics like basics of Insurance, Products and Services of IL, Rewards and Recognition for agents, Processes from customer onboarding and claim settlements. Agents are classified basis of the engagement period with the company and targeted training is imparted for successful partnerships and mutual growth.

In FY2023, ~3300 training programmes were conducted covering ~46,200 agents.

Channel wise sourcing of premium



Our partners include

113,000+

Agents (including POS)

26%

Female agents

25,000+

Healthcare network providers*

13,000+

Garage network

170+

Corporate agents

5.2%

Premium sourced through Digital One team**

*Including diagnostic network

**As a % of GDPI including IL TakeCare revenues

COMPANY PROFILE

SUSTAINABILITY COMMITMENT

At ICICI Lombard, we are committed towards making a positive impact on both the environment and society. Sustainability is integral to our purpose, and our actions over the past few years have demonstrated this. We have analysed emerging challenges and risks and have incorporated our ESG (Environmental, Social, and Governance) strategies into our portfolio. Our dedication

to making conscious and efficient choices is evident through our integration of sustainability principles, which have a direct impact on the planet, people, and society. Through these efforts, we strive to create long-term value for all stakeholders, consistent with our commitment to **"Our Continuum of Care - From Customers to the Planet."**

Creating Synergies through ESG

Environmental

We are committed to directing our efforts for minimising environmental footprint of our operations for a better tomorrow carefully considering the environment aspect in all our strategic business decisions

Social

We emphasise our commitment for sustained brand trust through advocating stakeholder centricity and socially responsible business practices

Governance

Being a responsible steward, we uphold highest standards of ethics, transparency and accountability over and above statutory compliance for stronger institutions

Recognition by FICCI in the insurance industry category for our ESG Initiatives



ESG Governance

ICICI Lombard's ESG governance is built on a strong and transparent foundation that reinforces the Company's efforts to achieve its objectives while maintaining mutually beneficial relationships with both internal and external stakeholders. Our ESG strategies are deeply ingrained in our organisational culture, and we embrace it as a way of conducting our business. We have set clear strategies for making progress in sustainability areas, with meaningful and measurable goals in place. There is a continuous effort by the Company to actively integrate sustainability principles into all our operations and decision-making processes. Our three-pillared ESG governance comprises - Board Committee (CSR and Sustainability Committee), Management-level Committee (ESG Steering Committee) and Employee Committee. This structure ensures that sustainability principles are infused at all levels of our organisation, making it a collective responsibility for all the employees. Through this structure, we implement and execute our ESG strategies effectively and efficiently, driving our commitment to sustainability, and achieving our desired outcomes. Further all the critical concerns of stakeholders w.r.t ESG from time to time are communicated to the Board level committee.



Targets

DEI

Target
Improve women representation to 25% by FY2025

Progress
21.6% in FY2023 from 18.3% in FY2022

GHG Emissions

Target*
By FY2025, ICICI Lombard will meet 25% of energy requirements from renewable sources

Progress
In FY2023, ICICI Lombard utilised 20.7% of its energy from a renewable source

* this Target is based on existing branches as on March 31, 2023

COMPANY PROFILE

Impact at a glance



We have oriented our sustainability initiatives to prioritise stakeholder impact. We are embarking on an ESG integration phase across all our business functions, making sustainability a fundamental part of how we conduct our operations. We view sustainability as our key business responsibility for a sustainable future. By prioritising stakeholder impact and integrating ESG principles across our operations, we can work towards achieving our long-term sustainability objectives while also creating value for our stakeholders.

STAKEHOLDERS	EXPECTATIONS	OUTCOMES	SDG ALIGNMENT
 <p>CUSTOMERS</p>	<ul style="list-style-type: none"> IL TakeCare app for health and wellness Sustainable products & services Digital channels for smooth transactions Supporting MSME enterprises with exclusive product lines Awareness communication for customers on financial literacy and fraudulent activities Disease management program for policy holders Value-added advisory services to take effective measures against anticipated environmentally hazardous events like fire, spills, etc. 	<ul style="list-style-type: none"> 121,000 tele-consults via IL TakeCare app beneficiaries (since inception) 32.7 million Policies issued 96.7% Policies issued digitally ₹ 217.72 billion Gross Written Premium 160.1 million Lives covered 99.6% Customers' grievances resolved within 15 days Cashless Authorisation through AI for GHI 61.9% for March 2023 7 Average claims settlement days 32% Female Customers ₹ 550 million saved by preventing 50 hijacks 378 Corporates serviced under VAS in FY2023 	
 <p>INVESTORS</p>	<ul style="list-style-type: none"> Sustainable return on average equity Protection of stakeholder rights Robust business growth strategy Strong governance, ethics and transparency Long-term business value Enhanced disclosures and transparency 	<ul style="list-style-type: none"> Subordinate Debt Rating of [ICRA] AAA(Stable) / CRISIL AAA / Stable for ₹ 0.35 billion Subordinated Debt Issuer rating of [ICRA]AAA(Stable) Optimum portfolio mix (27% in Health & P.A.) for FY2023 AM Best has assigned a Financial Strength Rating of B++ (Good) and a Long-Term Issuer Credit Rating of "bbb+" (Good) 17.7% Return on Investment or Return on Equity ESG Reporting in alignment with global frameworks like GRI 8.2% GDPI market share for FY2023 	

STAKEHOLDERS	EXPECTATIONS	OUTCOMES	SDG ALIGNMENT
 <p>GOVERNMENT AND REGULATORS</p>	<ul style="list-style-type: none"> Statutory and legal compliance Timely tax payment Transparency in disclosures Support for government policy Responsible development of insurance sector Insurance inclusion 	<ul style="list-style-type: none"> ₹ 27.35 billion Taxes paid to government for FY2023 6.3 million Lives covered under social sector ₹ 26.72 billion Premium sourced in rural areas No case of regulatory investigation for any Board member Voluntary reporting of BRSR in FY2022; Voluntary ESG related disclosures since FY2020 Timely filing of audited financial reports 	  
 <p>EMPLOYEES</p>	<ul style="list-style-type: none"> Strong Enabling & Empowering Culture Progressive and employee friendly policies IL TakeCare app for health and wellness Customised L&D offerings for employees L&D programmes for employees Safe workplace for women employees Ethical and transparent grievance redressal mechanism for employees Flexi-working arrangements Hybrid working arrangements Forums to recognise top performance 	<ul style="list-style-type: none"> ₹ 10.88 billion Salaries and benefits paid 21.6% Women Representation in workforce 343,717 Training Hours ₹ 152.6 million Investment in training 100% Performance and Career development reviews 13.2% Headcount productivity 15-year CAGR (FY2008 to FY2023) 236 Lives impacted by Santulan, our Employee Assistance Program (EAP) 12 differently abled employees fostered 90 Vishvas Score (Employee Engagement) 	    
 <p>VALUE CHAIN PARTNERS</p>	<ul style="list-style-type: none"> Protecting vendor welfare and interests Training and Development Technology enablement for reducing turnaround time 	<ul style="list-style-type: none"> 113,000+ No. of agents (Including POS) 28,906 Transacting RAP/VLE* 26% Female agents 170+ Corporate Agents 25,000+ Healthcare network (including diagnostic centers) 13,000+ Garage network 	     

*RAP/VLE - Rural authorised person / Village level entrepreneur




COMPANY PROFILE

STAKEHOLDERS	EXPECTATIONS	OUTCOMES	SDG ALIGNMENT
 <p>COMMUNITIES</p>	<ul style="list-style-type: none"> Green Energy in operations Supporting new business in clean energy sector Incentivised underwriting products for Solar, EVs and related products Community sensitisation on road safety, good health and hygiene 	<ul style="list-style-type: none"> Emission MTCO₂e per headcount (scope 1+2) reduced to 0.51 in FY2023 from 0.76 in FY2020 ~17.7% Market share in EV Insurance of private cars ~30.9% Market share in EV Insurance of two-wheelers 97.1% Branch area covered in LED lighting 9.3 million litres of rainwater harvested 23.3% Investments made towards nation-building ₹ 347.3 million CSR Expenditure 1 million Lives impacted through CSR initiative 6.3 million Lives covered under social sector 9.2 million Policies issued in Rural Area ~5.5 million Farmers benefited under PMFBY Scheme since 2016 	



Stakeholder Engagement

At ICICI Lombard, we believe in catalysing sustainable growth alongside our stakeholders to advance economic, social, and environmental objectives. We recognise the importance of effective stakeholder engagement in our operations and value creation, and seek to build collaborative relationships through transparent and trustworthy channels. Our stakeholders' interests remain a top priority in our strategic business decisions, and we are committed to working with them towards achieving mutual goals.

STAKEHOLDERS	EXPECTATIONS	MODE OF ENGAGEMENT	VALUE CREATED
 <p>CUSTOMERS</p>	<ul style="list-style-type: none"> Innovative products Customised solutions Adequacy of risk coverage Superior service and experience Efficient claim settlement Competitive pricing Simplified processes 	<ul style="list-style-type: none"> Engagement at all stages of the product lifecycle Multi-channel engagement mechanism - phone, digital channel, trained customer relationship managers Sales, service, and claims processes on digital platform Claims process explained through website, policy documents and educational videos Regular measurement of customer satisfaction exchange 	<ul style="list-style-type: none"> Improved customer experience Better customer relationship
 <p>INVESTORS</p>	<ul style="list-style-type: none"> Sustainable return on average equity Protection of stakeholder rights Robust business growth strategy Strong governance, ethics and transparency Long-term business value Enhanced disclosures and transparency 	<ul style="list-style-type: none"> Quarterly / Annual financial statements Investor Presentation Annual Report Investor / Analyst Meet ESG / BRSR disclosures Press Conference and Media Releases Announcements through Stock Exchange 	<ul style="list-style-type: none"> Increased return on investment Increase in revenue generation Enhanced business growth
 <p>GOVERNMENT AND REGULATORS</p>	<ul style="list-style-type: none"> Statutory and legal compliance Timely tax payment Transparency in disclosures Support for government policy Responsible development of insurance sector Insurance inclusion 	<ul style="list-style-type: none"> Directives and circulars Meetings / discussions Press releases Policy advocacy Submission of reports and returns Workshops by regulators 	<ul style="list-style-type: none"> Better risk management Timely payment of taxes Proper reporting

COMPANY PROFILE

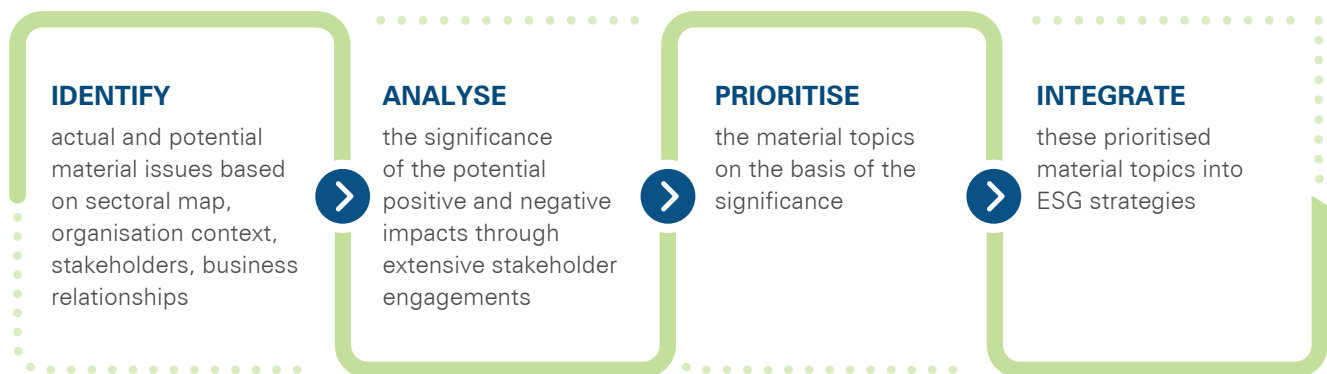
STAKEHOLDERS	EXPECTATIONS	MODE OF ENGAGEMENT	VALUE CREATED
 EMPLOYEES	<ul style="list-style-type: none"> Learning and development Fair remuneration Effective performance management and recognition Career growth Diverse, inclusive work culture Work-life balance 	<ul style="list-style-type: none"> Townhall meetings HR portals and intranet Performance updates Workshop, learning and training interventions Wellness initiatives Internal publications, circulars, posters, videos, e-mails Employee Engagement & Satisfaction Survey Live interaction sessions Flexible & hybrid working arrangements 	<ul style="list-style-type: none"> Employee well-being and safety Diversity and inclusion Maintaining work-life balance Enhancing knowledge
 CHANNEL PARTNERS & DISTRIBUTORS	<ul style="list-style-type: none"> High service standards Win-win relationship Commission & rewards Digital infrastructure Product and value proposition and growth potential 	<ul style="list-style-type: none"> Meets, workshops, conferences, and forums One-to-one meetings Telephonic and e-mail communication Channel partner management portals Periodic visits 	<ul style="list-style-type: none"> Expanding business Profit generation
 VENDORS	<ul style="list-style-type: none"> On-time settlements of invoices Fair registration and procurement process Sustained business opportunities 	<ul style="list-style-type: none"> Supplier meetings Letters, e-mails, telephonic conversations One-to-one meetings Periodic visits 	<ul style="list-style-type: none"> Sustained business partnership Product responsibility
 COMMUNITIES	<ul style="list-style-type: none"> Proactive engagement to solve social and environmental issues Contribution to community welfare Healthier and safer societies 	<ul style="list-style-type: none"> Community projects Employee volunteerism Awareness workshops Interaction through the branch network 	<ul style="list-style-type: none"> Restoration of livelihoods and income generation Community engagement and welfare

MATERIALITY

We approach materiality from a value-creation perspective. Materiality assessments play a significant role in shaping our ESG strategy and reporting. We identify our material topics by analysing the significant impacts of our organisation on the economy, environment, and society. Our teams evaluate the material topics by engaging with stakeholders to gain a comprehensive understanding of their perspectives and needs.

We have re-prioritised our material topics in this reporting year based on the GRI 2021 standards, taking into account the critical stakeholders for our business and reflecting changing developments in the business environment. We align our ESG strategy around these key topics, with strong due diligence to ensure successful and sustainable business operations. By focussing on the most material issues, we can better manage our risks, seize opportunities, and create value for our stakeholders. Our approach to materiality ensures that we remain transparent and accountable to our stakeholders while driving positive social, environmental, and economic impacts.

Approach for Materiality



Materiality Matrix

High		Medium		Low	
1	Promoting Health and Well-being	8	ESG Products and Services	15	Operational Eco-Efficiency
2	Innovation and Digitisation	9	Climate Change Mitigation	16	Risk Management
3	Diversity and Inclusion	10	Community Development	17	Business Ethics
4	Human Capital Development	11	Customer Relationship Management		
5	Economic Performance	12	Talent Attraction and Retention		
6	Responsible Investment	13	Data Privacy and Security		
7	Financial Inclusion	14	Fair Workplace		

For details on Material Topics, Rationale, and ICICI Lombard’s approach, refer to the BRSR report (page no. 4)

Review of potential material issues based on extensive stakeholder consultation would be taken up from time to time.

COMPANY PROFILE

IDENTIFICATION OF FOCUS AREAS ACROSS MATERIAL ISSUES

Priority Index	Material Topics	Stakeholders Impacted	Focus Areas
HIGH	Promoting Health and Well-being	Customers, Community, Employees	<ul style="list-style-type: none"> Wider coverage to reduce health protection gap Drive preventive wellness Improving access via inclusive insurance
	Innovation and Digitisation	Customers, Channel partners & Distributors, Value Chain partners	<ul style="list-style-type: none"> End-to-end digital solutions for customers Better collection & analysis of data
	Diversity and Inclusion	Employees	<ul style="list-style-type: none"> Women representation in workforce Facilities available for differently abled employees - ramps & washrooms in all facilities
	Human Capital Development	Employees	<ul style="list-style-type: none"> Training hours Skill development Productivity tracking/Training effectiveness
	Economic Performance	Investors & Regulators	<ul style="list-style-type: none"> Prefer to take exposure in less hazardous industries Financial strength rating
	Responsible Investment	Investors, Customers, Community	<ul style="list-style-type: none"> Investing in interest of policy holders Engaging with investee companies Invest in Sovereign Green Bond
	Financial Inclusion	Customers, Community	<ul style="list-style-type: none"> Increasing rural penetration New innovative products and services for women, farmers etc.

Priority Index	Material Topics	Stakeholders Impacted	Focus Areas
MEDIUM	ESG Products and Services	Customers, Community, Investors	<ul style="list-style-type: none"> Creating capacities and capabilities for transitioning towards low carbon economy Encouraging sustainable agriculture
	Climate Change Mitigation	Customers, Community	<ul style="list-style-type: none"> Reducing carbon footprint For customers - Advisory and recommendation for improving environmental performance and energy efficiency
	Community Development	Community	<ul style="list-style-type: none"> CSR programmes No. of lives impacted
	Customer Relationship Management	Customer	<ul style="list-style-type: none"> Net Promoter Score Grievance Redressal Mechanisms / Data Customer Satisfaction
	Talent Attraction and Retention	Employees	<ul style="list-style-type: none"> Hiring rate Turnover rate Employee benefits for retention
	Data Privacy and Security	Customers, Investors, Community	<ul style="list-style-type: none"> Drills conducted Investigation of Incidents/ Breaches Training to Employees
	Fair Workplace	Employees	<ul style="list-style-type: none"> Equity and Inclusion POSH, Grievance Redressal Trainings
LOW	Operational Eco-Efficiency	Employees, Community	<ul style="list-style-type: none"> Emission & waste management
	Risk Management	Investors, Employees, Customers	<ul style="list-style-type: none"> ESG risks integration Board oversight of risk framework
	Business Ethics	Investors, Employees, Customers, Channel partners and Distributors, Value Chain partners, Government and Regulators	<ul style="list-style-type: none"> Code of Conduct Due-diligence of business (Audits conducted) Governance policies for Whistle Blower, Anti-Corruption, Anti-Competitive, Insider Trading etc.

FROM THE CHAIRPERSON'S DESK

Dear Stakeholders,

It is with great pleasure that I present to you ICICI Lombard's ESG performance for the fourth consecutive year. Our theme this year is "Continuum of Care - From Customers to the Planet," which demonstrates our commitment to a sustainable and planet-positive agenda.

Stakeholders are increasingly seeking greater transparency and meaningful disclosures on the Environmental, Social, and Governance (ESG) practices of businesses. They expect companies to address the underlying issues including climate change, community resilience, diversity, equity, and inclusion in the workplace and supply chain besides adopting strong governance and risk management protocols. In view of this, market regulators and institutions in India are progressively focussing on ESG factors. While there is still a need for further progress, companies in India are taking initiatives to reduce their carbon footprint, build safer workplaces, and promote social welfare. We, at ICICI Lombard, are aligned with this and would continue to support India towards achieving the target of net zero emissions by 2070.

Promoting sustainable growth

The General Insurance sector is well poised to experience resilient and sustainable growth. This will be driven by factors such as robust management of climate-related risks, leveraging new technologies to improve efficiency and customer experience, and developing insurance products that encourage sustainable practices and support the transition towards a low carbon economy.

ICICI Lombard, through a consistent approach to disciplined underwriting, takes this opportunity to grow its business profitably. We take pride in being the first General Insurance Company in India to disclose our performance against material ESG aspects. We are now the country's second largest General Insurance Company and largest private sector General Insurance Company with a Gross Direct Premium Income (GDPI) of ₹ 210.25 billion (GDPI market share of 8.2%) for the year ended March 31, 2023.

ESG integration

At ICICI Lombard, we have integrated ESG into the way we work, engaging extensively with our stakeholders to improve our initiatives and impact on beneficiaries' every year.



THE DIGITAL TRANSFORMATION AT ICICI LOMBARD ENABLES US TO DELIVER GREATER CUSTOMER SATISFACTION, IMPROVE RISK ASSESSMENT, AND ALIGN WITH SOCIAL AND TECHNOLOGICAL SHIFTS, WHILE MAKING OUR OPERATIONS SUSTAINABLE BY BECOMING PAPERLESS AND REDUCING THE OVERALL FOOTPRINT

The ESG issues also form an integral part of our Enterprise Risk Management (ERM) framework which helps us in anticipating the risks and opportunities arising from climate-related events, human capital, data security & privacy, and business ethics.

ESG and related risks are managed by various committees of the Board. This includes the CSR and Sustainability Committee which administers the initiatives and disclosures that guide us in upholding our commitment to ethical and sustainable business practices and the Risk Management Committee which plays an active role in developing a strategic framework for ESG-related risks and oversees the critical constituents of our ERM.

Our ESG Framework

As a responsible institution and steward of climate action, we constantly map our scope of emissions and work on interventions to reduce our operational footprint by increasing our share of renewable energy. We also seek to partner with and offer value-added services to corporates to help the transition into sustainable businesses. Our responsible investment framework combines the fiduciary aspects of delivering reliable returns with the crucial ESG concerns in investment transactions. Additionally, we are actively working on creating a comprehensive framework and guidance for underwriting to systematically incorporate ESG considerations across our product portfolio. Our people-centric work culture, encompassing a DEI strategy built around employees, customers, and brand reputation, provides opportunities for growth and mental resilience for our employees.

Focus Areas and Target-Setting

During the year, we identified ESG-related focus areas across material topics and have attempted to disclose the performance based on these areas. Further, voluntary targets in line with our commitment towards sustainability were taken across functions. Targets towards reducing scope 2 emissions, primarily through sourcing of renewables, were also taken. Fostering equal rights for all, we aim to embed diversity values across our organisation by providing equal opportunity and promoting an inclusive workforce, targeting for women representation to increase to 25% by FY2025.

Enhanced transparency and disclosures

We voluntarily disclosed our ESG performance in line with SEBI's mandate of BRSR for FY2022, demonstrating our commitment to sustainability. The disclosures in the report were made as per GRI 2021 standards. Further, limited assurance has been availed on GHG emission by an independent assurer.

Digitalisation is revolutionising the General Insurance sector and will continue to play a critical role in shaping the industry, driving growth, and enhancing customer experience. The digital transformation at ICICI Lombard enables us to deliver greater customer satisfaction, improve risk assessment, and align with social and technological shifts, while making our operations sustainable by becoming paperless and reducing the overall footprint.

With your ongoing trust and support, I am confident that ICICI Lombard will make meaningful contributions and generate more value for its clients, employees, shareholders, and communities, while shaping a sustainable and prosperous future.

Warm regards,

Lalita D. Gupte
Chairperson

MESSAGE FROM MD AND CEO

Dear Stakeholders,

I am taking this opportunity to share our ESG report for the year FY2023. As the global community is seeing ESG in a new light and focussing on it with a higher level of commitment, ICICI Lombard continues to actively adopt a holistic approach that takes the ESG aspects into consideration while doing business.

Our vision is to meaningfully contribute towards creating a sustainable world. We leverage our strategic framework, robust enterprise risk management, and strong governance structure to address ESG concerns such as climate change, socio-equity, and corporate behaviour, amongst others. Our organisational strategy is primarily focussed on key material issues identified as critical by the Company. Some of these include environmental stewardship, sustainable products and services, responsible investment, socio-economic development, and technological innovation.

We hold an unwavering belief in the greater good amidst a growing necessity to adopt sustainable practices. Resultantly, during FY2023, of the 32.7 million policies issued by us that covered 160.1 million lives, 6.3 million lives were covered under the social sector, 3.6 million claims were honoured.

Environmental Stewardship

At ICICI Lombard, we support India's 2070 Net Zero commitment through our decarbonisation efforts. Towards this, we harnessed our technological capabilities to deploy end-to-end digital solutions. Further, concerted efforts were made to increase our renewable energy sourcing during the year in line with our pledge to increase our green energy sourcing to 25% by FY2025. Additionally, we continued to map our GHG emissions and establish targets and strategies to reduce our operational footprint.

Sustainable Products and Services

We actively promote our sustainable product line, including products such as Solar Insurance, Electric Vehicle Insurance, and Crop Insurance, which enable us to seamlessly transition to a low carbon economy. As a part of value-added services and risk management practice, we engage with the insured on environmental, climate-related, and sustainability development related issues through periodic risk management calendars, physical visits, virtual engagements, implementation of risk mitigating solutions, or awareness campaigns.

At ICICI Lombard, we have transitioned from being a health insurer to a healthcare provider, by offering the world of



DEPLOYING END-TO-END DIGITAL SOLUTIONS HAVE HELPED US TO PROVIDE SEAMLESS SERVICES, EVEN REMOTELY, WHEREAS OUR TECH SOLUTIONS EQUIP OUR CHANNEL PARTNERS WITH THE RIGHT TOOLS TO CONDUCT BUSINESS AND SERVICE THEIR CUSTOMERS

wellness to our consumers through our proprietary IL TakeCare App - a one-stop care platform. The application is focussed on promoting healthy behaviour and a healthy lifestyle amongst our consumers to help them reduce health-related risk and the cost of healthcare over a long term. The application experienced over 4.6 million user downloads as at March 31, 2023.

Responsible Investment

Our responsible investment framework stands on three pillars – ESG integration, exclusion/restrictions of certain businesses, and engagement with ESG-critical companies. We drive this transition through rigorous data analysis and active engagement with the investee companies. Any new investment is analysed from an ESG lens to promote sustainability-related themes in investing.

Socio-Economic Development

Our organisation prioritises a responsible work culture that values our employees as assets. We support skill development opportunities, workforce diversity and inclusion through training, engagement programmes, and a safe, agile, dynamic, flexible, and productive environment. During the year, we provided over 0.3 million hours of training to our employees.

Our diversity initiatives led to a significant increase in women representation in our workforce, which improved to 21.6% in FY2023 against 18.3% in FY2022. We aim to increase women representation to 25% by FY2025. Our 25x25 initiative seeks to achieve this by mobilising our internal resources to attract and retain women employees.

Excellence in Customer Service and Technology

We continue to invest in new technologies on the digital front, including Artificial Intelligence (AI) and Machine Learning (ML), to drive greater efficiency in policy issuance, claims, fraud control and servicing. Deploying end-to-end digital solutions have helped us to provide seamless services, even remotely, whereas our tech solutions equip our channel partners with the right tools to conduct business and service their customers.

In FY2023, our digital interventions enabled 96.7% policies to be sourced digitally. They also reduced our average claim settlement time period to 7 days and enabled us to resolve 99.6% of customer grievances within 15 days during the year. Resultantly, our Net Promoter Score (Claims) for FY2023 increased to 64 as compared to 54 for FY2022. Other than this, the interventions also helped us to undertake virtual risk assessment, thereby reducing the need to travel and lowering down our GHG emissions further.

IN FY2023, OUR DIGITAL INTERVENTIONS ENABLED 96.7% POLICIES TO BE SOURCED DIGITALLY. THEY ALSO REDUCED OUR AVERAGE CLAIM SETTLEMENT TIME PERIOD TO 7 DAYS AND ENABLED US TO RESOLVE 99.6% OF CUSTOMER GRIEVANCES WITHIN 15 DAYS DURING THE YEAR.

Community Development Initiatives

Our flagship programmes such as Niranjali, Ride to Safety, and Caring Hands have benefited approximately a million recipients, encouraging a secure and environmentally friendly way of life.

Over 3,000 employees volunteered for the Caring Hands initiatives. Solar panels were installed in 95 underprivileged schools, enabling the beneficiaries to enjoy an uninterrupted power supply while reducing the institution's carbon footprints. As a part of Healthy Villages, the Company conducted over 100 wellness camps in order to strengthen its efforts in existing primary healthcare where medical instruments were provided in the past. This initiative aims to improve healthcare scenario in rural locations that lack basic healthcare facilities.

We, at ICICI Lombard, respect the views of our stakeholders and believe that 'Growing Together' across people, business, and community will align us with our commitment to creating a 'Continuum of Care – From Customers to the Planet'. We will continue our journey through decisive strategic choices and keep contributing meaningfully to the development imperatives of India and the United Nations' Sustainable Development Goals. I sincerely hope that you will find the content of this report insightful and will continue to support us in our ESG journey.

Bhargav Dasgupta
MD & CEO



Integration of ESG in our Business



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- Responsible Underwriting
- Transition towards Low Carbon Economy
- Promoting Sustainable Agriculture and Disaster Resilience
- Inspiring for Healthy Living and Business
- Property Value Added Services

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- Risk Governance
- Enterprise Risk Management Framework
- Risk Culture
- Risk Grading and Review Mechanism
- Fraud Prevention

SUSTAINABLE UNDERWRITING

ICICI Lombard offers a diversified and innovative range of solutions fostering a resilient society with enhanced social protection and financial inclusion of its customers. The Company's underwriting process ensures the provision of holistic risk management solutions to customers for navigating vulnerabilities. Its product solutions offer financial protection to customers for making a significant contribution to reducing the exposure to actual losses. ICICI Lombard continues to promote the active integration of sustainability factors in underwriting and product design over and above the financial and other risk factors. Product-oriented approach for promoting the transition to a sustainable and low-carbon economy is the major value proposition factor in the coming years for ICICI Lombard. Technology-enabled solutions for the benefit of customers and communities are the focus of the Company, offering a comprehensive range of products and closing the gaps. Further, the Company engages with insured companies on Risk Management periodically providing cost-effective error-proofed solutions to identify, manage and mitigate their risk in turn improving the physical risk at location by reducing the probability & severity of potential losses or incidences. The Company, thus engages with insured on environmental, climate-related and sustainability development.

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The Company has also carved out an exclusion list which includes production or trade in any product or activity deemed illegal under host country laws or regulations, production or trade in weapons and munitions, gambling, casinos, and equivalent enterprises as primary revenue source, production or trade in radioactive materials amongst others.





RESPONSIBLE UNDERWRITING

PROPERTY UNDERWRITING

- Supporting business considering the impact on environment
- Underwriting with segments having direct economic and ESG benefits (e.g. Affordable Housing, Employability, Financial Inclusion, Healthcare, Digitalisation, and Environment have an extremely high ESG quotient)
- Progressively work towards incorporating customers and industries which are less hazardous / polluting the environment
- Underwriting for the underprivileged societal benefits

LIABILITY UNDERWRITING

- ICICI Lombard is a market leader in this segment with a market share of 16.6% in FY2023. For liability, some part of ESG was always present in underwriting due to the inherent risk variable. For instance, Oil and Gas has never been a low risk hence is charged more rate with stricter terms and conditions for liability policies
- For Liability underwriting the ESG risks are applicable for Commercial General Liability, Environment Legal Liability, Management Liability, and Cyber Liability

AGRICULTURE AND LIVESTOCK UNDERWRITING

- Protecting the insured community from adverse weather events
- Promoting sustainable agriculture and organic farming with incentivisation of climate-friendly cropping and technology
- Underwriting methods incentivise the farmers for better cattle breed, healthy animals and maintaining good dairy infrastructure

SUSTAINABLE UNDERWRITING

ESG Integration in Underwriting

We follow a pragmatic approach integrating a detailed analysis of risks and other underwriting factors having a potential influence on the customers. We are in the process of developing an ESG framework/guidance for underwriting

defining our holistic approach for systematic integration of ESG across our product portfolios through consideration of ESG risk exposure.

Our approach to responsible underwriting is detailed below:



INSURANCE SOLUTION FOR TRANSITIONING TOWARDS LOW CARBON ECONOMY

The transition to resilient and sustainable communities is crucial in addressing the potential impacts of global climate change, and decarbonised solutions are essential in achieving this goal. Recognising the critical role that underwriters play in this journey, ICICI Lombard offers a range of insurance solutions that are designed to catalyse this transition, while also providing value-added services to our customers. ICICI Lombard also provides capabilities and capacities for innovation, and new technology which aids transition towards low carbon economy.

~17.7%

market share of private electric cars
for FY2023

~30.9%

market share of two-wheeler EVs for
FY2023

- ❁ **Solar Panel Insurance:** Solar Panel Insurance product lines are designed to support rapid growth in the renewable energy sector. In addition, insurance products are configured to cover property loss including panel damage as well as the losses of non-performing PV assets protecting the plant owners from insolvency
- ❁ **Electric Vehicle:** With the strong momentum for the Electric vehicle push in India, we are accelerating our efforts to augment the transition with products including battery coverage for private cars
- ❁ We are committed to supporting clean economic development through stringent evaluation of our environmental guidelines for underwriting vehicles. These include insuring only age-fit vehicles with PUC (Pollution Under Control) certificates

PROMOTING SUSTAINABLE AGRICULTURE AND DISASTER RESILIENCE

Crop Insurance

ICICI Lombard continues providing insurance coverage to agricultural crops under Pradhan Mantri Fasal Bima Yojana (PMFBY) scheme. During the pricing of the products under this scheme, we incentivise the use of clean technology, climate-friendly cropping patterns, organic farming practices, and less energy-intensive agriculture. Discount in premium for taking risk reduction actions such as water conservation and sustainable farming practices is to engage the farmers, Government departments, and the community at a large scale to save soil fertility. ICICI Lombard also provides advisory to the farmers of clusters where the PMFBY scheme is implemented. It encourages the cultivation of drought-resistant crops and seed varieties, better farm management practices, pest management, seed treatment, employing efficient irrigation methods, etc.

~5.5 million

farmers benefited by IL under PMFBY
since 2016

Weather Insurance

We follow a structured approach for quantifying the catastrophic losses associated with extreme weather events. We follow predictive modelling during the pricing of

weather insurance products which is a parametric product designed to protect the insured, especially the farming community from adverse weather conditions stimulating sustainable farming practices and rural socio-economic growth. The product customisation helps to cater to all the sections of rural India, especially to small and marginal farmers forming 70% of the total farming community in India. We, at ICICI Lombard, build the term sheet of the product with due weightage to geography, specific period, and specific crop. This encourages the customer to deploy scientific farming methods to meet the ecological balance and in turn, get a better insurance proposition. It protects the farming community against crop losses from natural calamities.

Cattle Insurance

In Cattle insurance, we encourage a more humane way of cattle identification based on RFID technology. Traditionally, ear tagging was carried out which sometimes causes injury to the cattle. Further, during claim settlement, unlike ear tagging method, no ear cutting is done in the RFID tagging method. Cattle insurance is now more technology driven where dedicated cattle application is used for cattle enrolment process as well as during claim survey process. Underwriting methods incentivise the farmers for better cattle breed, healthy animal and maintaining good dairy infrastructure. It promotes risk awareness among farmers for keeping robust cattle breed such as buffaloes and providing basic hygienic practices to all its cattle, resulting in better mortality rate.

SUSTAINABLE UNDERWRITING

INSPIRING FOR HEALTHY LIVING AND BUSINESS

As a leading insurance player, we have a significant role in driving societal change through the various services we offer along with our products. We work towards strengthening the institutional arrangements for promoting a resilient society through our products, targeting behavioural change and access to finance.

Fostering Mental Health

With lower health resilience and weakened healthcare systems, India is vulnerable to crisis situations such as those created by COVID-19 as well as to longer-term challenges arising from the health risks associated with climate change such as growing mental health issues. IRDAI recently issued guidelines to prohibit exclusion of mental health disorder in standard health insurance policy. At ICICI Lombard, mental health cover is included as a part of standard health insurance policy.

Transitioning from Health Insurance to Healthcare

COVID-19 pandemic significantly enhanced awareness of health insurance and drove change in customers behaviour as they sought remote/home healthcare, telemedicine and online pharmacy and digital diagnostics among others. At ICICI Lombard, we transformed ourselves from health insurers to healthcare providers, by bringing the world of wellness to customers with our one-stop care platform IL TakeCare app. It facilitates policy lifecycle needs along with a host of solutions for wellness, emergency and preventive care and OPD (Outpatient Department) solutions. It is also powered by the latest technology and helps keep track of health vitals.

IL TakeCare App has augmented the culture of social care for all health needs of customers through Tele/Video Consultation, Chat with Experts, Dynamic Health Risk Assessment, Face Scan and Diet & Exercise Tracker.

- 24x7 tele-consulting with qualified doctors (general practitioners and specialists and super specialists)
- Chat with experts on diet, nutrition, weight loss, fitness, and stress management
- Health tracker – Health risk assessment through the bot, weight loss management, and trackers for steps, sleep, water intake

- 130+ blogs on lifestyle, diet, stress, health recipes, and disease management
- Health vault – 1GB dedicated space per account to upload medical documents
- BeFit – a 100% cashless OPD solution serviced entirely through our mobile application. Cashless doctor consultancy, diagnostics, and medicines ordering for policyholders with coverage of out-patient treatment along with regular hospitalisation

27%

of our portfolio mix (on GDPI basis) was constituted by Health & P.A. during FY2023



IL TakeCare App has augmented the culture of social care for all health needs of customers through Tele/Video Consultation, Chat with Experts, Dynamic Health Risk Assessment, Face Scan, and Diet & Exercise Tracker.

IL TakeCare App

The IL TakeCare App empowers our policy holders to enjoy a one-stop solution for their insurance & wellness needs. A platform where our customers can purchase a policy on the go and get policy servicing such as download/view policy card, intimate claim, endorsements, etc. within a few clicks. Along with this, IL TakeCare App aims to be a complete care custodian of our customers with a list of comprehensive features such as **Face Scan, Mental Wellbeing, IL Hello Doctor, Health Records Vault, Vehicle Inspection**, etc. to name a few.

- Our IL TakeCare app has reached a total of ~4.6 million user downloads till FY2023
- On an average, more than 100 teleconsultations take place daily
- 92,000+ health claims have been submitted through the app till date
- More than 75,000 unique users have utilised Face Scan feature with total scans exceeding 0.3 million till March 2023 since its inception

~4.6 million
User Downloads

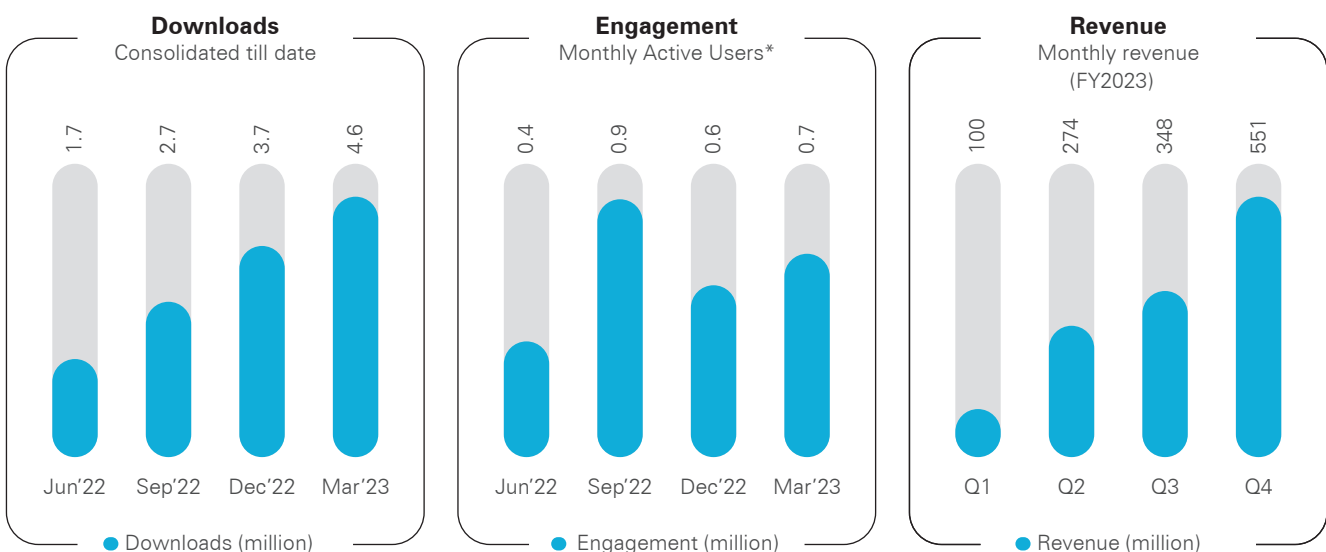
7.8%
DAU:MAU ratio

~64,000
Successful calls
(prescription shared)

~0.3 million
Face scans

~121,000
Tele-consults via IL TakeCare App
(since inception)

IL TakeCare - Highlights



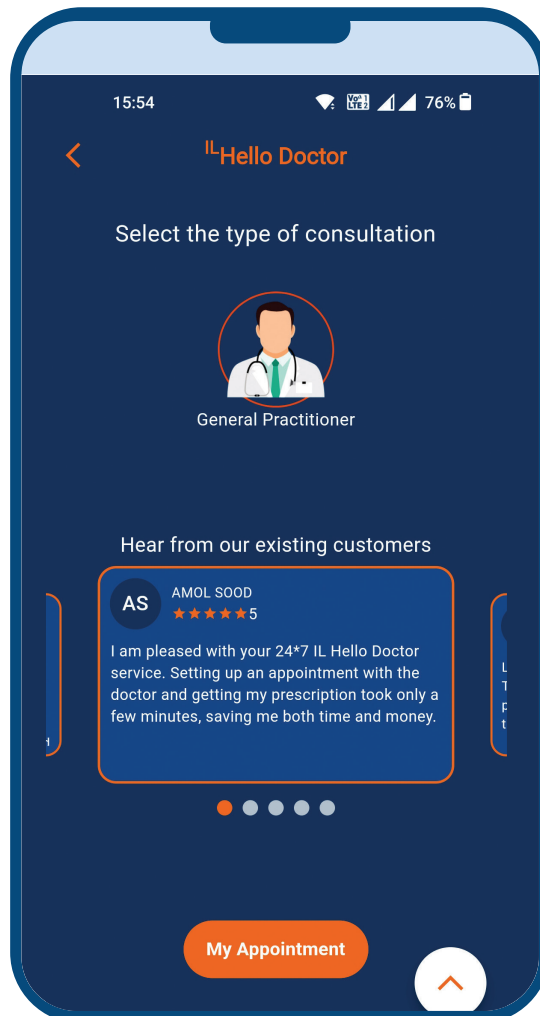
* Monthly active users is quarter exit numbers

SUSTAINABLE UNDERWRITING

Business benefits of the DIY channels



Customers' Feedback:



- ❁ Disease Management Programme aids in encouraging customers to lead a healthy life with personalised health management solutions through various trackers monitoring the daily fitness regime of the customers.
 - Customer-specific personalised health management solutions basis the scientifically proven guidelines
 - Digital technologies and diagnostic results from healthcare experts leading to improvised routines (medication, lifestyle) by the customers

Motor Segment – Sensible Behaviour among Customers

We use various state-of-the-art technologies like telematics to monitor driving behaviour and traffic violation by customers in the motor insurance sector. Through this, we have incentivised customers with a good track record of practising safe driving behaviour in a pilot project. ICICI Lombard is one of the few insurers in India to deploy telematics technology for offering unique vehicle-specific policies. Currently, there are 20,000+ active customers using telematics products and platforms.

- ❁ **Pay As You Use** – This is a specialised telematics-based car insurance plan which helps customers to insure four-wheelers at affordable prices depending on the usage.
- ❁ **Pay How You Drive** – This telematics-based car insurance plan helps customers to choose products based on their driving behaviour. Customers can pay the premium based on the better and safe usage of motor vehicles.

We have also introduced a new product line **“Single Owner Multiple Vehicle”** aiming at providing coverage for two vehicles – a private car and a two-wheeler. This product is designed to take the customer stress of shopping for multiple policies each year and pool family members’ vehicles in a single policy.



SUSTAINABLE UNDERWRITING

PROPERTY VALUE ADDED SERVICES - ADVISORY SERVICES

This marked the first normal year post-COVID disruption and we are witnessing augmentation of physical customer engagement with agility provided by virtual risk engagements. As risk solution providers, we are partnering with our customers and helping them – to manage the risks which are key to continuing success in the long run. The approach is yielding greater reach and access across Indian geographies, enabling the availability of competent experts for assessing a variety of risks and physical engagements for strengthening relationships through risk management.

We continue to explore and leverage the use of Artificial Intelligence (AI) in the form of Natural Language Generation (NLG) technology, IoT for monitoring risks, and other tech initiatives to further our understanding of risk and improve risk management. We have adopted a data-oriented ROI-based approach to risk management that draws on our claims experience.

Productivity is positively and indirectly impacted by effective safety and risk management programmes. Safe workplaces tend to be efficient as well. We have taken further strides in this holistic approach to offering business solutions for the risk management of clients across the spectrum. We continue to monitor and leverage the latest technology trends to offer industry-specific solutions for various clients.



Evaluation of client property with experts and advanced technical solutions



Identification of potential hazards, likelihood and impact on society, environment and property



Action plan with strategies for managing the hazards & potential areas of incidences



Monitor implementation of recommendations & their impacts towards bettering the risk

Continuum of Care Outcomes from our Advisory Services

PLANET

- Efficient usage of natural resources
- Climate change mitigation
- Low impact operations

CUSTOMERS

- Business stability and resilience
- Better performance of assets
- Improved exposure

COMPANY

- Stronger relationships
- Reduced claims
- Responsible investment strategies

We have also augmented all our risk management solutions with specific modules towards integrating ESG impact in risk management. During risk assessment and management, a large part of our focus is on processes & systems managing emissions, effluent treatment, conservation of natural resources, soil contamination, and other systems that play a critical role in mitigating environmental risk.

We continue to leverage our capabilities for new solutions to solve safety and efficiency problems that challenge the industry ecosystem.

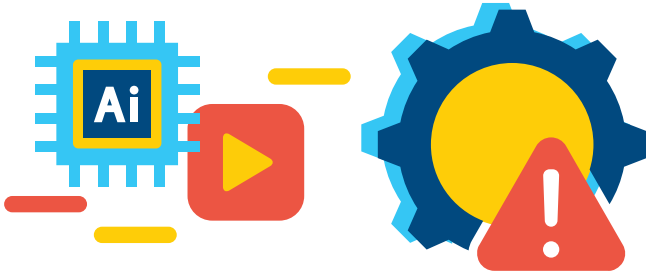
Some of our value-added services are listed below

- ✿ **Property Loss Prevention Exercise (PLPE)** - We have developed Property Value Added Services for corporate customers which focus on technical engagement with detailed risk visits, followed by benchmarking of the risk (Industry Risk Profiling). Customised risk management programmes for our clients were created. For instance, industries such as chemicals & petrochemicals impose a major challenge in manufacturing due to inherent risk. For such sectors, we have developed a program for “Low Focus - High Loss Areas”. This has been well accepted to kick-start technical engagements and minimise severity losses. All the risk recommendations are grouped into four different segments based on the cost-impact matrix and the priority is decided accordingly. Our Risk Management cell is also involved with key decision-makers at the client’s end to get recommendations implemented.
- ✿ **Real-time Critical Equipment Monitoring** - In the financial year, we received our first patent for electrical monitoring devices based on IoT tech. Our claims experience has enabled us to identify critical equipment and processes for the safe and efficient operations of our clients. We are leveraging the IoT technology and working with clients to provide real-time monitoring of critical equipment and infrastructure to ensure availability during an emergency. A real-time dashboard and complete reporting system provide transparency around the performance of the equipment/system and ensure its functionality and timely usage in case of any emergency. We continue to leverage our capabilities for new solutions to solve safety and efficiency problems that challenge the industry ecosystem.
- ✿ **Renewable Energy Solutions using a Drone** - We offer advanced drone-based technology solutions for assessing wind turbines and solar PV modules. Drones are utilised in the insurance renewal process for solar

plants and windmills. The main advantage here is reach, speed & accuracy. This ensures faster (within hours compared to days in traditional ways) and more accurate assessment to identify defects, especially in the case of solar plants which are spread across a vast area. It also helps in determining appropriate solutions, which if not addressed might affect the output of these plants and may eventually lead to bigger losses. Drones are flown above the panels of solar plants and windmills to detect defects/cracks, thereby helping customers to identify the problems & provide solutions to take necessary actions.

- ✿ **Climate Risk Management** - To manage the increasing impact of natural catastrophes, we have increased our focus on climate risk management. Managing the impact of climate risk is key to long-term sustainable growth and a key tool for customer engagement. First, we use our know-how and leverage technology to notify our clients of climate risk promptly to minimise losses due to natural catastrophes. We engage with our customers to warn them of risks posed by natural perils and take preventive measures to reduce the impact. We also focus on climate risks emanating from human activity in urban cities as well. With time, as cities and industries evolve, it affects the drainage pattern and combined with unpredictable rainfall, may lead to urban flooding. These can be equally disruptive as cyclones, storms, or any other catastrophe. We calibrate our algorithms and systems to capture and respond to these trends as well. We alerted several clients last year before the monsoon about impending risks. These incidents while unfortunate, have strengthened the trust of our clients in our risk management ability and enabled us to further our understanding of these impending risks.

SUSTAINABLE UNDERWRITING



Our climate risk management is a full-service solution that includes event awareness and alerting, ongoing event monitoring, one-on-one engagement with tailored risk advisory communications with customers, check-on preparations, and event and loss-related assistance.

All Industry solutions such as engagements, visits, assessments, etc. focus on energy efficiency along with safety to lower carbon footprints and thereby help to reverse environmental damage. Our climate risk management is a full-service solution that includes event awareness and alerting, ongoing event monitoring, one-on-one engagement with tailored risk advisory communications with customers, check-on preparations, and event and loss-related assistance. We are always developing our predictive capabilities and risk management systems, such as investing in Robotic Process Automation (RPA) and AI, with the primary objective of assisting customers in becoming more sustainable and resilient. As a result, our Risk Engineering team is currently well-equipped to not only reach out to our high-sum-insured clients for personalised risk management services but also to notify and advise clients regardless of the size of the business using automated methods.

Further, in keeping with the philosophy that productivity is positively impacted by improved safety and efficiency, we continue to look for further ways to leverage the latest technology trends. This could be the use of satellites or drones to devise new risk management solutions and augment the earlier ones. By providing recommendations on the optimum utilisation of resources, we are enabling customers across the spectrum, i.e., industrial and non-industrial, to reduce their carbon footprint. We are also supporting our customers to avoid loss of life and property by addressing leaks and suboptimal processes, among others, thereby fostering the efficient use of resources.

During risk assessment and management, a large part of our focus is on processes & systems managing emissions, effluent treatment, conservation of natural resources, soil contamination, and other systems that play a critical role in mitigating environmental risk.

We are always developing our predictive capabilities and risk management systems, such as investing in Robotic Process Automation (RPA) and AI, with the primary objective of assisting customers in becoming more sustainable and resilient.

RESPONSIBLE INVESTMENT

The Company in its ordinary course of business invests the float generated from its business in various securities to meet the business requirements and obligations arising due to the policyholder's claims. It is of utmost importance to fulfil the claims made both by the policyholder to reduce the financial burden of policyholders and to the Company to enable it to maintain the trust amongst its customers. In order to ensure that all these obligations are discharged responsibly, the Company endeavours to invest in sustainable businesses. To uphold the above philosophy, the Company has incorporated the Environmental, Social, and Governance (ESG) factors into its investment decision-making process through its Responsible investing framework.

ESG TEAM

At ICICI Lombard, the Responsible Investment Framework is implemented and monitored by the Investment Function. The front office team which is a part of the Investment function includes the Chief Investment Officer (CIO), Equity Fund manager, Fixed Income Fund manager, and Analysts/dealers. We have employed dedicated staff for the implementation and monitoring of the Responsible Investment Framework. Training on ESG risks/factors impacting the investments has been imparted across the function. The ESG risks are assessed and analysed at the analyst level, reviewed by the fund managers and the ESG critical aspects are then presented to the CIO for decision-making. The ESG Executive Committee and Investment Committee are briefed regularly on the developments of the Responsible Investments Framework.

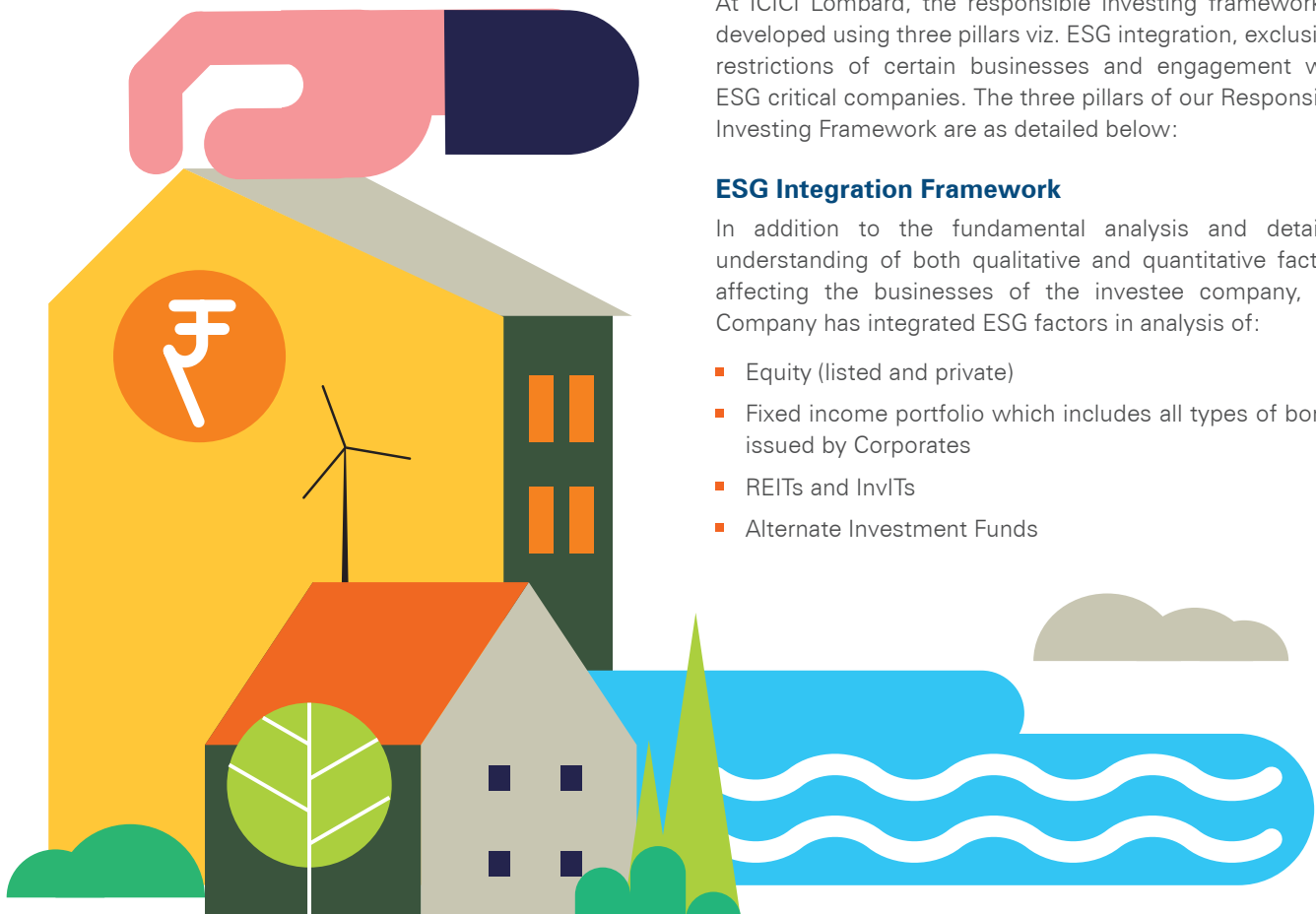
RESPONSIBLE INVESTMENT FRAMEWORK

At ICICI Lombard, the responsible investing framework is developed using three pillars viz. ESG integration, exclusion/restrictions of certain businesses and engagement with ESG critical companies. The three pillars of our Responsible Investing Framework are as detailed below:

ESG Integration Framework

In addition to the fundamental analysis and detailed understanding of both qualitative and quantitative factors affecting the businesses of the investee company, the Company has integrated ESG factors in analysis of:

- Equity (listed and private)
- Fixed income portfolio which includes all types of bonds issued by Corporates
- REITs and InvITs
- Alternate Investment Funds



RESPONSIBLE INVESTMENT

The ESG risks of the investee Company are analysed through the ESG ratings/scores and rationale reports provided by the external ESG rating agency. In the case of unrated investee companies, our in-house investment research team evaluates/analyses respective corporate disclosures and publications on ESG made by the investee company, to evaluate the risks involved. The ESG risks are incorporated in the respective review notes prepared periodically.

On a portfolio level, 79.2% of the investments in equity investments and 96.7% of our corporate bond investments at March 31, 2023 are rated by the external ESG rating agency. Further, the details of % of portfolio scores / ratings falling under leadership category is as below:

Particulars	Corporate Bonds	Equity
% of individual portfolio	20.5%	24.4%



Exclusion / restrictions on certain sectors

At ICICI Lombard, we have listed certain business activities and products which are inconsistent with our investment strategy and broader sustainability goals over the long term. These investments will fall in the negative / exclusion list. Some of the examples would be controversial weapons manufacturing like landmines and nuclear weapons etc., Companies deriving substantial revenue from gambling and casino etc., and companies charged with severe human right violations.

STEWARDSHIP POLICY AND ENGAGEMENT

In accordance with our stewardship code, we engage with the investee companies through voting on various agendas. We see proxy voting as a core part of our investment and stewardship processes. These might be related to ESG factors such as remuneration of key employees, capital allocation to business with ESG risks, decisions impacting the minority shareholders rights etc., **We disclose our voting actions on a quarterly basis on our website: <https://www.icicilombard.com/legal/disclosure-under-stewardship-policy>**

In some cases where the investee company is rated low / critical by the ESG rating agency, the Company would engage with the investee company to understand its limitations on the areas with risks involved and scope of improvements in the future while taking its investment decisions.

Investments Contributing to National Development

At March 31, 2023, we have invested 45.5%* of our portfolio in Government Securities and State Government bonds and 23.3% in infrastructure and housing sector. These investments provide capital towards the economic and social development of the country. **In addition, the Company has recently invested in Green bonds issued by the Government, the proceeds from which will be utilised towards green infrastructure projects undertaken the government. As these issuances gain prominence both from the government and the corporate sector, the Company would be keen to invest in such green bonds issuances.**

* Based on investment portfolio mix at cost

ENTERPRISE RISK MANAGEMENT

We, at ICICI Lombard, acknowledge our responsibility for having in place a robust risk management framework for identifying, assessing, analysing, monitoring and responding to potential risks for the business. We maintain our sustained efforts to integrate sound risk management practices aimed at eliminating the exposures to financial, reputational and other damages to the company. As an insurance provider, Risk is inherent to our business and our efforts are directed to align with our overarching objective of creating long-term value for all our stakeholders.

RISK GOVERNANCE

ICICI Lombard is certified for compliance to the guidelines given under the ISO 31000:2018 which is a globally recognised risk management standard. Board has an active oversight of ERM through the Risk Management Committee (RMC) and the executive role is headed by Chief Risk Officer (CRO) guided by internal governance committees like Operational Risk Management Committee (ORMC), Market Risk Management Committee (MRMC), Outsourcing Committee (OSC), Information Security Committee (ISC) and ESG Committee. The committees play a prominent role in active oversight of risks at various levels in the organisation. The Internal Audit Department reviews the effectiveness of risk management process through self-assessments. Compliance testing is done periodically and the Audit committee is kept apprised on the outcome of the same.

ENTERPRISE RISK MANAGEMENT FRAMEWORK

Our Enterprise Risk Management Framework (ERM) is well-structured to assess material risks for the business. Our ERM framework is periodically reviewed and updated to ensure the measurement of the risks within the defined threshold limits. Furthermore, ERM functions enters into cross-functional collaboration for detailed risk assessments which facilitate informed decisions.

Key Responsibilities of the ERM function are as follows

- Comprehensive Risk and Control Self-Assessment activity for key risks the company is exposed to
- Quarterly updates on the relevant risk management areas to various sub-committees like Operational Risk Management Committee (ORMC), Market Risk Management Committee (MRMC), Outsourcing Risk Committee (OSC) and the Risk Management Committee (RMC) of the Board
- Improving the risk profile of all the units and the company
- Reporting the risk status vis-à-vis defined appetite and tolerances with action plans to minimise its exposure
- Creating risk awareness through sensitisation programmes
- Status update note to RMC covering all potential risks and management strategies



ENTERPRISE RISK MANAGEMENT

Risk Profile

ICICI Lombard has developed a risk universe consisting of 29 enterprise-wide risk areas, broadly categorised into 6 distinct groups of Credit Risk, Market Risk, Underwriting Risk, Operational Risk, Strategic Risk and Environmental Social & Governance (ESG) Risk.



Credit Risk

Risks the Company is exposed to on account of its re-insurance placements and investment asset classes. The risk of default is assessed through tracking solvency margin numbers, re-insurer downgrades and investment asset classes downgrade. Company has a strong panel of reinsurers. The top 10 international re-insurers on the panel of the Company are leading players in the global re-insurance market. The solvency margin continues to be over the regulatory prescribed limit of 1.5 times as at March 31, 2023.



Market Risk

These risks refer to the exposure the Company faces on its assets, liabilities, income and expenditure on account of market movements overlooked by MRMC for identifying, assessing and evaluating key market risks with appropriate mitigation plans. The Company has a defined risk threshold w.r.t the quantum of investment in liquid assets to manage liquidity risk and the Company is within the defined risk tolerance threshold as at March 31, 2023.



Operational Risk

These risks refer to risk of loss on account of inadequate or failed internal processes, systems and people or from external events. The Company has a detailed Operational Risk Management Policy which broadly covers the risk and control assessments for all units across the Company. Critical updates with respect to Operational Risk are also presented to the Operational Risk Management Committee (ORMC) of the Company. Two other critical components which are of significance to the organisation include Fraud Prevention & Cyber Security.



Underwriting Risk

Risks faced by the Company in terms of selection and retention of risks on its books, including assessing the product offering, customer concentration and pricing risk. The Organisation has also in place a delegation of underwriting authority for assessing and managing relevant underwriting risk. The Company appoints a surveyor to undertake inspection of sites where a claim has been reported and submit a loss assessment report, prior to settlement of claims to manage the underwriting risks.



Strategic Risk

Risks associated with the long-term strategy of the Company and include areas such as reputation risk, return on equity risk, regulatory risk, etc. within its purview and are being closely monitored and reported to the Risk committee.



ESG Risk

Risks emanating from environmental, social and governance considerations. We have adopted Key Risk Indicators in the area of environmental, social and governance. The KRIs focus on indicators which measure core aspects related to the ESG profile of the organisation e.g. diversity and inclusion, environmental impact through carbon emissions and ESG ratings.

RISK CULTURE

Our strong risk culture helps us in strengthening our ability to sail through challenges and optimise the delivery of services ensuring trustworthiness among the customers. We comprehensively evaluate risks during product development stages through our internal product risk approval framework and the products need to be approved by Risk management function prior to roll-out. In addition, our policies on reinsurance (defined product-wise retention limits), underwriting (product-wise approval limits), investment (asset allocation strategy to ensure financial liquidity, security and diversification), Capital Adequacy and Liquidity Management and Asset Liability Management (to maintain adequate level of capital) also ensures the strict governance mechanisms for risk management. Furthermore, annual Internal Capital Adequacy Assessment Process (ICAAP) activity is taken up for conducting stress tests to identify and quantify the impact of different stress scenarios on the Company.

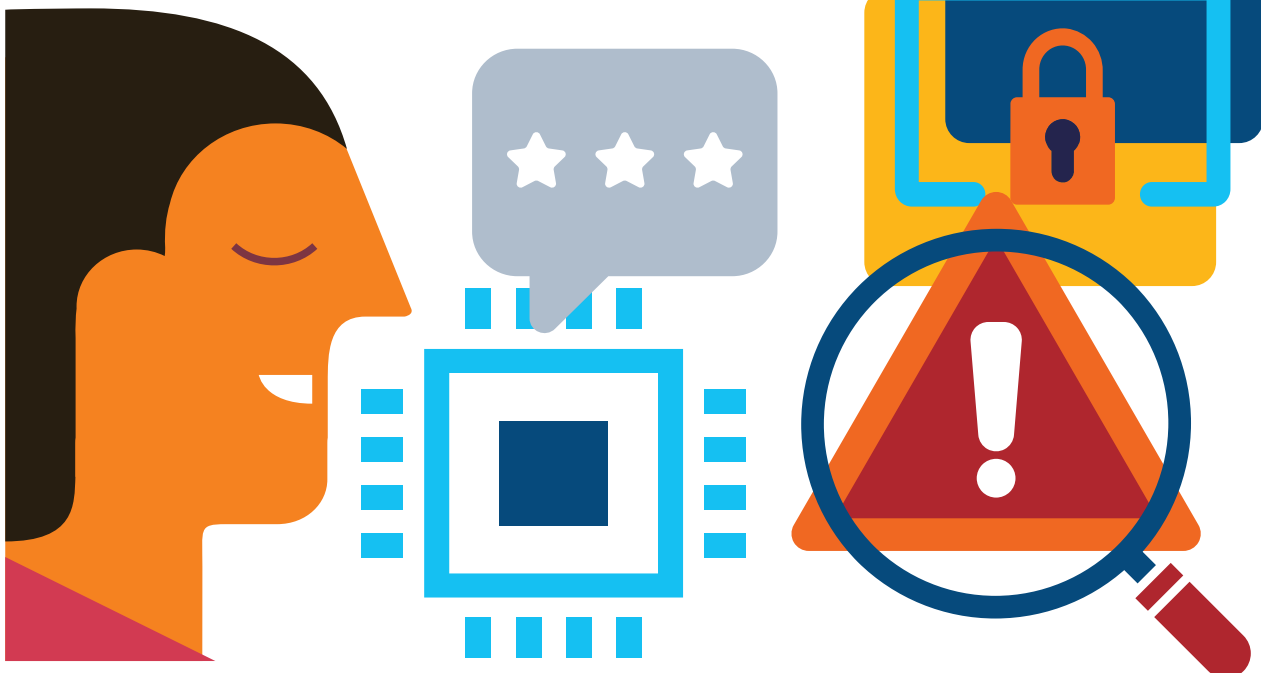
RISK GRADING AND REVIEW MECHANISM

We measure risk impact against a set of Board-approved defined tolerance levels on a quarterly basis. The risks are categorised into significant (dark red), high (red), medium (amber) and low (green) risks. The tolerance scores are

plotted on a 'heat map' which is further used for monitoring and analysis of the risks. Alongside, periodic meetings are also conducted with respective Business Heads to identify new and emerging risks. Further, the approach is reviewed and the identified risks are categorised according to the degree of risk involved. A mitigation plan is devised and the efficacy is further evaluated and verified through controls testing.

FRAUD PREVENTION

At ICICI Lombard, Fraud Prevention is managed by the IC and LM (Internal Control & Loss Minimisation) function. The Company has in place a specialised claim investigation team having expertise in different businesses and also a salvage team to bring additional value to the net realisation amount. We use a combination of conventional techniques like using checklists or scoring algorithms and advance technologies like AI & ML to detect frauds, faster with increased accuracy. Fraud monitoring initiatives are taken to proactively manage fraud risks.





Environmental Stewardship

42 Environmental Stewardship in Operations

- Optimising Energy Consumption
- Water Management
- Waste Management
- Future Priorities



ENVIRONMENTAL STEWARDSHIP IN OPERATIONS

We are dedicated to supporting global efforts to combat climate change and limit the rise in temperature to below 2°Celsius. To achieve this in line with the universal decarbonisation agenda, we are committed to reducing our operational footprint through various initiatives such as paperless transactions, adoption of renewable energy, and effective waste management. We have a robust environmental management policy in place, which guides us in our commitment to managing natural resources efficiently.

For more information, please refer to our Policy on Environment Management on:

<https://www.icicilombard.com/docs/default-source/policies-of-the-company/policy-on-environment-management.pdf>

0.97
MTCO₂e GHG

GHG (Scope 1+2+3*)
Emissions per headcount

30 tonnes

of paper recycled in key offices

9.3 million

litres of rainwater harvested

*Scope 3 emissions include: Category 1 (Purchased Goods & Services), Category 3 (Fuel and energy-related activities), Category 5 (Waste generated in operations), Category 6 (Business travel) and Category 7 (Employee commuting)



OPTIMISING ENERGY CONSUMPTION

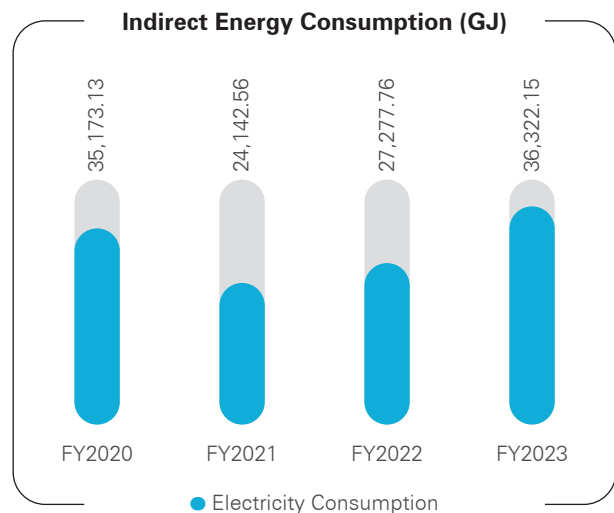
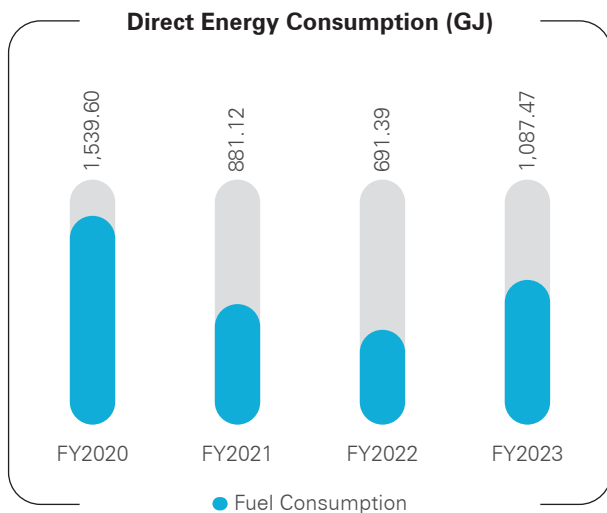
We are taking an inside-out approach to manage the usage of energy across the organisation by adopting tech-driven solutions supported by annual energy audits. We diligently work towards our goal of operational decarbonisation through various initiatives and fostering a sense of responsibility among the occupants and employees. Our

primary energy consumption is related to office operations including lighting, air conditioning, and refrigeration. **Our headquarter at Prabhadevi completely operates on Renewable energy.** In FY2023, 20.7% of energy requirements were met through a renewable energy source.

Our various energy management initiatives are listed below:

<p>Overall 97.1% area of our branches is LEDfied*</p>	<p>Hybrid working model, saving on commute time and fuel</p>	<p>Online support to clients through video conferencing</p>	<p>Conducting energy audits to understand the opportunities for saving more energy</p>
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* As on April 15, 2023



Note:

1. Direct Energy Consumption includes the energy from Diesel consumed for Owned Vehicles and DG sets. The conversion factors are sourced from Emission from Cross Sector tools
2. Indirect Energy consumption includes the energy derived from purchased Electricity.
3. GJ is Gigajoules

ENVIRONMENTAL STEWARDSHIP IN OPERATIONS

ICICI Lombard is working to reduce its operational carbon footprint through mapping GHG emissions and establishing targets in line with India’s Net-Zero goals of 2070. The following summarises the emission footprint of the Company:

Various energy management and low environmental footprint initiatives have resulted in reduction of emission MTCO₂e per headcount from 1.17 in FY2020 to 0.97 in FY2023. The Company is also proactively involved in various community development programmes like solar panel installation and water purifier installation enabling the easier access and adoption of sustainable energy sources by the community. In FY2023, ICICI Lombard installed 90 MW capacity solar panels leading to a reduction of 902.97 MTCO₂e emissions.

Scope 1 Emissions

These emissions pertain to fuel consumption from DG sets, fugitive emissions from refrigerants, and Company-owned vehicles. Our Total Scope 1 emission stands at 867.80 MTCO₂e.

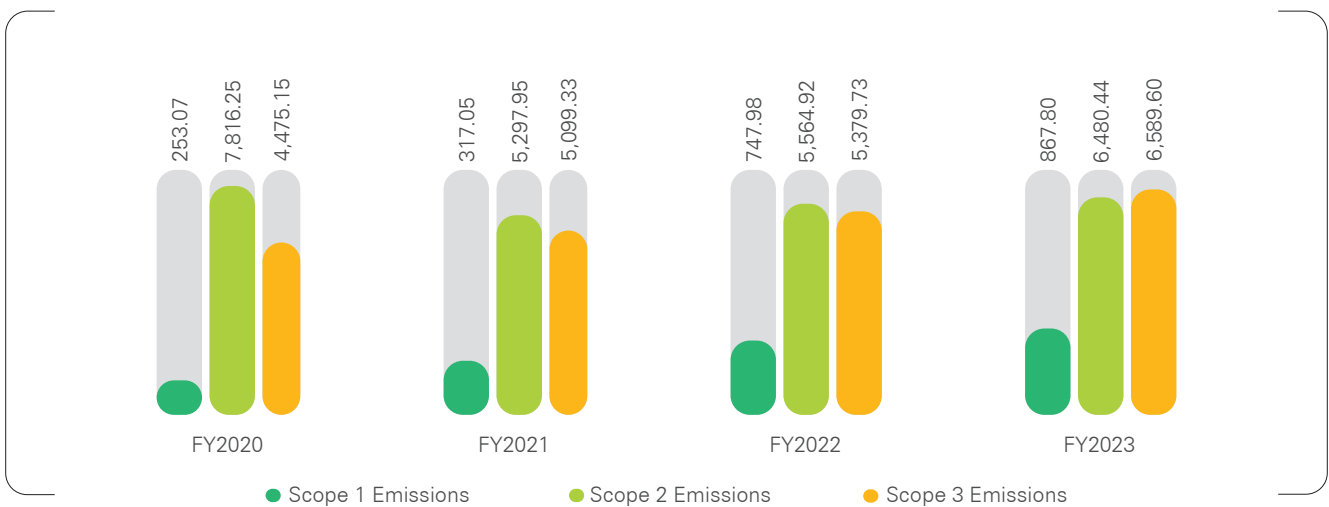
Scope 2 Emissions

The emissions from the usage of grid electricity stands at 6,480.44 MTCO₂e. Emissions avoided due to procurement of renewable energy is 1,692.04 MTCO₂e.

Scope 3 Emissions

The emissions of this category are accounted for fuel and energy-related activities, business travel, and employee commuting. Our Total Scope 3 emissions stand at 6,589.60 MTCO₂e

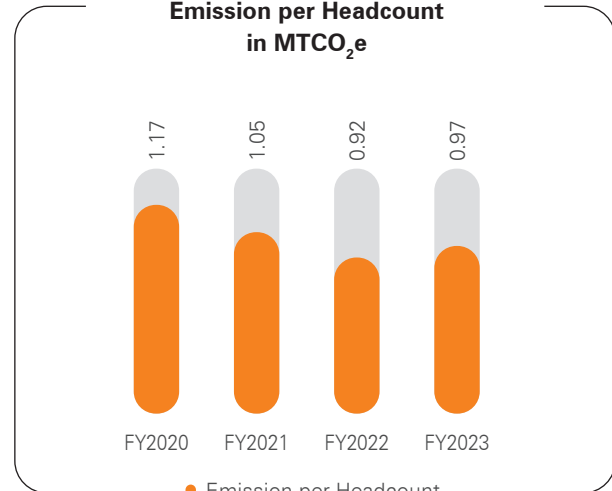
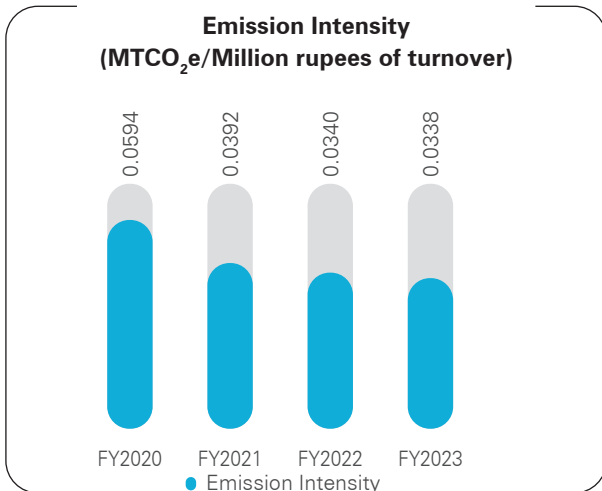
Emission Profile (MTCO₂e)



Notes:

1. For Scope 1 and Scope 2 emissions, diesel consumption by Company-owned vehicles, backup DG sets, refrigerant refill for air-conditioning units, fire extinguisher refills, and grid electricity consumption have been accounted for.
2. The emissions are quantified using operational control approach for the entities covered in the report.
3. Scope 3 emissions include: Category 1 (Purchased Goods & Services), Category 3 (Fuel and energy-related activities), Category 5 (Waste generated in operations), Category 6 (Business travel) and Category 7 (Employee commuting)
4. Emissions due to work-from-home electricity consumption and refrigerant usage by the employees are included in Scope 3 quantification.

Emission Intensity



Turnover = GWP

● Note: Emission Intensity: Total Scope 1 and Scope 2 emissions per million rupees of turnover MTCO₂e

● Note: Emission per employee is including Scope 1, Scope 2 and Scope 3 emissions*

*Scope 3 emissions include: Category 1 (Purchased Goods & Services), Category 3 (Fuel and energy-related activities), Category 5 (Waste generated in operations), Category 6 (Business travel) and Category 7 (Employee commuting)

WATER MANAGEMENT

ICICI Lombard’s business is not water intensive and the major consumption of water is being limited to drinking and sanitation purposes. We have reduced our freshwater dependency by deploying water aerators, and rainwater harvesting structures along with the sensitisation of employees on water conservation. Our Corporate Office was successful in harvesting 9.3 million litres of rainwater.

WASTE MANAGEMENT

We follow a systematic approach to manage waste generated from our operations through judicious usage of materials and safe disposal strategies like recycling, wherever possible. Paper remains a major material consumable for our business. Our digital solutions are helping us reduce paper, given the switch to paperless operations, in FY2023, we have recycled 30 tonnes of paper in key offices. We have evolved into a plastic-free organisation by completely avoiding the usage streams within ICICI Lombard. We have streamlined standardised approaches and guidelines for handling E-waste as per E-Waste (Management) Rules, 2016. All our electronic waste is recycled through authorised vendors.

8.49

Metric tonnes

E-waste safely disposed through authorised vendors

FUTURE PRIORITIES

As part of ICICI Lombard’s commitment towards a low-carbon economy, the Company will focus on reducing the carbon footprint and promoting environmentally-friendly operations. To support this goal, we will continue to invest in digital and sustainable initiatives to green our operations.





Social Responsibility

- 48 **Empowering Our Employees**
 - Learning & Development
 - Empowering our Employees
- 64 **Customer Relationship Management**
- 66 **Financial Inclusion**
- 67 **Commitment to Community**



EMPOWERING OUR EMPLOYEES

We believe at the heart of every successful business are its people. A productive and motivated workforce can provide a unique edge to an organisation. At ICICI Lombard, we strive to foster an inclusive, people-oriented culture to bring out the best in our employees. Our objective is a performance-driven work environment, achieved through employee-oriented practices and upskilling on core competencies. We have been promoting DE&I in our workforce while also providing, extensive training and development opportunities, and focussing on continuous employee engagement for a healthy, safe, and productive workplace.

Fair Employment Practices

We, at ICICI Lombard, pay great attention to ensuring a healthy work environment. Our business practices are aligned to uphold human rights across the operations with no discrimination on age, sex, gender, ethnicity, etc. Our workforce remains the constant force in responsibly driving our growth and creating resilient communities with reduced inequalities. As an equal-opportunity employer, our focus remains to establish a continuum of care for our agile workforce in an inclusive and safe environment. Through our employee policies, systems & practices we aim to create a culture of attracting talents and augmenting their organic growth.

We provide an environment where our employee's needs are fairly addressed. Flexible work comes in different forms and we have adopted a hybrid working model which drives us in building flexibility in operations.

We have zero tolerance for any social injustice toward our employees. ICICI Lombard has constituted the POSH Committee to investigate and address complaints of sexual harassment at the workplace and upon confirmation of such incidents/events, disciplinary action against the concerned is initiated by the POSH Committee. We ensure that all our new hires undergo an orientation with respect to our POSH policy and are apprised of grievance redressal mechanisms. During the reporting period, 100% of permanent employees were provided training on POSH; ICICI Lombard is committed to ensuring equal pay for equal work regardless of gender, race, ethnicity, sexual orientation, or other personal characteristics by committing to performance-based pay approach.



Grievance Redressal Mechanisms at ICICI Lombard

The organisation has a Whistle Blower Policy in place which provides all employees an opportunity to raise any issues/grievances anonymously, where the identity of the whistle-blower is kept confidential. A dedicated email ID has been created at an organisational level, to which the employees can write their concerns. A dedicated Single Point Of Contact (SPOC) is assigned to look into all matters independently and fairly.

ICICI Lombard has established a well-placed process for addressing employee grievances. An employee with a grievance can reach out to his immediate or skip manager as the first point of contact who shall be responsible for investigation and resolution. The respective business HR is the next point of contact, responsible for investigation and resolution in a fair & transparent manner. In case no satisfactory results are achieved, the employee can reach out to the regional HR, followed by the all-India HR. In case of continuing discontent, the Company appoints a Grievance Redressal Committee, consisting of three neutral members to understand the concern, investigate the matter, and provide an appropriate resolution. As a next level, the employee can reach out to the appellate authority for appealing against the investigation outcome.

For POSH-related matters, the employee is expected to raise it with the local HR team or to the dedicated email ID for Internal Committee. This can be escalated to the Chairperson of the Internal Committee. The final level of escalation is to the HR Head of the organisation.

ICICI Lombard has also established other platforms to address employees' concerns and complaints. The employees can file their complaints/grievances on Reach MeBOT, or report directly to HR through their representatives. We ensure prompt and effective resolution of grievances to create a workplace of equitable hiring and eliminated discrimination against employees. In addition, ICICI Lombard provides a Fair Appeal process – a unique platform for all employees to raise their grievances related to the fairness of the performance management process. This platform provides every employee to appeal for any unfair or unjust evaluation of year-end appraisals with relevant facts and evidence. All such grievances are reviewed and assessed to provide fair and transparent findings and resolutions to such employees.

For further appeal on any decision from a grievance redressal body, appellate authorities are available who are empowered to deliberate and decide on such matters.

The Company also has robust mechanisms in place to safeguard the complainant against any adverse consequences. In the first place, Company maintains the utmost confidentiality of the Complainant. All related parties against whom the Complaint has been reported are sensitised of any retaliatory action against the complainant. In case any incident of retaliation is observed or brought to the notice of the management, the Company takes appropriate action on the reported matter and ensures that the complainant does not have to go through adverse consequences.

Nature of Employee complaints

Type of Complaint	FY2023		FY2022	
	Filed during the year	Pending resolution at end of the year	Filed during the year	Pending resolution at end of the year
Sexual Harassment	6	2	5	3
Discrimination at Workplace	0	0	0	0
Child Labour	0	0	0	0
Forced Labour	0	0	0	0
Wages	1	0	0	0
Other Human Rights related issues	0	0	0	0

EMPOWERING OUR EMPLOYEES

Employee Diversity and Inclusion

With a broad philosophy of “Belief in an inclusive work environment where people of diverse backgrounds, ethnicity, and gender come together and progressively transform the workplace with their diverse knowledge and ideas, is key to our success”; our DEI vision states that “We are building an inclusive culture that attracts, develops and celebrates diversity thereby driving innovation and delivering value for all our stakeholders.” Additionally, the launch of the DEI policy is on the anvil along with relevant policies to enable female employees in this journey.

At ICICI Lombard, we strive to create an inclusive workplace where we aim to leverage the diverse backgrounds of our employees to strengthen our workforce and business relationships. We aim to create an inclusive workplace where people of diverse backgrounds, ideas, and mindsets work together in harmony to achieve our vision. We ensure that no individual is treated differently or discriminated on basis of gender, race, socioeconomic status, age, marital status, language, religion, political affiliation, nationality, appearance, physical and mental disability, or other reasons. We have fostered a safe work environment for women employees in office locations and during work-related transit. We have in place stringent guidelines for the prohibition of harassment and intimidation at workplace.

Women representation is a key area of improving diversity and inclusiveness at ICICI Lombard. We promote gender equality through enhanced participation of women employees and building an inclusive culture that supports women employment and facilitates their professional development, as also ensures retention. The safety of women is another critical aspect. We have been working to create a safe work environment for women employees when in office locations and during work-related transit. We have in place stringent guidelines for the prohibition of harassment and intimidation in the workplace.

Our flexi-working arrangements for employees, the ambit of which was further enhanced during the pandemic and continued post normalisation, is aimed at helping them achieve priorities of work and personal needs. It has been a strong enabler for encouraging retention of female employees and increased participation in the new work environment.

A DEI Steering Committee was created comprising members from cross-functional leadership chaired by senior members of management. Our DEI vision statement is as follows “We are building an inclusive culture that attracts, develops and celebrates diversity thereby driving innovation and delivering value for all our stakeholders”.

The Steering Committee has also been extended into sub committees again headed by senior management with specific focus areas:

- ✿ Attract & Retain,
- ✿ Culture & Environment,
- ✿ Develop & Engage.

The subcommittee members are also business leaders who are driving specific agenda with equal rigour (detailed ahead) with guidance from HR and external DEI consultant. This has been specifically done to make and represent DEI as an organisation priority and not an HR agenda.

Steering committee & subcommittees with cross-functional leaders are working in tandem to drive various initiatives. These committees are mentored by DEI experts in their journey and co-facilitated by HR.

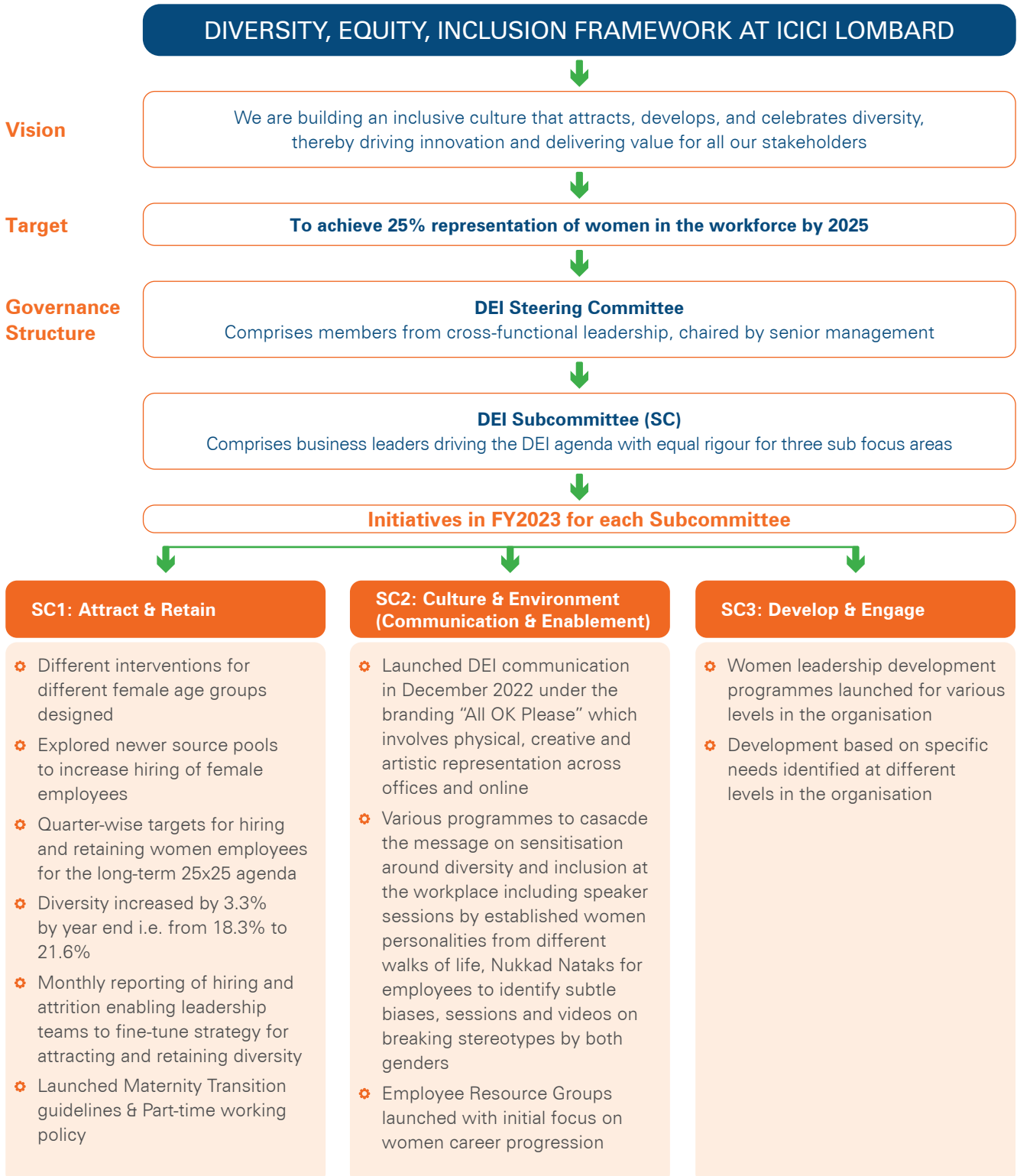
The DEI agenda was shared and socialised with the larger leadership team as part of our annual strategy meet - Ignite.

The DEI agenda was then cascaded by this leadership team to all employees during Ignite Wave through physical sessions at their locations. The leadership team interacted with all our employees to understand their thoughts and feedback on DEI

Each of the subcommittee have also defined their immediate priority areas and are working towards the same

Our primary focus area remains to strengthen the DEI scenario in the organisation and meet our target of having 25% women representation in our workforce by FY2025. Today, our women representation improved to 21.6% with women taking leadership positions. This indicates the positive momentum that has been built to make the transition to an enabling and inclusive work environment.

DEI Framework at ICICI Lombard



EMPOWERING OUR EMPLOYEES

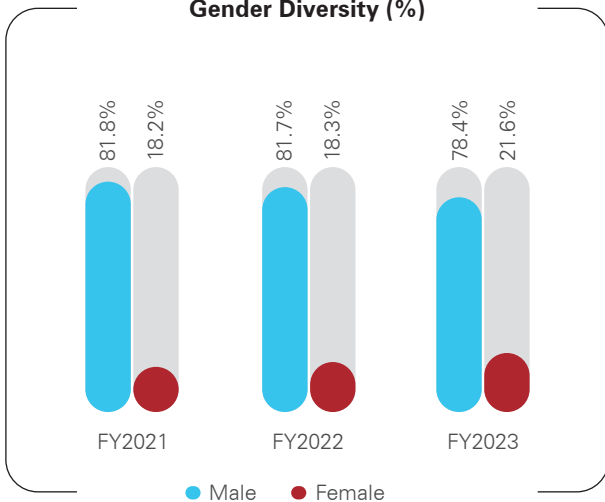
Diversity profile of ICICI Lombard

Total Employee Strength on payroll (as on March 31, 2023)	FY2023**					Total
	Gender		Age			
	Male	Female	<30 Years	30-50 Years	>50 Years	
Permanent Employees	10,083	2,782	4,244	8,525	96	12,865
Non-Permanent Employees	943	609	1,041	498	13	1,552
Total	11,026	3,391	5,285	9,023	109	14,417

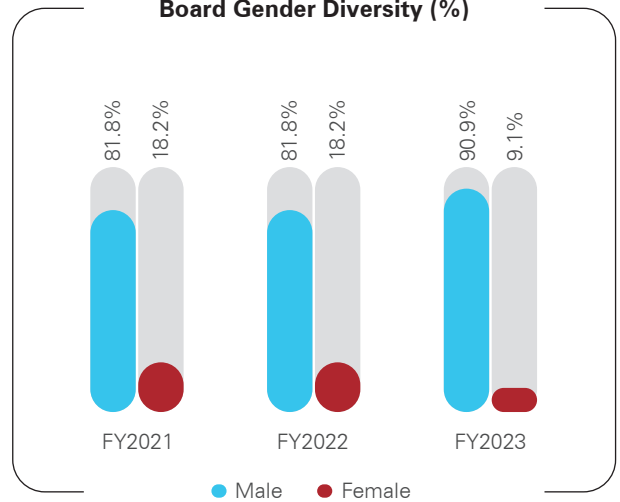
There are no non-guaranteed employees associated with ICICI Lombard

**Employee-related data is compiled using People 1st (Success factor)

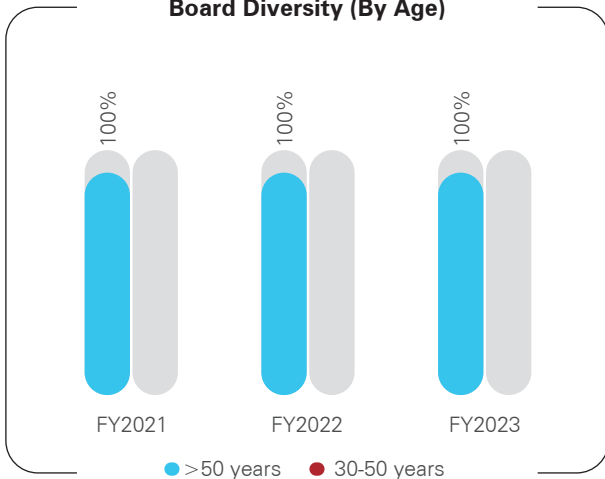
Gender Diversity (%)



Board Gender Diversity (%)



Board Diversity (By Age)



Talent Acquisition and Management

ICICI Lombard is committed to building a vibrant and diverse workforce deep-rooted in our values of Integrity, Sensitivity, Humility, Transparency and Passion. ICICI Lombard recognises the role of its workforce in delivering value to its business and, thereby, to its stakeholders. We place great emphasis on strategies for attracting and retaining talent, across portfolios.

We are focussed on attracting and retaining the best talent across functions and cadres from apprenticeship to full time positions. The annual workforce planning exercise examines the talent and skill requirements across all businesses and functions based on the business strategy and the changes in the operating environment and business models. ICICI Lombard's talent attraction strategy is based on the understanding of the talent and skill gaps and requirements and decisions taken to either groom internally, build talent from campuses or hire externally to address these requirements. We follow a holistic approach for hiring new talent by evaluating the candidates with respect to the skills and competencies required for the role.

Our employees are engaged with various mechanisms as stipulated above in the organisation and made competitive offers and an enriching career. Measures such as myriad career growth options, opportunities to take on diverse roles, different types of learning interventions and engagement are a part of our value proposition to employees. In addition, we provide opportunities to work on cutting edge products in the insurance space. We also offer competitive compensation, that is reviewed annually, and have progressive policies &

benefits. These enable us to be a preferred employer in the market and also retain existing talent within the company.

The human resources department periodically analyses and determines the projected attrition rate and optimises workforce requirements. HR practices are focussed on increasing the momentum of internal hiring rates to utilise skilled manpower in varied roles. We ensure that the right people are hired for the right job; we also invest in upskilling to retain employees.

46.3%

Employee Hiring Rate*

33.9%

Employee Turnover Ratio*

* ICICI Lombard has an in-house call centre which is a unique scenario in GI industry where typically the same is outsourced. As such the hiring rate and turnover ratios in ICICI Lombard are reported at an overall and without call centres, given the higher turnover rate in call centre industry. Further, the overall Employee Hiring Rate was 52.7% and Overall Employee Turnover Ratio was 41.5% for FY2023.

New Hires and Turnover

New Employees Hired (Overall)	FY 2022-23					Total
	Age Group			Gender		
	<30	30-50	>50	Male	Female	
Total	3,680	3,098	7	4,740	2,045	6,785

Employee Turnover (Overall)	FY 2022-23					Total
	Age Group			Gender		
	<30	30-50	>50	Male	Female	
Total	2,311	2,657	4	3,689	1,283	4,972

EMPOWERING OUR EMPLOYEES

Performance Management System

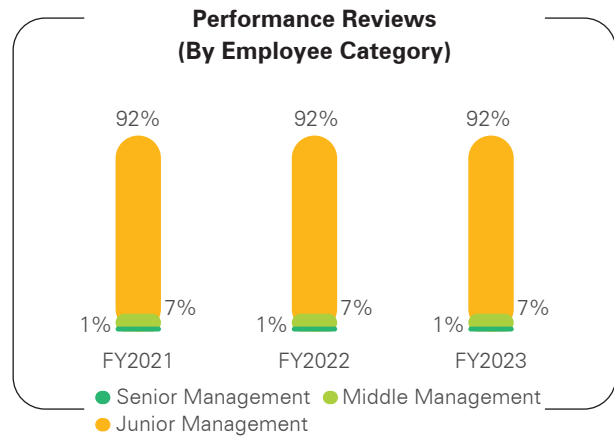
At, ICICI Lombard, our performance management system encourages a culture of fairness & transparency in our appraisal process. We align employee Key Performance Indicators (KPIs) with business targets and objectives so that they recognise, and take ownership, of their contribution to the organisation’s performance.

Our approach is to promote a continuous performance and feedback culture in the organisation. A review of performance is done on a quarterly basis and feedback shared for improvements and corrective actions for achieving the annual goals. The end of the year performance evaluation shares feedback on the overall year’s performance, including highlights on strengths and development areas. All top high-performing employees are recognised at enterprise-level events and engaged through leadership connects.

If employees are not satisfied with their performance evaluation, they can raise their concerns about the process with the head of HR. Grievances are resolved amicably, fairly, and transparently. The feedback mechanisms empower our workforce for timely decision-making as per the business objectives and drive financial performance. Interventions like ‘Rebound’ are in place to support employees to improve their performance.

“Fair Appeal” is a unique platform available to all employees to raise their grievances related to fairness of performance management process. The platform provides every appeal of unfair or unjust evaluation of year-end appraisals with relevant facts and evidence. All such grievances are reviewed and assessed to provide such fair and transparent findings and resolutions to employees.

100% of employees received performance and career development reviews



Rewards and Recognition

At ICICI Lombard, it is our constant endeavour to recognise employees who symbolise a remarkable contribution in their journey and constantly work with high commitment levels delivering beyond the usual norms. We have various recognition platforms that we leverage to recognise our employees. Details of a few programmes provided below:



iUtsav

- iUtsav is our Quarterly Branch Celebration Initiative which is celebrated at all our Branches. This is designed for all locations across the country. This platform is used to welcome New Joiners, celebrate birthdays and felicitate vintage employees and recognising High Performers for the quarter through Performance Certificates. Various fun activities & games are organised to keep the employees involved. All branches have been celebrating iUtsav virtually (during Covid period) and physically (post Covid)



Founder’s Day - Celebrating togetherness

- Every year, Company celebrates its Founder’s Day on August 3. Across the country congratulatory mail goes from both MD and HR Head’s desk. We organise fun-filled activities and games across 4 zones to engage employees.
- The biggest event of the day is “Talent Dikhlia Jaa” where employees are given a platform to showcase their talent in front of all employees as well as the senior management. The winners of this event are provided an opportunity to perform in Frontiers Night. In the 21st Founder’s Day celebrated in August 2022, about 2,022 employees and their families had participated.



Frontiers

- ❖ Frontier Night is a gala event held twice a year, over a period of 2 days each in which top 2% performers are invited for various celebratory functions, awards night, felicitations with trophies etc. An integral practice at Frontier Night is the knowledge-sharing session in the form of chat shows, presentations, etc. which are hosted by select top performing employees. In FY2023, 624 Frontiers have been recognised across 7 categories.



Champ

- ❖ 'Champ' is an online recognition tool, which is available to all permanent employees across levels to nominate & receive recognition & appreciation. Employees who have gone an extra mile and displayed any of the Vishvas behaviours for a colleague/customer identified and responded to the situation and achieved quick results can be recognised by their peers, managers or reportees.
- ❖ In FY2023, the response has been 10X more as compared to FY'22. On an average, every month about 140 employees recognize each other through Champ platform.

Family Inclusion

- ❖ Home has become an extended workplace & families have provided unstinted support to the employee during the pandemic. The Company values the contribution of family, hence we have specially focussed on family inclusion by making them the part of our celebrations. A number of pre-engagement activities are organised for them during Frontiers, Founder's day & iUtsav. The pre-engagement activities are specially designed to involve the entire family including children, spouse and parents. Specially-curated shows & activities like magic show, comedy show, choreography, painting competition, cooking shows have been a huge success amongst employees & their families. **Impact:** More than 500 family members have participated in various engagement activities planned in FY2023.

Gift Happiness

- ❖ This activity involves every employee voluntarily giving a gift, to one of the other employees, without revealing their identity. This activity is conducted towards the end of December every year. A Gift Happiness Bay gets set up in every branch, where each employee secretly places the gift for their colleagues and spreads happiness. The activity overall gives each employee the opportunity to learn more about their co-workers' personal likes and personalise their gift.



Talent Meets (High Fliers)

- ❖ An engagement & recognition platform for the top performing employees, they are provided an opportunity to speak with their leadership teams and share their success stories
- ❖ These meets are organised twice a year

Rewards & Recognition

Platform	Employees rewarded
Frontiers: Recognising top 2% performing employees and the ones exhibiting values, innovation, knowledge, etc.	624
iUtsav: A monthly event to recognise the top 5% employees after the Frontier winners, celebrate employee milestones like work anniversaries and birthdays	1,560
Champ: An online recognition tool to recognise anyone, anytime	1,200+

EMPOWERING OUR EMPLOYEES

LEARNING AND DEVELOPMENT

ICICI Lombard’s learning and development strategy envisages “Igniting a culture where learning is the catalyst for growth by equipping employees to succeed now and in the future by leveraging the Power of Many (Teams & Culture) and driving the Potential of One (Individual Excellence)”.

Our learning and development initiatives are aligned with the Company’s objectives and are focussed on addressing internal capability gaps, as well as on facilitating employees’ professional development. Programmes are designed to build capabilities at individual, team, and enterprise levels to meet immediate needs and to improve future readiness.

Individual-level training is based on the 70:20:10 principle (see infographic). Additionally, we have a Learning Council (LC), comprising leaders, employee teachers, and subject matter experts, to prepare the learning agenda and formulate training programmes and modes. They are groomed to assist in creating and curating learner-centric content to meet peer learning goals. The Company also provides sabbatical periods with guaranteed return to employment to eligible employees on a need basis.

The LXP (Learning-Experience Platform) has been integrated into the workflow to promote anytime-anywhere-any device learning content and tools. Co-owned by leaders and the Learning Council members, it offers personalised, self-directed learning that is unique for each user. The AI-driven platform offers learning recommendations in addition to organisational content and resources.

11,213

Employees received training in FY2023

27.41

Average training hours per male employee

₹ 152.6 million

Investment in employees training for FY2023

343,717

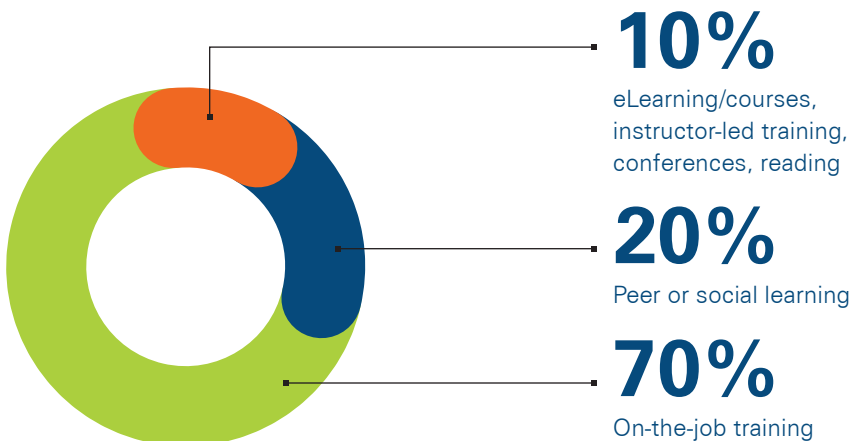
Training hours

27.65

Average training hours per female employee

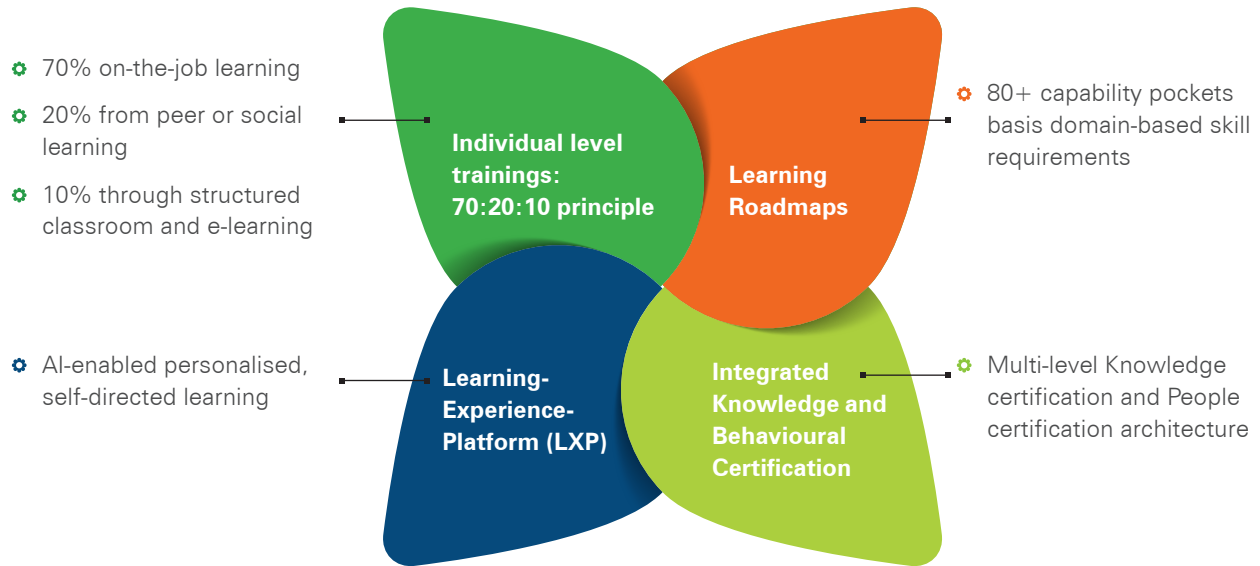
56

70-20-10 training principle for individual training



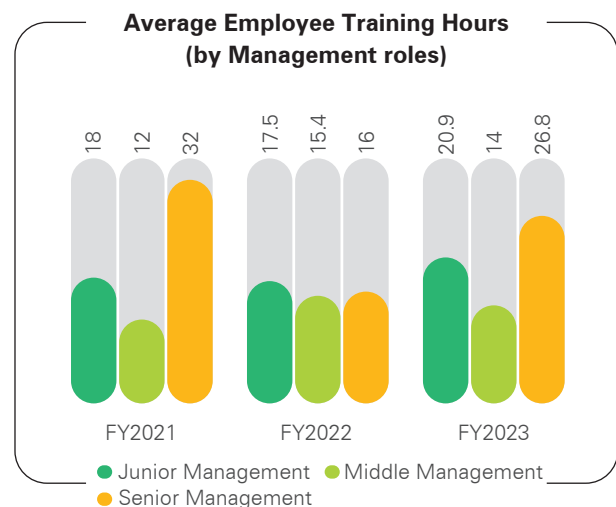
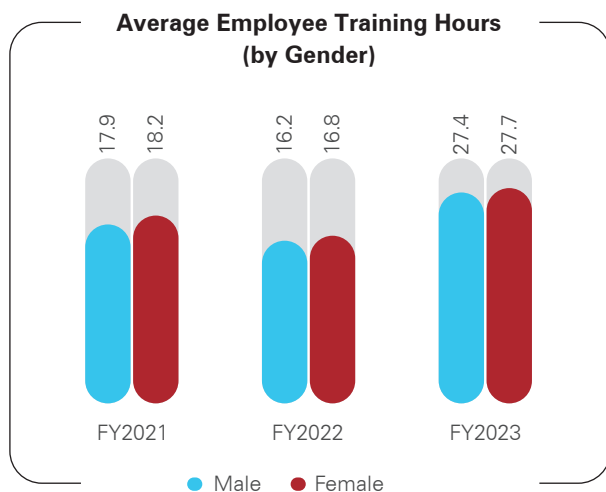
In FY 2022-23, we continued to provide skill development opportunities to all employees based on the requirements with a mix of classroom and virtual learning. In the hybrid working culture, we offered flexible options for employees that enabled them to choose learning opportunities as per their skill needs.

Training and Development program modes at ICICI Lombard



Leader / Manager as coach was crafted to build foundational capabilities amongst managers on coaching and enable them to hold performance and developmental conversations with their teams in the context of our organisation and his / her work.

Training Hours by Category/Topics



Domain Capability Building

ICICI Lombard has partnered with the Chartered Insurance Institute (CII), London, and the Insurance Institute of India (III) to curate certification modules aimed at building domain capabilities. Certification levels (as detailed in the value creation story) correspond to progressive expertise in domain subjects, leading to specialisation and exposure to international markets.

Employees certified for Code Orange are eligible for KAT series of tests (KAT 1 > KAT 2 > KAT Final > Code Maroon

Certification). The successful candidates in KAT final are certified as Code Maroon and nominated for Code Maroon plus certification in the form of enrolment for CII, London examination or Licentiate/Associate examination of III depending on their relative position in the KAT Final. In FY 2021-22, top 180 employees who qualified in KAT Final were nominated and registered for CII, London examination by ICICI Lombard. The next 200 employees were enrolled for Licentiate/Associate examination of Insurance Institute of India. Rest KAT final qualified employees shall enrol for Licentiate/Associate at their own cost.

EMPOWERING OUR EMPLOYEES

Value Creation Story

Material Topics Addressed: Human Capital Development

Description:

Training develops the workforce as well as the quality of service that we extend to our customers, and this helps create value for our customers. We have formed programmes to help employees in progressive stages of growth in the organisation, across the functions.

01

Code Orange

Involves blended learning via online, classroom sessions, and a 90-day mentorship programme

02

Code Maroon

Involves clearing three consecutive internal assessments, going beyond the immediate scope of work, and building knowledge

03

Code Maroon +

An apex level domain/functional certification that offers international exposure and benchmarking

04

Code-Blue Level 1

Addresses transitions in employees' leadership journey and equips them transition from Individual Contributor to First-Time Manager

05

Code-Blue Level 2

Equips employees with skills to handle role from First-time-Manager to Manager's Manager

06

Code-Blue Level 3

Equips employees with skills to develop from Manager-of-Manager to becoming an Emerging Business Leader

**Alignment with
UNSDGs**



Succession Planning at ICICI Lombard

We have in place a robust succession planning mechanism to build the leadership pipeline, with priority given to grooming and developing talent internally. It involves grooming the identified talent pool for senior positions so that they can improve their readiness for the identified roles and reviewing them annually. External talent is sought out in case requirements cannot be met internally, particularly in niche skill areas.

The talent assessment for mid to senior management levels, are done by cross-functional Talent Councils where both performance and potential of individuals is assessed along with their readiness for roles and the opportunities for development. Potential assessment is based on inputs from individual psychometric assessments and manager feedback which is then calibrated by cross-functional Talent Councils and the outcomes of the exercise are used as inputs for building individual development plans and cohort-based learning and development interventions.

Leadership Development

Leadership development is an integral part of our DNA which focusses on developing potential talents who are self and socially aware of leadership capabilities. Leadership development is incubated over a 24-36 month duration. Leaders are led through a journey of self-discovery using psychometric assessments, feedback, and discussions. These insights are examined to arrive at strengths and developmental areas, to work on individually and as a cohort. We follow a blended approach, delivering curated content on key emerging themes through classroom/virtual sessions, peer and social learning events, one-on-one coaching sessions, and hands-on engagement with current strategic projects which helps build leadership capability and perspective.

Leader/ Manager as coach was crafted to build foundational capabilities amongst managers on coaching and enable them to hold performance and developmental conversations with their teams in the context of our organisation and his/her work.

Employee Welfare

Employee welfare takes the form of enabling the health and emotional well-being of employees. Health, safety and well-being of employees is a priority to us. We continuously update our systems, policies, and process to adapt to the evolving work environment. We adhere to all applicable laws and regulations and maintain the utmost precaution and preventive measures across all the operating locations.

We have myriad employee wellness initiatives such as annual health check-ups (for employees), health risk assessments and advisory, medical insurance, personal accident and life covers, employee assistance helpline and accessibility to doctors, other emergency and ambulance services. IL TakeCare App, our internal app designed for customers which is a one-stop shop for health risk analysis, doctor consultation & mental wellness counselling is available to all employees for free. In FY2023, there have been 5,087 downloads by employees and 2,513 employees used the app.

Santulan, our Employee Assistance Program, has a 24x7 counselling hotline with free access to psychologists for helping employees arrive at effective coping mechanisms and self-care routines to manage stress, at their own pace. 236 lives have been impacted by Santulan.

We also place equal importance on maintaining the emotional well-being of our employees. To promote work-life balance, we offer employees a hybrid/flexible working arrangement we also allow employees to select preferred working hours. We encourage leave donations to those in need to inculcate values of responsibility and sharing in times of need.

Employees are requested for feedback, regularly, on physical health and mental well-being, to identify gaps and devise new programmes. The following employee benefits are provided to employees:

- Health and accident insurance
- Medilaim insurance (family floater cover and corporate buffer) with an option for top-up cover
- Parental leaves for availing maternity, paternity and adoption
- Fertility Leave - This is in addition to earned (privilege) leave and casual cum sick leave which all employees are entitled to
- Retirement benefits like PF, Gratuity, ESI
- Sabbatical leave, to avail breaks for education or any personal priorities
- Leave donation



5,087

No. of ILTC
downloads
by employees

2,513

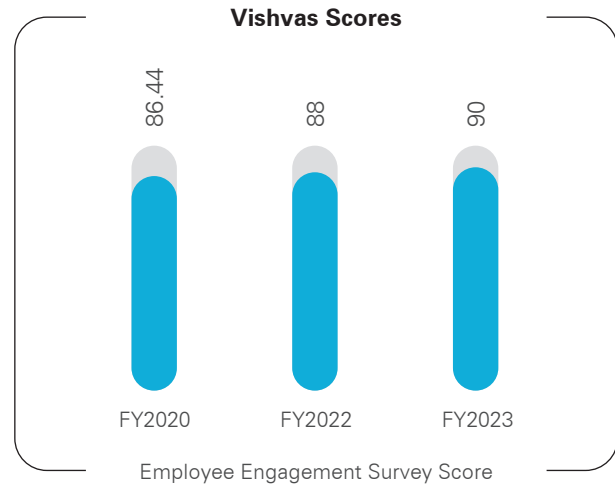
ILTC usage
by employees

EMPOWERING OUR EMPLOYEES

Parental Leave

Indicators	Gender	FY 2022-23
Total number of employees that were entitled to parental leave	Male	5,936
	Female	959
Total number of employees that took parental leave	Male	320
	Female	180
Total number of employees that returned to work in the reporting period after parental leave ended	Male	318
	Female	111
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Male	189
	Female	56
Return to work rate	Male	99.38
	Female	61.67
Retention rate	Male	59.43
	Female	50.45

The results are summarised below and stable progress in the Vishvas journey is evident from the results. Vishvas scores of FY2023 witnessed an improvement of 2% (Current score: 90%) as compared to the last three years.



Note: FY2021 results not comparable due to pandemic and ongoing merger transaction

Employee Satisfaction and Engagement Survey

Business success can be measured through the tangible and intangible benefits it can create among stakeholders and operating communities. While tangible success can be measured through economic performance, the measure of intangible success is based on employee retention and satisfaction, along with other impacts. Higher employee satisfaction makes a collaborative and mutually beneficial working environment possible. We are continuously focussed on making ICICI Lombard an “Employer of Choice” for our employees and also focus on creating a better employee experience. Along with employee engagement programmes, we also conduct employee engagement surveys to understand what employees want.

The Vishvas Survey (internal) and Great Place to Work Survey (external) are conducted annually to gauge employee satisfaction and to document their perception and feedback about the organisation and the workplace.

The Vishvas Survey is conducted once a year, in December or January, This is preceded by a dipstick analysis to gauge the soft points and work towards a better employee experience plan, which can be measured and validated in the main survey.

Employee Engagement Survey Score Details

91%

Advocacy

86%

Caring

94%

Helping each other

94%

Delivering on promise to our customer

92%

Create differentiated solution



Actions to improve employee engagement

Focused Group Discussions (FDGs)

FDGs are conducted in all verticals with a sample representative population to discuss survey results. It is a candid discussion, wherein employees are encouraged to share feedback on internal system improvements. These discussions are facilitated by the HR team.

Vertical Level Action Planning

The employee feedback received in FDGs are discussed with leaders and interventions are planned at Vertical level.

Townhall 1

Business leader conducts a Townhall to share the outcome of FDGs and launch vertical level interventions. HR facilitates such discussions.

Townhall 2

Another Townhall is conducted after 3-4 months, post the launch of interventions, to share the progress made on planned actions to the employees, including the success stories.

This forum helps gather employee feedback for further implementation improvements, if needed.

Company Level Action Planning

Simultaneously, Company-level results are analysed basis FGD feedback, Company-level interventions are designed. Recurring themes are identified and specific action plans are chalked out and implemented.

Communication

Posters, videos, testimonials are widely used to create awareness, communicate, drive participation and provide recognition. A detailed communication calendar is chalked out, wherein marketing and HR collaborate to communicate key messages in a creative and succinct manner.

EMPOWERING OUR EMPLOYEES

Value Creation Story

Material Topics Addressed: Talent Retention & Engagement

Description:

Strengthening our approach in providing a superior quality employee experience, in August 2022, ICICI Lombard launched project EX (Employee Experience) to accelerate action on its Vishvas scores and people engagement. Identifying that employee engagement is an outcome of employee experiences at different events of employee life cycle journey, the project started with a workshop to introduce the HR team to the potential and impact of EX on employee engagement. The process that took shape was as follows:

- ❁ Identifying touchpoints in employee life cycle stages that impact EX (like hiring, employee benefits, employee engagement, recognition, performance management, employee communications)
- ❁ Defining interventions/processes through these touchpoints and designing the toolkit
- ❁ Identifying priority verticals for driving EX
- ❁ Conducting workshops with HR team to design the action plan and interventions
- ❁ Designing deployment plan and review mechanism
- ❁ Aligning business leaders and SPOCs for participation and launch interventions
- ❁ Measuring improvement through quick pulse and dipstick survey scores and fine-tune interventions
- ❁ Measuring progress in annual Vishvas survey

Function-specific approaches are also planned identifying key verticals and improvement areas based on the results of Vishvas survey. In such key verticals, areas/key pillars with low scores are taken up for further action planning. In all such pillars, the interventions (designed as toolkit) are implemented and monitored in association with key stakeholders from business. These were then deployed into action with the various business teams to have a customised approach to address employee experience issues in different verticals which impacted employee engagement in a positive manner. This focus on Employee Experience (EX) resulted in overall improvement of 2% in Vishvas survey scores in FY2023 compared to last year.

Alignment with UNSDGs



Future Priorities

The rapid shift in working models and the growing adoption of artificial intelligence (AI) in the near future will radically transform global labour markets. The business models and HR practices need to change accordingly, to accommodate flexible practices tailored to employee needs. Remote working which was brought on in a big way by the pandemic has evolved into hybrid working with increasing expectations of flexible working arrangements including location flexibility. This is transforming the workplace in terms of contours of the office and 'Flexi-able' working offering is a major part of our Employee Value Proposition.

We recognise this change forced on everyone and are formulating new methods of working centred on being collaborative, innovative, agile, and flexible. These are designed to address significant challenges businesses would face including climate change, digital disruption, global shortages and supply chain issues and the changing priorities of customers.

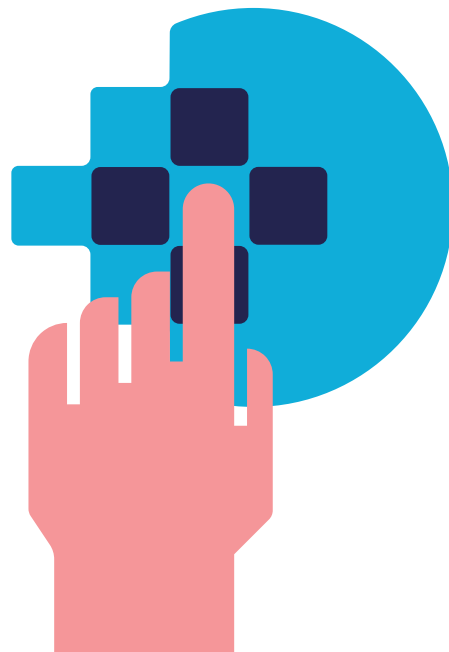
We look to empower the workforce and increase productivity via technology enablement. The focus would be on the capabilities people and technology can offer, rather than just the jobs employees perform. Our HR agenda is already focussing on integrating new technologies and adoption by employees, and automation to enable them to gain efficiency on routine jobs while also increasing focus on skilling for higher order of roles. With this change in nature of work due to adoption of technology, automation, digitalisation, etc. employees are increasingly being assisted in diversifying their skill profiles via various re-skilling and up-skilling programmes. Efforts are also underway to attract the best external talent and strengthening the institutional arrangements for a collaborative framework to achieve a digitally experienced workforce.

We are also focussing on bringing in diverse & contemporary talent pools and hence the focus on DEI has intensified further. Other talent pools & ways of working like bringing in part-time workers, are also being implemented.

The new methods for incentivising employees focussed on internal mobility, reskilling and upskilling existing employees and leadership engagements to prevent attrition, and filling niche roles are implemented. Additionally the organisation has developed policies and guidelines allowing employees especially female employees avail required flexibility to transition in and out of life stage events such as maternity while offering sabbatical facilities to all employees to manage priorities while continuing to be on the job, long term.

We recognise that in the coming times we need to be a more compelling and differentiating brand. Hence, we would need to re-evaluate our value proposition around the aspects of being digital, sustainable and contemporary to attract best talent.

For ICICI Lombard, corporate leadership and individual accountability begins at the top as the Board is actively involved in overseeing, monitoring and supporting the organisation's ESG strategic framework.



CUSTOMER RELATIONSHIP MANAGEMENT

At ICICI Lombard, customer-centricity is at the heart of our core values. We strive to provide a world-class experience to our customers through all our products and services. Our strong network of digital solutions reflects our commitment to technology-driven business growth, allowing us to offer a seamless experience to our customers.

We have multiple touchpoints available to customers, including a contact centre, email support team, and chat team, making us easily accessible at any time. Additionally, we have set up Priority and Senior Citizen Desks at all call centres to ensure that elderly customers receive prompt attention and personalised assistance. Our unwavering dedication to our customers is evident in all aspects of our business, from our cutting-edge technology to our personalised support. We believe that by putting our customers first, we can continue to grow and evolve as a company while providing unparalleled service to those who rely on us.

CRM looks into practices, strategies, and technologies for analysing customer interactions and meaningful use of data points to understand customer behaviours. We have a standardised approach for monitoring and processing data points and combine this with a feedback loop to deliver new benchmarks in customer experience. The Autoninja platform is a CRM tool, which supports data mining, lead management, and business intelligence to help us better engage with customers in the motor insurance segment. Our value-added services give us a competitive edge. Any disruption or discontinuation of essential services is notified through e-mailers, social media posts, and in-app notifications to the customers.

64

64

Net Promoter Score
(Claims) for FY2023

99.6%

Customer grievances resolved
within 15 days FY2023

7

Average claim settlement days

Customer First

As insurance services, our raison d'être is the help we bring clients to manage financial risks. Timely intervention from our side gives customers a sense of relief when they are dealing with uncertain times. This for us is the value we bring to society and to continue doing this, it becomes essential for us to seamlessly connect with our customers and be accessible to them.

Please read more about our customer-facing, in-house solutions in the Digitalisation section on page 84. Our customer satisfaction surveys and Net Promoter Score (NPS) are the key metrics for gauging customer satisfaction and loyalty in the market. Our Net Promoter Score (claims) increased to 64 in FY2023 from 54 in FY2022. This score was measured across onboarding, renewal, cashless claims, and reimbursement claims transactions in the motor and retail health segments. Customer satisfaction surveys are conducted periodically, covering specific cities and customer target segments, and the entire customer universe. The CSAT score reflects customer satisfaction with Health Insurance and Private 4-wheeler insurance only.

Satisfaction Measurement	H2 2021	H2 2022	H2 2023
Satisfaction (in %)*	83	86	88
Sample covered (IL customers)	2,177	2,004	2,132

* Percentage of satisfied respondents out of the total number of respondents to the survey

Customer Grievance Redressal

An effective and transparent grievance redressal mechanism is imperative for business continuity and growth. We take efforts to assess customer needs and grievances, in real-time, through multiple modes. Our Service Quality (SQ) Wing, especially, deals in complaint escalation and ensures quick turnaround and immediate resolution.

A total of 4,343 complaints were received during FY2023, out of which 94.4% were related to customer grievances, policy coverage, cancellation, policy not received, policy renewal, refund, endorsement, premium, NCB, health check-up, proposal, mParivahan related, website related, with one complaint related to data privacy.

Customer servicing through digital tools

WHATSAPP

Technology-driven service for faster redressal of customer grievances with a superior experience. Through this service, customers can view, and download policies related documents, locate the nearest network hospitals/ garages, request claim status, and live chat with Relationship Managers.

WEBSITE BOT

Real-time response to customer queries through a natural language processing platform. Powered by advanced technologies, the interface supports customers with self-help options for faster resolution.

VISUAL IVR

'Visual IVR' solution, allows, assists policyholders to instantly register motor insurance claims. The hybrid model utilising voice, integrated with web portal facilitates customers to navigate menus quickly. The bot collates information on a real-time basis to enable reporting of claims instantly.

IL TAKECARE APP

A one-stop solution for all health insurance and wellness needs of policyholders. The App facilitates servicing and engaging with customers on aspects of healthcare and health management as well as for our motor insurance customers through various inbuilt monitoring and assessment tools.



FINANCIAL INCLUSION

Our ongoing mission is to make our product offerings accessible to vulnerable communities and enhance their financial security. We prioritise communication with our customers and provide transparent product information to improve their financial literacy and help them navigate economic challenges.

We offer a range of products specifically designed for women, children, and other vulnerable groups. We have partnered with the Government of India for the Common

Service Centre (CSC) programme to improve the accessibility of essential public services, social welfare schemes, healthcare, financial, education, and agriculture services to rural communities.

Our dedicated team periodically visits these communities to sensitise them about our products and services. Through our efforts, we hope to empower underserved communities and provide them with the resources they need to achieve financial stability.

Categories	Products and Services
Women	<ol style="list-style-type: none"> 1. Women cancer shield – We have women cancer shield, where sum insured will be paid in lump sum on first diagnosis of covered cancers. Covered cancers are – Cervical Cancer, Breast Cancer and other women-specific cancer cover (Ovarian cancer cover, Fallopian cancer cover, Vaginal cancer cover, Cancer of vulva, Uterine/endometrial cancer, Thyroid cancer) Product also have additional benefits – Tele consultation and Preventive screening and assessment 2. Health Advantage: We offer coverage for maternity expenses after a waiting period of just 9 months.
Children	<ol style="list-style-type: none"> 1. ICICI Lombard retail criti shield, which can be offered from 3 months of age, child can get cover for up to 92 Critical illnesses. Complete Health Insurance: Children are covered on floater basis 2. Health advantEdge: Children are covered on floater basis.
General Customers	<ol style="list-style-type: none"> 1. Critical illness (benefit) product, where sum insured will be paid in lump sum on the first diagnosis or occurrence of the Covered Insured Event. 2. Complete health insurance: We offer comprehensive healthcare solutions with worldwide cover, maternity coverage, Claim protector cover, Homecare cover. 3. Health advantEdge; We offer comprehensive healthcare solutions with worldwide cover, maternity coverage, Claim protector cover, Homecare cover.



Insurance Advocacy and Penetration

At ICICI Lombard, we have been allotted the states of Bihar and Tripura as part of the initiative. Demonstrating our dedication to the objective and our brand ethos of 'Nibhaye Vaade', we have initiated multiple programs to educate, promote, and increase market penetration in these emerging regions.

We successfully conducted 'Financial Literacy' workshops in rural locations of Bihar, educating ~5,000 women beneficiaries on financial planning and budgeting and the benefits of insurance for a secure financial future.

COMMITMENT TO COMMUNITY

ICICI Lombard aims to create a positive impact in society through more meaningful interventions fostering community development. In addition to social protection provided by our services, we contribute to community well-being through CSR interventions, implemented in partnership with the government, NGOs, and other stakeholders in accordance with global and national goals such as United Nations Sustainable Development Goals and Section 135 of the Companies Act 2013 and Schedule VII of the Act respectively.

In FY2023, ICICI Lombard spent ₹ 347.3 million on CSR expenditure comprising of ₹ 38.8 million of ICICI Foundation and ₹ 308.5 million under Company's initiatives, and positively impacted 1,000,000 lives. We encourage employee engagement in our CSR initiatives through volunteering activities. As an integral part of the ICICI Group, the Company contributes to the ICICI Foundation for Sustainable Livelihood through Skill Development, and other Educational programs. The impact of all the programs towards which the contribution is being made, is evaluated and reviewed at the Board level.

Our Focus Areas

As responsible stewards, our focus has always been giving back to the people and the communities we operate in. For achieving this, we have a well-devised CSR approach which works for the following focus areas:

People wellbeing



Providing access to preventive healthcare: Caring Hands (address avoidable visual impairment through eye check-ups and wellness camps for school children)



Inspiring healthy living and wellness



Facilitating health and hygiene with clean drinking water: Niranjali (clean water to prevent illness due to water-borne diseases in schools)



Skill development and sustainable livelihoods



Promoting sensible road safety behaviour: Ride to Safety (helmets for prevention of injury on roads)

Planet wellbeing



Protecting our environment and planet

COMMITMENT TO COMMUNITY

Caring Hands

Uncorrected refractive error is an avoidable cause of visual impairment which directly and indirectly affects many day-to-day functions. With the initiative, 'Caring Hands', we have helped prevent eye-related problems among school children. Under Caring Hands, the Company organises eye screening camps for children, every year, in government and municipal schools. Eye care counselling and distribution of prescription spectacles to children identified with visual impairment are carried out through this initiative.



Programme Outcomes

In FY2023, with a total expenditure outlay of ₹ 14.7 million, 110 eye check-up camps were conducted in schools across 40+ cities. This has benefited 35,000+ lives in FY2023, and 350,000+ students from over 1,000 schools across the country since 2011. 6,500 spectacles distributed in FY2023.



Ride to Safety

There is a rapid upsurge in two-wheeler usage in the country, increasing the need to ensure road safety for riders. Ride to Safety is an outreach campaign for road safety awareness to promote sensible road behaviour among youth and children. As a part of this initiative, we conduct annual workshops for school children and parents to highlight the importance of wearing helmets, alongside the distribution of ISI-marked child-specific helmets to young pillion riders as well as their parents.

In addition to this, following activities were also conducted under Ride to Safety –

Awareness Rallies: The Company conducted awareness rallies in collaboration with the city traffic police in Ahmedabad, Bangalore, Agartala, Patna and Ludhiana. During the program, awareness was created on the importance of wearing the helmets by bike riders, fastening of seat belts by the occupants of vehicles, avoiding manoeuvring the vehicle under the influence of alcohol etc.

Helmets to Police Personnel: We provided helmets to around 500 traffic police personnel in each of the cities where the program was conducted, in order to serve the purpose of ensuring road safety of the on-ground law enforcers.

Caution Signboards and Reflective Stickers: The Company also installed Speed Limit Caution signboards covering a distance of approx. 140 km in Orissa. The activity was conducted along with Traffic Police Department of Orissa and National Highway Authorities of India (NHAI). Further, the Company distributed reflective stickers to Commercial Vehicles and Tractors across multiple locations. This exercise was aimed at reducing night accidents on roads causing danger to the life of citizens.

Programme Outcome

In FY2023, ICICI Lombard conducted over 1,300+ workshops sensitising 150,000+ parents on road safety. 129,000 ISI-marked helmets were distributed to children and parents. Ride to Safety has impacted 625,000+ lives since its inception across cities like Mumbai, Delhi, Pune, Hyderabad, Nagpur, Ahmedabad, Kolkata, Chennai, Bengaluru, Ludhiana, Patna and Agartala. SRoI of Ride to Safety has increased to 6.51 in FY2022 from 3.44 in FY2021.

Niranjali

According to the Management Information System (MIS) for the Ministry of Education, 56% of preschools lack drinking water facilities. Unsafe drinking water results in waterborne diseases like diarrhoea, dysentery, etc., lack of basic facilities affect the number of days children can attend school, and thereby, academic achievements. The 'Niranjali' initiative by ICICI Lombard installs water purifiers in government/municipal schools with a focus on providing clean drinking water. We also conduct workshops to sensitise the importance of clean drinking water and sanitation among the beneficiaries.

Programme Outcome

In FY2023, we installed 1,850 water purifiers in 1,850 schools impacting over 185,000 beneficiaries. Parallely, workshops were conducted, explaining the importance of clean drinking water and sanitation. Since 2017, we have installed 2,600+ water purifiers in schools reaching 300,000+ beneficiaries under the programme. The Niranjali programme generated an SRoI of 4.33 in FY2022. **Further this initiative has an opportunity to reduce GhG emissions as these purifiers installed use UV technology to treat water.**

Healthy Village Initiatives

In FY2023, the Company conducted over 100 wellness camps in order to strengthen its efforts in existing PHCs (Primary Health Centres) where medical instruments were given in the past.

More than 20,000+ people were benefited through the camps, which were conducted across 12 PHCs of MP and UP.

Medical Camps: The camps were majorly focussed on General check-ups and ENT check-ups. A total of 100 camps have been conducted in FY2023.

Support for Road Accident Victims: The Company provided 94 wheelchairs and 250 tricycles to citizens who needed support post a road accident. The same was done with the help of NGO partners.

Contribution towards Social Causes: We also contributed towards various social causes in order to support those in need through NGOs.

Protecting our Planet

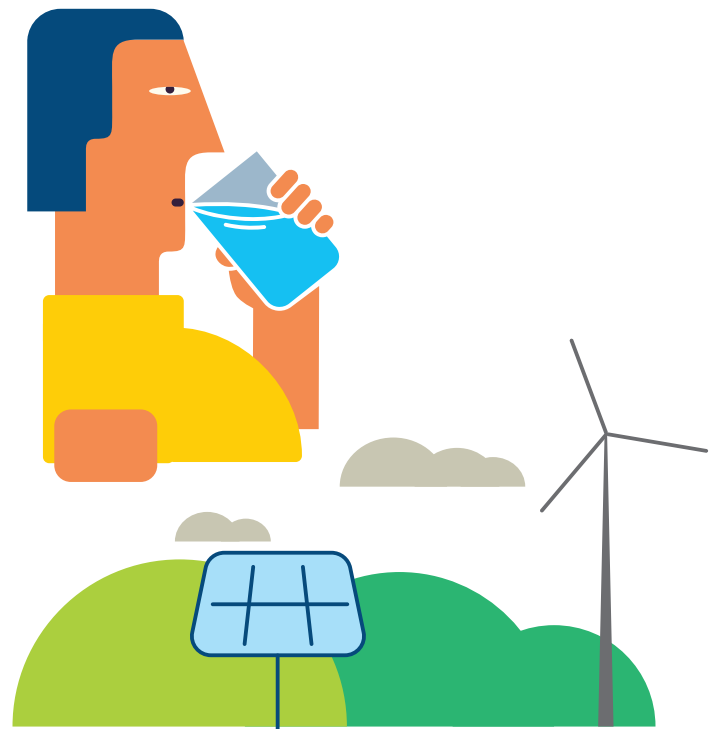
In line with the global agenda of addressing climate change and sustainable use of natural resources, we, at ICICI Lombard, have undertaken initiatives to promote the generation and usage of renewable energy by the communities through the installation of solar panels.

Programme Outcome

In FY2023, the Company installed 105 solar panels in 95 underprivileged schools in Mumbai, Patna and Agartala, resulting in GHG emission reductions. With an estimated generation of about 475 kWh annually. **This project will help schools reduce their carbon footprint and have an uninterrupted electricity supply.**

Future Priorities

Our objective is to deliver long-term impacts on the social and environmental health of communities and the planet, respectively, through our CSR initiatives. We aim to address the needs of marginalised communities and find ways to empower them through the projects we take up. The focus will be on interventions that impact community well-being and enable the transition to low-carbon emission solutions.





Good Governance



72 Corporate Governance

CORPORATE GOVERNANCE

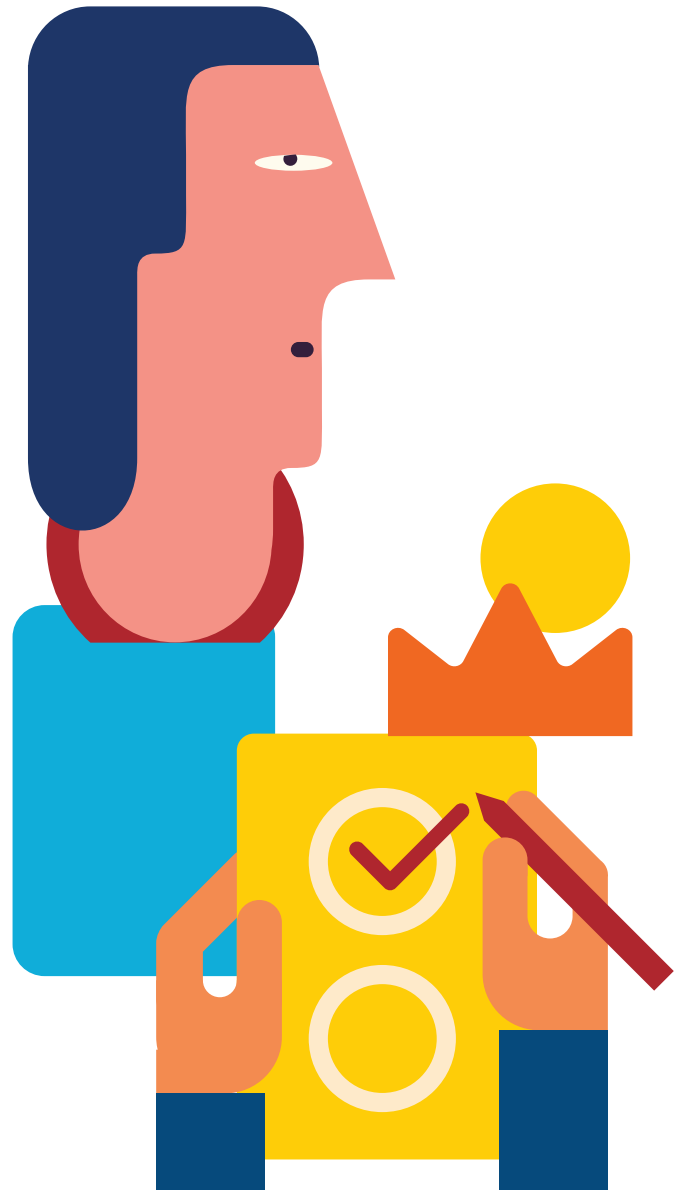
Integrity, Ethics, and Transparency are the pillars on which our governance model is framed. We expect to protect the interests of our stakeholders and promote financial stability and growth by employing a transparent and stable governance structure. We embed accountability, compliance, and integrity in ICICI Lombard's culture, frameworks, and procedures so that these values are evident in our professional engagements.

CORPORATE GOVERNANCE ARCHITECTURE

Our governance model encompasses regulatory and legal requirements and several voluntary best practices. Our corporate governance structure harmonises stakeholders' interests and expectations, such as shareholders, regulators, employees, customers, partners/distributors, and the broader community, in developing and distributing value.

We believe that an eminent, well-informed, and independent Board is necessary to ensure the highest standards of Corporate Governance. We ensure our Board composition upholds expertise in various fields and diversity to proactively resolve the issues and challenges we face. Through our culture and sound frameworks and procedures, we seek to ensure accountability, compliance, and integrity across the organisation. This has enabled us to establish a solid foundation of trust with all our stakeholders, which has aided our progress towards a sustainable future.

Our corporate governance architecture is fortified through various policies, frameworks, and codes which are monitored and reviewed annually or half-yearly or as and when required basis regulatory requirement.



Composition and Diversity of the Board

Our corporate governance architecture is underpinned by the Board's independence to bring objectivity, transparency, accountability, and credibility to the affairs of the Company. The Company has an optimum mix of Executive and Non-executive Directors (Including Independent Directors) to maintain professionalism, knowledge, skill sets, integrity, expertise, independence, and effective decision-making.

We believe that an effective corporate governance systems are implemented with a diverse, independent, and well-informed Board. At ICICI Lombard, we have taken an important step towards enhancing the governance standards and protecting the interest of all stakeholders under the supervision and guidance of the Board.

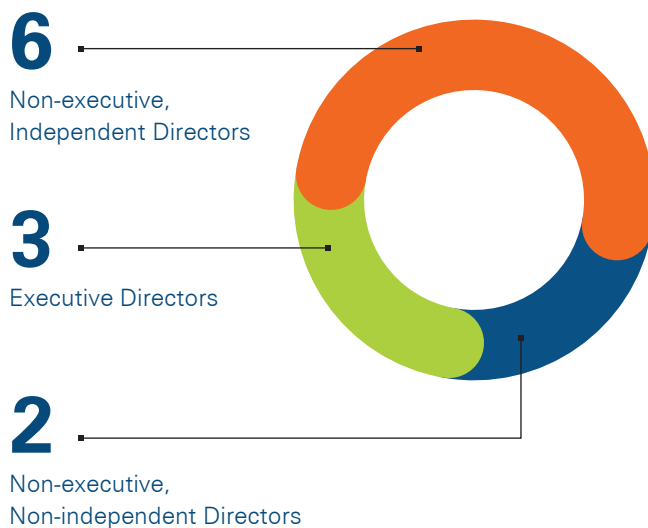
Our Board includes eminent people from diverse fields who bring a wide range of capabilities, knowledge, skills, and experience to help the Company to stay resilient and ahead in the marketplace. The significance of Board Diversity is recognised by various statutes/regulations i.e. the Insurance Act, 1938 and Regulations framed thereunder, the

Companies Act, 2013 ("the Act") and relevant Rules made thereunder, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") and Guidelines for Corporate Governance for insurers in India issued by Insurance Regulatory and Development Authority of India ("CG Guidelines"). Accordingly, the composition of the Board is based on the prescribed principles.

We also have a Board approved Policy on Board Diversity and the same is hosted on the website of the Company and can be viewed at <https://www.icicilombard.com/docs/default-source/policies-of-the-company/board-diversity-policy>.

The effectiveness of our Board is marked by over 70% of Directors on the Board being Non-executive Directors and over 50% of the Directors on the Board are Non-executive, Independent Directors. Our Board is chaired by a Woman Director, Lalita D. Gupte, Non-executive, Independent Director.

Board Composition



Independence of the Board

An independent Board is key to ensuring robust governance in an organisation. All the Independent Directors of ICICI Lombard have given declarations that they meet the criteria of independence as laid down under the applicable provisions of the Act and Listing Regulations. The Company obtains a certificate from a practicing company secretary on an annual basis, verifying the veracity of the declarations received from the Independent Directors of the Company. Based on the declarations and certificate from practicing company secretary, the Board is of the opinion that all the Independent Directors fulfil the conditions specified in the Act and Listing Regulations and are independent of the Management. There are no inter se relationships between any of the Directors.

CORPORATE GOVERNANCE ARCHITECTURE

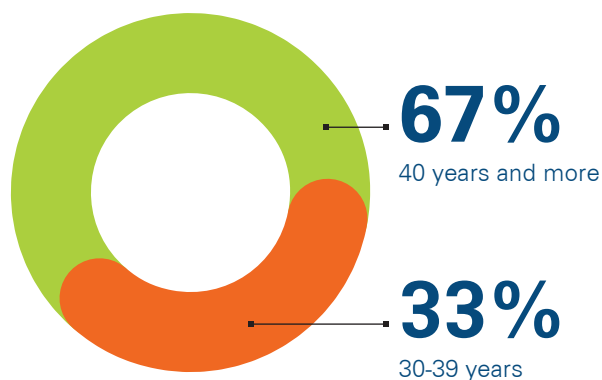
Board Experience and Expertise

The Board of Directors plays a vital role in the overall functioning of the Company and it is important to have a Board of Directors with diverse skills, expertise, and experience.

The Board Nomination and Remuneration Committee ("BNRC") broadly considers various relevant factors viz. capabilities, independence, size and composition of the Board, diversity, knowledge, experiences, and talent needed before recommending a candidate to the Board. The Board has identified the following skills/expertise/competencies for the Company's effective functioning:

Insurance, Banking, Finance, Economics, Accounting & Auditing, Risk Management, Investment, Strategy, Corporate Planning, Marketing, Consumer Insights, Technology, Human Resources, Law & Governance and Alternate Dispute Resolution.

Experience of Independent Directors



The composition of the Board of Directors as on March 31, 2023, with their qualifications, field of specialisation/core skills / expertise, Committee chairpersonship/membership, number of other directorships, and attendance at the Board Meetings are as follows:

Name of Director	Category	Qualification	Field of Specialisation/ Existing Skills/ Expertise/ Competence	Committee Chairpersonship (C) / Memberships (M)	Number of Other Directorships*	Details of Board Meetings attended/ entitled to attend
Lalita D. Gupte (DIN: 00043559)	Chairperson, Non-executive, Independent Director	B.A. (Eco Hons), Master of Management Studies (MMS)	Banking, Finance, Economics, Corporate Strategic Planning and Risk Management	BNRC (M), AC (M), RMC (C)	5	7/7
Ved Prakash Chaturvedi (DIN: 00030839)	Non-executive, Independent Director	B.E. (Electronics & Power), PGDM-IIM Bangalore	Strategy, Finance and Investment	RMC (M), PPC (M), CSR & SC (M), SRC (M)	2	7/7
Uday Chitale (DIN: 00043268)	Non-executive, Independent Director	B. Com, Fellow Chartered Accountant	Finance, Accounting & Auditing, Alternative Dispute Resolution (ADR) Business Advisor	BNRC (C), AC (M), RMC (M), PPC (M), CSR & SC (C), SC (C)	1	7/7

Name of Director	Category	Qualification	Field of Specialisation/ Existing Skills/ Expertise/ Competence	Committee Chairpersonship (C) / Memberships (M)	Number of Other Directorships*	Details of Board Meetings attended/ entitled to attend
Suresh Kumar (DIN: 00494479)	Non-executive, Independent Director	B. Com (Hons), Post-Graduation - Investment Management Programme, Stanford University and London School of Business, Advanced Management – Columbia Business School, Fellow of the Indian Institute of Bankers (FIIB)	Banking, Finance and Investment	IC (C), RMC (M), SRC (C)	4	7/7
Ashvin Parekh (DIN: 06559989)	Non-executive, Independent Director	B. Com (Hons.), Chartered Accountant, ICWA, Company Secretary, Exec. MBA-INSEAD	Business Strategy, Corporate Planning, Technology and Finance	BNRC (M), AC (C), RMC (M), PPC (C), SC (M)	4	7/7
Murali Sivaraman (DIN: 01461231)	Non-executive, Independent Director	B. Com, Chartered Accountant, Cost and Works Accountant, PGDM - IIM Ahmedabad	Finance, Management, Strategy and Marketing	AC (M), PPC (M), CSR & SC (M)	3	7/7
Sandeep Batra (DIN: 03620913)	Non-executive, Non-independent Director	B. Com, Fellow Chartered Accountant, Associate Company Secretary	Accountancy, Banking, Finance, Law, Information Technology, Human Resources, Risk Management, Business Management, Insurance, Securities and Governance	AC (M), IC (M), BNRC (M)	4	7/7

CORPORATE GOVERNANCE ARCHITECTURE

Name of Director	Category	Qualification	Field of Specialisation/ Existing Skills/ Expertise/ Competence	Committee Chairpersonship (C) / Memberships (M)	Number of Other Directorships*	Details of Board Meetings attended/ entitled to attend
Rakesh Jha [#] (DIN: 00042075)	Non-executive, Non-independent Director	B. Tech., MBA	Banking, Business Management, Risk Management, Finance, Accountancy, Economics and Information Technology	RMC (M), SC (M)	5	5/5
Bhargav Dasgupta (DIN: 00047728)	Managing Director & CEO	B.E. (Mechanical), PGDBA-IIM Bangalore	Banking, Corporate Planning, Strategy, Consumer Insights and Insurance	IC (M), RMC (M), PPC (M), CSR & SC (M), SRC (M), SC (M)	-	7/7
Alok Kumar Agarwal (DIN: 03434304)	Executive Director	B.E. (Chemical), PGDM-IIM Calcutta	Banking, Insurance, Corporate Planning, Strategy, Consumer Insights and Marketing	-	-	7/7
Sanjeev Mantri (DIN: 07192264)	Executive Director	Chartered Accountant, Cost and Works Accountant	Banking, Finance, Corporate Planning, Strategy, Insurance, Consumer Insights and Marketing	SRC (M)	-	7/7

* Comprises Indian companies and foreign companies but excludes Section 8 companies

BNRC: Board Nomination and Remuneration Committee, AC: Audit Committee, RMC: Risk Management Committee, CSR & SC: Corporate Social Responsibility & Sustainability Committee, SRC: Stakeholders Relationship Committee, PPC: Policyholders Protection Committee, IC: Investment Committee and SC: Strategy Committee

Brief Profile of Directors is hosted on the website of the Company and can be viewed at <https://www.icicilombard.com/investor-relations>

[#] The Board of Directors, based on the recommendation of the Board Nomination and Remuneration Committee, approved the appointment of Rakesh Jha (DIN: 00042075) as an Additional Director of the Company in the category of Non-executive, Non-independent Director with effect from May 28, 2022, subject to the approval of Members of the Company. Subsequently, at the Twenty-Second Annual General Meeting ("AGM") held on August 5, 2022, Members of the Company approved appointment of Rakesh Jha as a Non-executive, Non-independent Director of the Company, liable to retire by rotation.

Board Meetings

The Board of Directors meets at least once a quarter to review and discuss the financial performance, key regulatory developments, strategy, and other business matters. Notice, agenda and detailed notes of the agenda are sent at least seven days in advance from the date of Board Meeting except for certain agenda items which are placed at a shorter notice. All the Directors are encouraged to obtain any additional information and clarifications on the agenda items before the meeting and during the meeting. In an effort to support the green initiative, agenda papers of the Board Meetings are disseminated electronically, by uploading them on a secured online application specifically designed for this purpose, which can be easily accessed on a tablet device or laptop, or computer. During FY2023, Board of Directors of the Company met seven times. In accordance with the provisions of the Act, the maximum gap between any two Board meetings was less than one hundred and twenty days. During FY2023, all the Board of Directors of the Company participated in all the Board meetings in which they were entitled to attend.

Board Committees

The Board functions either as an entity per se, or through various Committees constituted to oversee specific operational areas. As on March 31, 2023, there are eight mandatory Committees constituted by the Board pursuant to the provisions of the Act, Listing Regulations and CG Guidelines.

Such Committees are as follows:

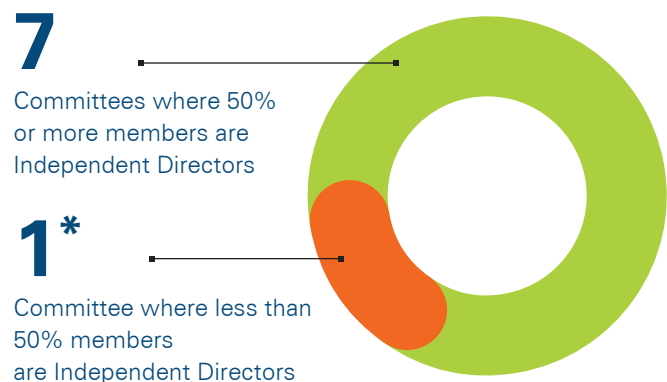
- ⚙ Audit Committee
- ⚙ Board Nomination and Remuneration Committee
- ⚙ Investment Committee
- ⚙ Risk Management Committee
- ⚙ Policyholders Protection Committee
- ⚙ Corporate Social Responsibility & Sustainability Committee
- ⚙ Stakeholders Relationship Committee
- ⚙ Strategy Committee

The Board constituted Committees meet at regular intervals to discuss and decide on business policies, strategies, and review specific business areas in accordance with its respective terms of reference. In order to ensure that the Board functions effectively, all the matters discussed in the Committee meetings are briefed to the Board of Directors at the ensuing Board Meeting. The Board of the Company periodically reviews the terms of reference of each Committee and amends the same as per the regulatory requirement or on the basis of the business requirement.

The terms of reference of the Board constituted Committees are hosted on the website of the Company and can be viewed at <https://www.icicilombard.com/docs/default-source/policies-of-the-company/terms-of-reference-of-board-constituted-committees.pdf>

The Composition of the Board constituted Committees ensures an optimum mix of Non-executive (including Independent Directors) and Executive Directors basis the required expertise/knowledge of the Directors in line with the terms of reference of the Committee. As of March 31, 2023, the majority of Committees consist of at least 50% of Non-executive, Independent Directors and all the Committees were chaired by a Non-executive, Independent Director.

Independence of Committees



*Investment Committee composition is as per CG guidelines

CORPORATE GOVERNANCE ARCHITECTURE

The composition of the Board constituted Committees is as follows

Committee	Composition
Audit Committee	The AC comprises Five (5) Members, out of which four (4) Members are Non-executive, Independent Directors and one (1) Member is Non-executive, Non-independent Director
Board Nomination and Remuneration Committee	The BNRC comprises Four (4) Members, out of which three (3) Members are Non-executive, Independent Directors and one (1) Member is Non-executive, Non-independent Director
Risk Management Committee	The RMC comprises Seven (7) Members, out of which five (5) Members are Non-executive, Independent Directors, one (1) Member is Non-executive, Non-independent Director and one (1) Member is Managing Director & CEO
Policyholders Protection Committee	The PPC comprises Five (5) Members, out of which four (4) Members are Non-executive, Independent Directors and one (1) Member is Managing Director & CEO
Corporate Social Responsibility & Sustainability Committee	The CSR & SC comprises Four (4) Members, out of which three (3) Members are Non-executive, Independent Directors and one (1) Member is Managing Director & CEO
Stakeholders Relationship Committee	The SRC comprises Four (4) Members, out of which two (2) Members are Non-executive, Independent Directors, one (1) Member is Managing Director & CEO and one (1) Member is Executive Director
Investment Committee	The IC comprises Six (6) Members, out of which one (1) Member is Non-executive, Independent Director, one (1) Member is Non-executive, Non-independent Director, one (1) Member is Managing Director & CEO, Chief Investment Officer, Chief Financial Officer & Chief Risk Officer and Appointed Actuary and Chief Actuarial Officer
Strategy Committee	The SC comprises Four (4) Members, out of which two (2) Members are Non-executive, Independent Directors, one (1) Member is Non-executive, Non-independent Director and one (1) Member is Managing Director & CEO

Corporate Social Responsibility & Sustainability Committee

We have duly constituted the Corporate Social Responsibility & Sustainability Committee in accordance with the provisions of the Act and CG Guidelines. The CSR & Sustainability Committee oversees and monitors the CSR and sustainability related activities of the Company. We have a Board approved Corporate Social Responsibility Policy (“CSR Policy”) which sets out the framework guiding the Company’s CSR activities. The CSR Policy also sets out the rules that need to be adhered to while taking up and implementing CSR & Sustainability activities. The CSR Policy is hosted on the website of the Company and can be viewed at <https://www.icicilombard.com/docs/default-source/policies-of-the-company/csr-policy.pdf>

Environmental, Social and Governance Steering Committee

The Company has also constituted an Environmental, Social and Governance Steering Committee (“ESG Committee”) which comprises of Chief Financial Officer & Chief Risk Officer, Chief Technology and Health Underwriting & Claims, Chief Underwriting & Claims, Property and Casualty, Chief Investment Officer, Chief Human Resources and Chief Customer Support and Operations. The ESG Committee is chaired by the Chief Financial Officer & Chief Risk Officer. The ESG Committee provides strategic guidance and oversight of the Company’s ESG targets, initiatives, and best practices. The ESG steering Committee also guides on the initiatives to respond to challenges posed by

climate change through sustainable business practices. It assists in continuously adding value through our CSR programmes and improving governance to practice good sustainable management.

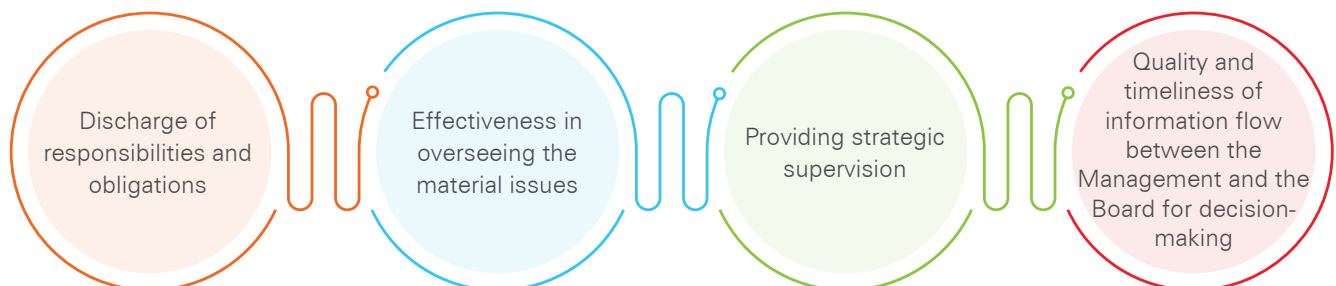
Risk Management Committee

We have duly constituted the Risk Management Committee in accordance with the provisions of the Listing Regulations and CG Guidelines. We have strengthened our enterprise risk management framework by including ESG as a separate risk group and the ESG risk group has been given appropriate weightage. We have adopted Key Risk Indicators in the area of ESG. The KRIs focus on indicators that measure core aspects related to the ESG profile of the organisation, including diversity and inclusion, environmental impact through carbon emissions and ESG rating downgrade, etc. of the Company. We monitor ESG risks every quarter and present the findings to the Risk Management Committee of the Board.

Annual Performance evaluation of the Board, its Committees, Chairperson and Individual Directors

We have a Board approved performance evaluation framework which lays down Guidelines for annual performance evaluation of the Board, its Committee(s), Chairperson and individual Director(s) in accordance with the applicable provisions of the Act, Listing Regulations and in line with Guidance Note on Board Evaluation issued by SEBI on January 5, 2017.

Some of the key factors against which the Board’s performance is assessed



The performance evaluation of the Board, its Committees, Chairperson and Individual Directors are carried out through circulation of different questionnaires, for each group through a web-based portal. The exercise was led by the Chairperson of the Board Nomination and Remuneration Committee of the Company along with Chairperson of the Board.

CORPORATE GOVERNANCE ARCHITECTURE

Evaluation of the Board

The performance of the Board is assessed basis its roles, responsibilities and obligations, Board composition, openness and transparency in Board room engagements, discussion and guidance on strategic issues, performance on key areas, providing feedback to executive management, experience and diversity on the Board, robust succession plan and quality, quantity and timeliness of flow of information between the Management and the Board to effectively and reasonably perform their duties.

Evaluation of the Chairperson

The evaluation criteria for the Chairperson of the Board besides the criteria for assessment of all Directors, focusses incrementally on leadership abilities, effective management of meetings, preservation of interest of stakeholders, ability to guide the Company in key matters, and knowledge & understanding of relevant areas.

Evaluation of the Board Committee(s)

The evaluation of the Board Committee(s) is based on an assessment of clarity with which their mandate is defined, the effective discharge of terms of reference and assessing the effectiveness of the contribution of their deliberation/ recommendations to the functioning/decisions of the Board.

Evaluation of Directors

The evaluation of Directors is assessed on the basis of their participation, contribution and guidance to the Board and understanding of areas in their capacity as its members.

Outcome of Evaluation

The BNRC evaluated the performance of the Board as a whole and individual directors including the Chairperson of the Board. In a separate meeting of Independent Directors, the performance of Non-independent Directors and of the Board as a whole were evaluated. The performance of the Chairperson was evaluated taking into account the views of Executive Directors and Non-executive Directors.

At the Board Meeting held on April 18, 2023 which followed the Meeting of the Independent Directors and Meeting of the BNRC, the performance of the Board, its Committees, and individual directors was discussed. All the Directors of the Company participated in the evaluation process.

The outcome of the performance evaluation for FY2023 was discussed by the Board.

The Board then determined that the performance of the Board as a whole, its Committee(s), Chairperson and individual Director(s) for FY2023 were satisfactory.

Next Leader in Corporate Governance

During the year, the Company featured in the 'Next Leaders' category in the Corporate Governance Scorecard which is developed by Institutional Investor Advisory Services India Limited with support from International Finance Corporation and BSE Limited built around the G20/OECD Principles of Corporate Governance, which is the globally accepted benchmark for Corporate Governance.

Business Ethics, Policies, and Compliance

ICICI Lombard prioritises compliance with applicable laws, policies and the promotion of fair and transparent business practices. The robust governance mechanism at ICICI Lombard is based on the foundation of ethics, transparency and integrity which has led to accountability and mutual trust with our stakeholders. Some of the codes and policies, established to implement best-in-class corporate governance practices, are detailed below:

Employees Code of Conduct

ICICI Lombard expects all its Employees to observe the highest standards of integrity, honesty, fairness, discipline, decorum, and ethical conduct while working for the Company as well as while representing the Company. For this purpose, we have formulated an Employees Code of Conduct ("the Code") that is applicable to all our employees including Senior Management and Directors.

The Code articulates the Company's values, ethics, and guidelines in the area of corruption and bribery, discrimination, confidentiality of information, conflict of interest, anti-competitive behaviour, money laundering, insider trading, environment, health, and safety.

All our employees have affirmed to the Code and are required to acknowledge this every year. Further, all the Directors of the Company have affirmed to the Code. The Code is hosted on the website of the Company and can be viewed at <https://www.icicilombard.com/docs/default-source/policies-of-the-company/employees-code-of-conduct.pdf>

Policy on Appointment and Compensation of Employees and Framework for Remuneration to Non-Executive Directors

We have a Board approved Policy on appointment and compensation of employees and framework for remuneration of Non-Executive Directors. It outlines the guidelines on the appointment of employees including Key Managerial Personnel (KMPs) and the determination of compensation for employees, including KMPs, Whole-time Directors (WTDs) and Non-executive Directors.

The BNRC assesses the performance of the Company and its WTDs. Accordingly, recommendations relating to compensation (remuneration, ESOPs and performance bonus) for WTDs and employees (including senior management and KMPs) is made to the Board. The Non-executive, Independent Directors are paid profit-related commission and sitting fees, decided by the Board within the limits prescribed by IRDAI and under the Act. They are also entitled to reimbursement of expenses for attending Board/Committee meetings and official visits. The Policy on appointment and compensation of employees and framework for remuneration of Non-executive Directors is hosted on the website of the Company and can be viewed at <https://www.icicilombard.com/docs/default-source/policies-of-the-company/policy-on-appointment-and-compensation-of-employees-and-framework-for-remuneration-to-non-executive-directors.pdf>

Criteria for appointment of Director and Key Managerial Personnel and officials who may be appointed in senior management

We have a Board approved criteria for appointment of a Director, key managerial personnel and officials who may be appointed in senior management. It includes the criteria for determining qualifications, positive attributes and independence of a Director, identification of persons who are qualified to become Directors, Key Managerial Personnel and who may be appointed in the Senior Management in accordance with the criteria laid down. The Criteria is hosted on the website of the Company and can be viewed at <https://www.icicilombard.com/docs/default-source/policies-of-the-company/criteria-for-appointment-of-a-director-key-managerial-personnel-and-officials-who-may-be-appointed-in-senior-management.pdf>.

Whistle Blower Policy

The Whistle Blower Policy seeks to create an environment free of unfair practices and unethical conduct by laying down the highest standards of conduct for its employees.

We have a Board approved Whistle Blower Policy ("the Policy") to report matters by its employees, secondees and stakeholders without the risk of subsequent victimisation, discrimination or disadvantage. The Policy provides a formal mechanism for communicating instances of breach of any law, statute or regulation by the Company, issues related to accounting policies and procedures adopted for any area or item, acts resulting in financial loss or loss of reputation, leakage of information in the nature of Unpublished Price Sensitive Information ("UPSI"), misuse of office, suspected/actual fraud and criminal offences. The Policy provides for a mechanism to report such concerns to the Chairperson of the Audit Committee of the Company or to the Chief Compliance Officer of the Company through specified channels.

The cases reported under Whistle Blower Policy are reviewed by the Audit Committee of the Board on a quarterly basis. The Policy complies with the requirements of vigil mechanism as stipulated under Section 177 of the Act. During the year under review, no employee of the Company has been denied access to the Audit Committee. The Policy is periodically communicated to the employees through email communications.

The Whistle Blower Policy is hosted on the website of the Company and can be viewed at <https://www.icicilombard.com/docs/default-source/policies-of-the-company/whistle-blower-policy.pdf>

Anti-Bribery and Anti-Corruption Policy

We have a Board approved Anti-Bribery and Anti-Corruption Policy to ensure responsible practices, high ethical standards and proactiveness in managing risks. The Policy lays down strict guidelines that restrain employees from offering, accepting, or authorising any form of bribes or corruption in any business interaction. The Company has a zero-tolerance approach to bribery and corruption. All the employees of the Company are required to familiarise themselves and abide by the Policy. Any violation of this Policy or clauses of the Employees Code of Conduct is duly reported on the Fraud Control Unit (FCU) portal and investigated by the internal Investigation Team of the Company.

Anti-Money Laundering and Counter- Financing of Terrorism Policy

We have a Board approved Anti-Money Laundering and Counter-Financing of Terrorism Policy which provides guidelines to prohibit the use of company's assets, products, and services for money laundering or terror financing purposes.

CORPORATE GOVERNANCE ARCHITECTURE

Prevention of Sexual Harassment of Women at Workplace

We have a zero-tolerance approach towards any act of sexual harassment and have put in place formal procedures at the workplace for mediating any case of sexual harassment. We provide regular and mandatory training to all our employees on Prevention of Sexual Harassment at Workplace.

The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 provides protection against sexual harassment of women at the workplace and lays down the guidelines and timelines for the Prevention and redressal of complaints pertaining to sexual harassment. Accordingly, we have a Guidelines in place for prevention of Sexual Harassment at Workplace and a formal process for dealing with complaints of sexual harassment, in compliance with aforesaid Act. We ensure that all such complaints are resolved within defined timelines.

Code of Conduct to regulate, monitor and report trading by its Designated Persons

In accordance with the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 ("Insider Trading Regulations"), we have adopted a Code of Conduct to regulate, monitor and report trading by its Designated Persons ("Code on Insider Trading") which applies to all Designated Persons (including Directors, Key Managerial Personnel and other concerned employees/persons) and their immediate relatives. Under the Code on Insider Trading, all Designated Persons and Insiders are prohibited to trade in securities of the Company while in possession of Unpublished Price Sensitive Information ("UPSI").

The Code on Insider Trading is reviewed by the Audit Committee and Board of Directors of the Company periodically. During the year under review, Board of the Company based on the recommendation of the Audit Committee, amended its Code on Insider Trading and adopted more stringent norms in case any infraction/violation is observed against Designated Persons including Directors and Senior Management of the Company.

We have implemented a fully automated web-based portal for enabling compliances prescribed under the Code on Insider Trading read with the Insider Trading Regulations. The web-based portal facilitates reporting of transactions with minimum paperwork and in quick time.

We follow zero-tolerance approach towards Insider Trading and accordingly, continued to take various efforts towards creating awareness among its employees with respect to provisions of the Insider Trading Regulations and Code on Insider Trading of the Company. The Company had adopted a robust communication mechanism to sensitise employees of the Company on the various aspects

of compliances prescribed under the Code on Insider Trading. The Company has also developed an e-learning module on provisions of Insider Trading Regulations and Code on Insider Trading which is required to be undergone by all employees. The Company schedules sessions through external experts / speakers for the Directors and Senior Management of the Company on key provisions of Insider Trading Regulations.

Pursuant to the provisions of Insider Trading Regulations, we have also adopted 'Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information' ("Code for Fair Disclosure") which is framed based on principles of fair disclosure outlined in the Insider Trading Regulations. The Company reviews the Code for Fair Disclosure periodically and/or whenever there is a requirement basis regulatory prescription. During the year, the Board of the Company based on the recommendation of the Audit Committee, amended the Code for Fair Disclosure, which was submitted to the Stock Exchanges within prescribed timelines. The Code for Fair Disclosure is also hosted on the website of the Company and can be viewed at <https://www.icicilombard.com/docs/default-source/policies-of-the-company/code-for-fair-disclosure.pdf>. We have also formulated a written Policy which intends to prevent leak of UPSI and provides a process for enquiry into a leak or suspected leak of UPSI.

The Company has in place an adequate and effective system of internal controls to ensure compliance with the requirements of the Insider Trading Regulations.

Compliance Framework

We have in place Compliance Monitoring Framework which articulates the compliance requirements of different activities of the Company with respect to the Insurance Laws, identification of assessment units and sub-assessment units, control mechanisms to mitigate the inherent risk and determination of residual risk. The compliance function of the Company disseminates the information regarding the relevant laws, regulations and circulars related to insurance business to various functions. It also serves as a reference point for the employees of various functions for seeking clarifications on applicable laws, regulations and circulars issued by the regulatory authorities.

The compliance function of the Company also monitors the adequacy of the compliance framework across the Company through its Compliance testing plan. Key issues observed as part of this monitoring are reported to the Audit Committee every quarter and implementation of recommendations is actively monitored. A compliance certificate signed by the Managing Director & CEO, based on the certification from respective functional heads, is placed at the Audit Committee and Board of Directors on a quarterly basis and if required, corrective action is initiated to strengthen the controls and enhance the effectiveness of the existing systems.

Protecting the Rights of Policyholders and Shareholders

Protecting the Rights of Policyholders

- Guidelines laid by a Policyholders Protection Committee (PPC)
- Detailed escalation mechanism (available on the Company's website) and contact details to raise grievances
- Quarterly updates to PPC on the complaint received and resolved through various modes
- In accordance with CG Guidelines, the Company has appointed P J Joseph as an expert/representative of customers. P J Joseph attended the meetings of PPC as an invitee

Protecting the Rights of Shareholders

The Company realises the rights of the shareholders and strives to facilitate the same by providing an opportunity to participate effectively and vote in general meetings. Further, shareholders are provided with the following platforms to raise their complaints/grievances:

- SCORES platform of SEBI
- Stock Exchanges
- Investors' e-mail ID (investors@icicilombard.com/ir@icicilombard.com)
- Registrar and share transfer agent's e-mail ID (einward.ris@kfintech.com)

Our Stakeholders Relationship Committee oversees the redressal of shareholders / debentureholders' complaints and queries. We have taken various measures for reducing unclaimed dividend amounts including periodical communications to shareholders and updating the details of unclaimed dividends on the Company's website.

The status of unclaimed/unpaid dividends along with the due date of transfer to Investor Education and Protection Fund ('IEPF') can be viewed at <https://www.icicilombard.com/investor-relations>.

To resolve the queries of shareholders relating to Securities, Dividends, Annual Reports, and other aspects relating to shareholders of the Company, the Company has hosted Investor's Frequently Asked Questions (Investor FAQs) on the Company's website and the same can be viewed at <https://www.icicilombard.com/investor-relations>.

The Company has established a grievance redressal mechanism to ensure that the grievances of the shareholders are resolved timely. In case of any unsatisfactory response within the defined time for grievance redressal, shareholders may follow the escalation matrix which is hosted on the website of the Company and can be viewed at <https://www.icicilombard.com/investor-relations>.

The details of investors' complaints are as follows

Number of investors' complaints pending on April 1, 2022	Number of investors' complaints received during FY2023	Number of investors' complaints resolved during FY2023	Number of investors' complaints pending as on March 31, 2023
1	0	1	0

Green Initiatives in Corporate Governance

In line with the 'Green Initiative', we have effected electronic delivery of Notice of AGM, Postal Ballot, and Annual Report and other shareholders related communication to those Members whose e-mail IDs were registered with the respective Depository Participants (DPs) and downloaded from the Depository(ies) viz. National Securities Depository Limited and Central Depository Services (India) Limited. The Act and the underlying rules as well as Regulation 36 of the Listing Regulations, permit the dissemination of Annual Reports and Notice of AGM in electronic mode to the Members.

As a part of green initiative, the Company is continuously encouraging its shareholders via various communication to register their e-mail IDs with their respective DPs. The facility for registering email IDs on the Company's website was provided for the benefit of those shareholders who have not registered their email IDs with their respective DPs so that they can receive a copy of the Annual Report, Notice of AGM, and Postal Ballot Notice of the Company. We believe and endorse the 'Green Initiative' as it would not only rationalise the use of paper but also ensure prompt communication, avoid loss in transit, and have reference value of the communication. As of March 31, 2023, approx. 95% of shareholders have registered email IDs with their respective DPs and all communications to them were made through electronic mode. We have paid dividend to more than 99% of shareholders through electronic mode in FY2023.

DIGITISATION AND INNOVATION

Business model innovation and digitisation streamline our value creation process and improve the overall customer experience by reducing turnaround time. At ICICI Lombard, we are committed to expanding our digital footprint to realise our vision of unlocking opportunities in affordable insurance and lesser-explored areas. Our adoption of digital solutions has enabled us to settle claims remotely and efficiently, resulting in significant time savings and higher customer satisfaction levels throughout their financial journey.



ICICI Lombard has embraced cutting-edge technologies such as artificial intelligence and machine learning, as well as chatbots, to provide our customers with an enhanced experience at every stage of their journey, from onboarding to claims settlement. By leveraging these digital solutions, we can perform comprehensive risk and customer profiling, enabling us to offer targeted solutions and value-added services. These digital transformations are integral to our commitment to providing exceptional service to our customers.

61.9%

Cashless authorisation through AI for GHI in March 2023

81%

Customers filed e-claims forms in Motor in FY2023

Some of our digital innovations to simplify customer experience are

RIA (Responsive & Intelligent Assistant) to humanise interactions

RIA, our chatbot (virtual AI assistant), appears on our website and social media platforms like WhatsApp and Telegram, aiding immediate, personalised customer connections. The bot offers solutions for viewing and downloading policy copies, modifying existing policies, renewing the policy, navigating hospitals and garages, and much more. The medical underwriting bot takes customer medical history on a telephone call, saving time and eliminating the need for medical tests in many cases. RIA is handling around 1 lakh monthly transactions. RIA is available in English and Hindi currently and will soon converse in other languages.



Visual Interactive Voice Response (Visual IVR)

Visual IVR technology allows policyholders to instantly register their motor insurance claims. It works in a hybrid mode, both as voice-over and as a web portal offering, the user-friendly interface improving customer accessibility to products and services. 91% of claim registration requests are handled on Visual IVR without human intervention.

Call Steering on Voice BOT

Robotic Process Automation (RPA) and Natural Language Processing (NLP) based tools automate quote generation and policy booking for our corporate and SME customers. It allows customers to state their query directly on call and diverts the call to available self-help option or to the correct CRM queue. This improves customer experiences, helps in adoption of DIY options, and reduces internal transfers for a more effective call handling.

Multi Lingual IVR Support

Interactive Voice Response (IVR) helps us assist customers through calls, for policy renewals. Our Contact Centre provides support in English, Hindi, Marathi and Tamil languages. In FY2023, we improvised further by working on building capabilities in Telugu, Kannada and Malayalam.

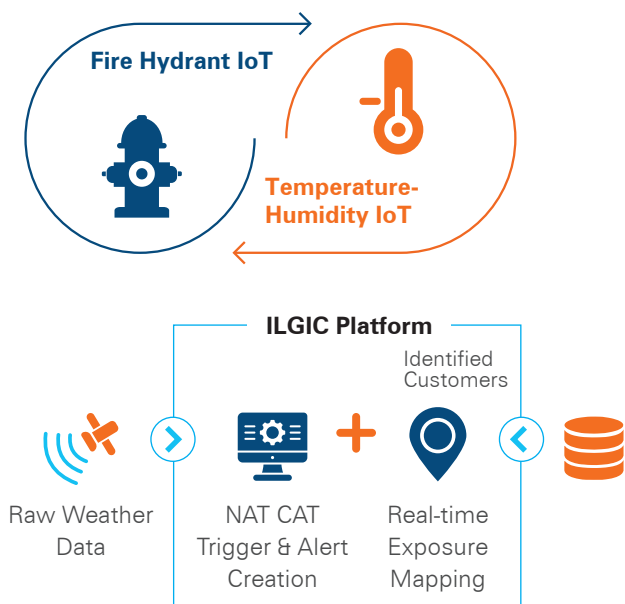
Pay How You Drive

Encouraging safe driving behaviour among the customers through sensitisation on their past practices by helping them understand their driving habits



Climate Risk Management

Value-added services offering digital solutions to the customers for reducing the risks through critical equipment monitoring systems and early warning systems



Consignment Monitoring Solution

The marine insurance segment offers a consignment monitoring solution, which helps track and monitor parameters like temperature, humidity, and detailed shipment reports. These services have been effective in mitigating the risk of hijacking, theft, and temperature

₹ 550 million
saved by preventing 50 hijacks

Fire Insurance IoT

Fire Insurance IoTs support monitoring customer-critical infrastructure like pressure in hydrant lines, the water level in storage tanks, etc., enabling real-time surveillance for fire

Drone-based assessment

This ensures faster and more accurate assessment to identify defects in solar and wind power plants. It also helps in determining appropriate solutions

DIGITISATION AND INNOVATION

InstaSpect

It allows customers to connect with claims manager i.e. Customer Service Manager (CSM) and insured/garage personnel on a video call for virtual inspection, thus eliminating need for any travels.

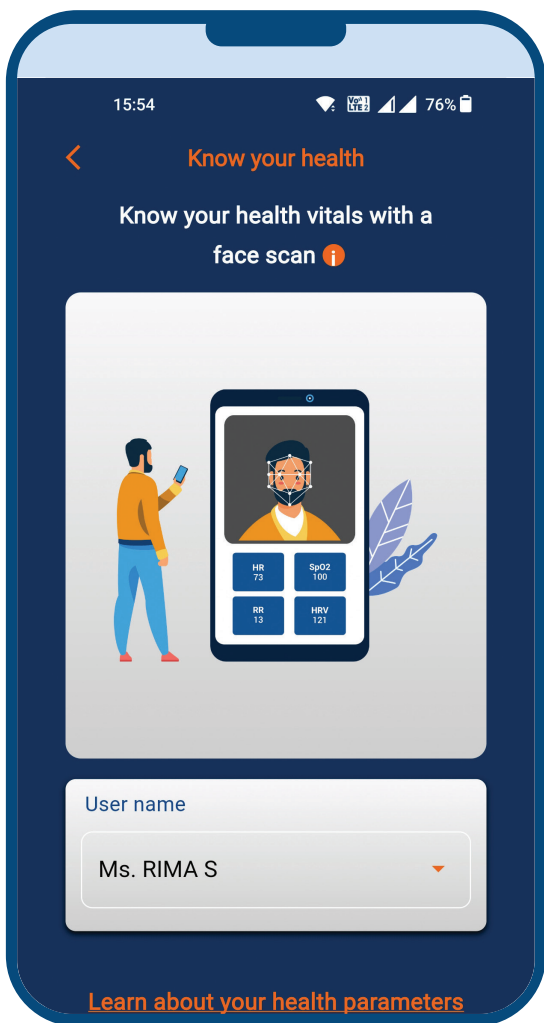
IL TakeCare App

IL TakeCare provides wellness solutions to policyholders, including features like face scans, access to 24x7 doctors and ambulances, and news related to the motor industry.

Esign

Esign is a platform which was implemented in August 2020 to capture digital signatures on the various invoices and documents issued by ICICI Lombard. The objective was to move to a complete digital process and save the time on the movement of the documents. This also ensured that the delays in the physical signatures being made on the documents are cut to a large extent.

As of today, we have successfully digitised the signatures for all type of Invoices, Contracts, Memorandum of Understanding, Vendor Empanelment Form, Letter Heads. Resultantly the total paper saved 286,117 in FY2023 as against 116,760 in FY2022.



The major benefits of the platform are as below:

- ✿ Major savings in time consumed for signing the documents from 2-3 days to a few hours
- ✿ Huge savings in courier costs
- ✿ Stamp paper is available digitally resulting in quicker execution of agreements
- ✿ Bulk upload of documents for digital signatures
- ✿ Template-based document design for repetitive documents
- ✿ Signed documents can be downloaded in pdf format
- ✿ Aadhaar-based and DSC signature can be used for signing the document
- ✿ Real-time status tracking of the document
- ✿ Audit trail available for all the documents

INFORMATION & CYBER SECURITY

We, at ICICI Lombard, are committed to ensuring the data privacy and protection rights of our customers by investing in robust legal and technical security. The complexity and volume of cyber security incidents have exponentially increased over the years. Implementing effective security systems to counter the increasing cyber-attacks is a must to protect the organisation and its customers. ICICI Lombard has designed and implemented its information security framework based on IRDAI Cyber Security guidelines, ISO 27001:2013, ISO 27017:2015, Mitre Attack, NIST, and CIS Frameworks. The information and Cyber-Security function at ICICI Lombard is overlooked by Chief Information Security Officer (CISO).

As part of governance and compliance practices, periodic internal and external assessments are carried out including a well-designed internal audit program, an ISMS governance monthly check model, and annual assessments complying with ISO standards & IRDAI requirements. Monitoring & management of the security strategy includes periodic reporting to the Information Security Committee (ISC) comprising senior management including Executive Directors and quarterly reporting to the Risk Management Committee of the Board.

Security Training and Awareness

ICICI Lombard conducts security awareness training programmes supporting the employees, partners, and customers in understanding cyber hygiene, security risks associated with their actions, and identifying cyber-attacks via email and the web.

ICICI Lombard's Security Awareness practices are as listed below:

- At an organisational level in coordination with a third-party specialist, we conducted a LIVE HACK SHOW to strengthen user awareness of the importance of cyber security. The program covered real-time simulation of the following scenarios:
 - Risks associated with connections to unsecured Wi-Fi
 - Accessing suspicious email attachments or links
 - Usage of suspicious or unverified mobile applications
- ICICI Lombard imparts cyber awareness to its customers through various communication platforms such as emails, and social media such as Instagram, Facebook, Twitter, and LinkedIn.
- Monthly phishing simulation campaigns are rolled out with new cyber threat scenarios. User who feel the need to complete the training on email security for passing the assessment.
- Cyber Security training is provided to employees during induction covering the topics like Cyber breaches and their impacts, the Importance of Cyber Security and Awareness, Email Security – Phishing and Report of Suspicious emails, Data Leakage Prevention, User Roles and Responsibilities, Information & Cyber Security Policies and Procedures.
- Employees undergo mandatory online cyber security awareness training programmes. Failure to complete the training leads to disciplinary action.
- Awareness mailers covering policy requirements, cyber security concepts such as secure password practices, email security, and cyber security threats.
- Sign off on IT Usage Acceptance Policy, Non-Disclosure, and Confidential Agreement (Employees, Partners, and Third Party Vendors).



RESPONSIBLE MARKETING AND LABELLING

We have policies and processes to ensure ethical and responsible sales and marketing to brief customers on product and service offerings, and benefits, so that they can make informed choices, and ensure that there are no incidents of mis-selling. We are also working on simplifying the communication strategies to present accurate, transparent, and easily understandable product information avoiding instances of mis-selling. We also ensure that the employees and channel partners strictly adhere to our code of conduct on the responsible sales process. Employees are trained to make sales in a responsible manner aligning with customer interests through accurate dissemination of information. Any attempt of mis-selling, misrepresentation, or providing misleading information to make sales is strictly prohibited and attracts disciplinary action against the respective employees. Till date, none of our products have had any lawsuits or regulatory pushback of unclear product description. In FY2023, there were no incidents of non-compliance with marketing communication regulations.

0.1%

Policy Cancellation rate* for FY2023

** Policy cancellation rate = Total number of policies cancelled / Total number of policies issued.*



ECONOMIC SUSTAINABILITY

At ICICI Lombard, we seek to promote sustainability and social responsibility through our ESG agenda, while ensuring a just transition. We are continuously seeking innovative ways to create a positive impact and actively participate in regulatory advocacy to address the challenges faced by our sector. Additionally, we leverage our knowledge and expertise to contribute to the development of the industry and collaborate with trade associations and organisations to foster innovative ideas. By doing so, we aim to form symbiotic relationships with communities, drive economic development and create sustainable operations that benefit society and the environment.

Economic Advancement

We believe that a strong and growing economy is essential for the success and long-term sustainability of our business, as an economic uptrend translates to increase the income, resulting from higher demand for our insurance products. It also creates new business opportunities and markets, enabling us to expand our customer base and create more value for stakeholders. ICICI Lombard is a top financial institution in India offering diverse risk management solutions for individuals and corporations. We use our industry leadership to drive sustainable economic and social growth as risk managers, insurers, and investors.

We are conscious of our responsibility to protect individuals and companies from risks and support national and societal development. We are committed to this goal by constantly upgrading products and services, market expansion and improving operational efficiency. Our performance improved with a rise in Gross Direct Premium Income (GDPI) to ₹ 210.25 billion in FY2023 as against ₹ 179.77 billion in FY2022, a growth of 17.0%. The Company is the second largest general insurance player and largest private general insurance player in India. Our GDPI market share stood at 8.2% in FY2023. In FY2023, we issued 32.7 million policies as against 29.3 million policies in FY2022. We honoured 3.6 million claims in FY2023 as against 2.3 million claims in FY2022.

Our strategy of careful risk selection, strong reserves, and data analytics usage has sustained our stable financial ratings. As at March 31, 2023, we maintained solvency of 2.51x, exceeding the minimum regulatory requirement of 1.5x. Further, during FY2023, our Combined ratio* stood at 104.5% from 108.8% in FY2022. Consequently, we delivered a return on average equity of 17.7% in FY2023 as against 14.7% in FY2022.

- ICRA has assigned the Company a long-term issuer Rating of “[ICRA]AAA(Stable)” with a Stable outlook
- We also maintained a credit rating of “[ICRA]AAA(Stable)” by ICRA Limited and “CRISIL AAA/Stable” by Crisil Ratings Limited for ₹ 0.35 billion Outstanding Subordinate Debt
- AM Best has assigned a Financial Strength Rating of B++ (Good) and a Long-Term Issuer Credit Rating of “bbb+” (Good)

- Two fundamental differences arising out of accounting practice as per Indian GAAP which creates a variance when looking at operating performance (Combined ratio and Underwriting profit) of Indian insurers vs Global peers
 - Liability for Claims are carried at nominal value and no discounting is done which is a well-established international practice. This issues become even more relevant in case of motor Third Party claims which historically has long tail of intimation and settlement
 - Deferment of acquisition cost is not allowed. So while the premium is earned is over the policy period, the entire cost of acquisition is taken upfront
- The above two factors result in depressing the underwriting outcome and elevated combined ratios for the Indian insurers

GRI CONTENT INDEX

Disclosure No.	Disclosure Title	Section	Page Number	Remarks
General Disclosures - The organisation and its reporting practices				
2-1	Name of the Organisation	Company Profile	2	
2-2	Entities included in the organisation's sustainability reporting	About the Report	1	
2-3	Reporting period, frequency and contact point	About the Report	1	
2-4	Restatements of information	About the Report	1	
2-5	External assurance	About the Report	1	
General Disclosures - Activities and workers				
2-6	Activities, value chain and other business relationships	Company Profile	4 - 7	
2-7	Employees	Empowering our Employees	48 - 59	
2-8	Workers who are not employees	Not Applicable		
General Disclosures - Governance				
2-9	Governance structure and composition	Corporate Governance	72, 73	
2-10	Nomination and selection of the highest governance body	Corporate Governance	74	
2-11	Chair of the highest governance body	Corporate Governance	80	
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance Sustainability Commitment	9, 74	
2-13	Delegation of responsibility for managing impacts	Corporate Governance Sustainability Commitment	9, 77	
2-14	Role of the highest governance body in sustainability reporting	Corporate Governance Sustainability Commitment	9, 79	
2-15	Conflicts of interest	Corporate Governance	80	
2-16	Communication of critical concerns	Sustainability Commitment	9	
2-17	Collective knowledge of the highest governance body	Corporate Governance	74 - 76	
2-18	Evaluation of the performance of the highest governance body	Corporate Governance	80	
2-19	Remuneration policies	Corporate Governance	79, 81	
2-20	Process to determine remuneration	Corporate Governance	79, 81	
General Disclosures - Strategy, policies and practices				
2-21	Annual total compensation ratio	BRSR Section C Principle 5	25	
2-22	Statement on sustainable development strategy	From the Chairperson's Desk Message from MD and CEO	18 - 21	
2-23	Policy commitments	Corporate Governance	80 - 83	
2-24	Embedding policy commitments	Environmental Stewardship BRSR Section B Management and Process Disclosures	42 9	
2-25	Processes to remediate negative impacts	BRSR Section B Management and Process Disclosures	7	
2-26	Mechanisms for seeking advice and raising concerns	BRSR Section B Management and Process Disclosures	9	
2-27	Compliance with laws and regulations	Corporate Governance	82	
2-28	Membership associations	BRSR Section C Principle 7	35	

Disclosure No.	Disclosure Title	Section	Page Number	Remarks
General Disclosures - Stakeholder engagement				
2-29	Approach to stakeholder engagement	Sustainability Commitment	13	
2-30	Collective bargaining agreements	Not applicable		
GRI 3 - Material Topics				
3-1	Process to determine material topics	Sustainability Commitment	15	
3-2	List of material topics	Sustainability Commitment	16	
3-3	Management of material topics	Section A : General Disclosures	4	Refer to relevant material topic sections for more details
GRI 201 - Economic Performance				
201-1	Direct Economic Value Generated	BRSR Section A General Disclosures	3	
201-2	Financial Implications and Other Risks and Opportunities Due To Climate Change	Integration of ESG in our Business	24 - 34	
201-3	Defined Benefit Plan Obligations and Other Retirement Plans	Empowering our Employees	59	
201-4	Financial Assistance Received from Government			The company received no financial assistance from the government in FY2023
GRI 202 - Market Presence				
202-1	Ratios of Standard Entry Level Wage by Gender compared to Local Minimum Wage	BRSR Section C Principle 3	25	
GRI 203 - Indirect Economic Impacts				
203-1	Infrastructure Investments and Services Supported	Sustainable underwriting	24 - 34	
203-2	Significant Indirect Economic Impacts	Sustainable underwriting	24 - 34	
GRI 205 - Anti-corruption				
205-1	Operations Assessed for Risks Related to Corruption	Corporate Governance	79	
205-2	Communication and training about Anti-Corruption Policies and Procedures	Corporate Governance	81	
205-3	Confirmed Incidents of Corruption and Actions Taken	Corporate Governance	80	

GRI CONTENT INDEX

Disclosure No.	Disclosure Title	Section	Page Number	Remarks
GRI 206 - Anti-competitive Behaviour				
206-1	Legal Actions for Anti-Competitive Behaviour, Anti-Trust, and Monopoly Practices	Corporate Governance	80	
GRI 302 - Energy				
302-1	Energy Consumption within the Organisation	Environmental Stewardship	43	
302-2	Energy Consumption outside of the Organisation	Environmental Stewardship	43	
302-3	Energy Intensity	BRSR Section C Principle 6	29	
302-4	Reduction of Energy Consumption	BRSR Section C Principle 6	29	
302-5	Reductions in Energy Requirements of Products and Services	Environmental Stewardship	43	We have made progressive achievements in improving our operational footprint and delivery of services with markable decrease in emissions per employees as described in Environmental Stewardship section.
GRI 305 - Emissions				
305-1	Direct (Scope 1) GHG Emissions	Environmental Stewardship	44	
305-2	Energy Indirect (Scope 2) GHG Emissions	Environmental Stewardship	44	
305-3	Other Indirect (Scope 3) GHG Emissions	Environmental Stewardship	44	
305-4	GHG Emissions Intensity	Environmental Stewardship	45	
305-5	Reduction of GHG Emissions	Environmental Stewardship	45	
305-6	Emissions of Ozone-Depleting Substances (ODS)	Environmental Stewardship	42	
305-7	Nitrogen Oxides (NOx), Sulphur Oxides (SOx), and Other Significant Air Emissions	Not applicable	Not applicable	

Disclosure No.	Disclosure Title	Section	Page Number	Remarks
GRI 306 - Waste				
306-1	Waste Generation and Significant Waste-Related Impacts	Environmental Stewardship	45	
306-2	Management of Significant Waste-Related Impacts	Environmental Stewardship	45	
306-3	Waste Generated	Environmental Stewardship	45	
306-4	Waste Diverted from Disposal	Environmental Stewardship	45	
306-5	Waste Directed to Disposal	Environmental Stewardship	45	
GRI 401 - Employment				
401-1	New Employee Hires and Employee Turnover	Empowering our Employees	53	
401-2	Benefits Provided to Full-Time Employees That Are Not Provided To Temporary or Part-Time Employees	BRSR Section C Principle 3	16	
401-3	Parental Leave	Empowering our Employees	60	
GRI 404 - Training and Education				
404-1	Average Hours of Training Per Year Per Employee	Empowering our Employees	56	
404-2	Programmes for Upgrading Employee Skills and Transition Assistance Programmes	Empowering our Employees	57 - 59	
404-3	Percentage of Employees Receiving Regular Performance and Career Development Reviews	Empowering our Employees	54	
GRI 405 - Diversity and Equal Opportunity				
405-1	Diversity of Governance Bodies and Employees	Empowering our Employees, Corporate Governance	50, 73	
405-2	Ratio of Basic Salary and Remuneration of Women to Men	BRSR Section C Principle 5	25	
GRI 406 - Non-discrimination				
406-1	Incidents of Discrimination and Corrective Actions Taken	Empowering our Employees	48, 49	
GRI 407 - Freedom of Association and Collective Bargaining				
407-1	Operations and Suppliers in which the Right to Freedom of Association and Collective Bargaining may be at Risk			The company does not have any employee associations. It, however, recognises the right to freedom of association of employees.

GRI CONTENT INDEX

Disclosure No.	Disclosure Title	Section	Page Number	Remarks
GRI 415 - Public Policy				
415-1	Political contributions	BRSR Section C Principle 7		The company did not make any financial or in-kind political contribution in FY2023
GRI 417 - Marketing and Labelling				
417-1	Requirements for Product and Service Information and Labelling	Responsible Marketing & Labelling	88	
417-2	Incidents of Non-Compliance Concerning Product and Service Information and Labelling	Responsible Marketing & Labelling	88	
417-3	Incidents of Non-Compliance Concerning Marketing Communications	Responsible Marketing & Labelling	88	
GRI 418 - Customer Privacy				
418-1	Substantiated Complaints Concerning Breaches of Customer Privacy and Losses of Customer Data	Customer Relationship Management	64	

GLOSSARY

AC – Audit Committee

ADR – Alternative Dispute Resolution

AI – Artificial Intelligence

AML-CFT – Anti-Money Laundering and Counter-Financing of Terrorism

AoG – Act of God

ASI – Additional Sum Insured

B Com – Bachelor of Commerce

BA – Bachelor of Arts

BE – Bachelor of Economics

BMC – Brihanmumbai Municipal Corporation

BNRC – Board Nomination and Remuneration Committee

BRSR – Business Responsibility & Sustainability Reporting

BSI – British Standards Institution

CEO – Chief Executive Officer

CFO – Chief Financial Officer

CIO – Chief Investment Officer

CISO – Chief Information Security Officer

CRM – Customer Relationship Management

CRO – Chief Risk Officer

CSC – Common Services Centres

CSF – Critical Success Factors

DAU – Daily Active User

DIN – Director Identification Number

DSC – Digital Signature Certificates

E-Policy – Electronic Policy

ERM – Enterprise Risk Management

ESG – Environmental, Social and Governance

FCU – Fraud Control Unit

FY – Financial Year

GDPI – Gross Direct Premium Income

GHG emission – Greenhouse Gas emission

GHI – Group Health Insurance

GJ – Gigajoule

GPS – Global Positioning System

GRI – Global Reporting Initiative

GWP – Gross Written Premium

Hons – Honours

IC – Internal Committee

IC & LM – Internal Control and Loss Minimisation

ICP – Individual Capability Plans

ICR/OCR – Intelligent Character Recognition and Optical Character Recognition

ICS – Information and Cyber-Security

ICWA – Institute of Cost Accountants of India

IIM – Indian Institute of Management

IL – ICICI Lombard General Insurance Company Limited

IoT – Internet of Things

IRDAI – Insurance Regulatory and Development Authority of India

ISC – Information Security Committee

ISO – International Organization for Standardization

IT – Information Technology

GLOSSARY

KAT – Knowledge Aptitude Test

KMP – Key Managerial Personnel

MAU – Monthly Active Users

LC – Learning Council

LoB – Lines of Business

MISP – Motor Insurance Service Provider

ML – Machine Learning

MMS – Master of Management Studies

MRMC – Market Risk Management Committee

MSME – Micro, Small and Medium Enterprises

MTCO_{2e} – Metric Tonnes of Carbon Dioxide Equivalent

NAT CAT – Natural Catastrophes

NCRB – National Crime Records Bureau

NLP – Natural Language Processing

NO_x – Nitrogen Oxides

NPS – Net Promoter Score

NRC – Nomination and Remuneration Committee

OD – Own Damage

ODC – Over Dimensional Consignment

ODS – Ozone-Depleting Substances

OEM – Original Equipment Manufacturer

OHSAS – Occupational Health and Safety Management Standard

OPD – Outpatient Department

ORMC – Operational Risk Management Committee

OTP – One Time Password

PGDBA – Post Graduate Diploma in Business Analytics

PGDM – Post Graduate Diploma in Management

PMFBY – Pradhan Mantri Fasal Bima Yojana

PMS – Performance Management System

PMT – Health Provider Management Team

POSH – Prevention of Sexual Harassment

PPC – Policyholder Protection Committee

PUC – Pollution under Control

PV – Photovoltaic

QAC – Quarantine Assessment Committee

QMS – Quality Management System

R&CSA – Risk and Control Self-Assessment

RFID – Radio Frequency IDentification

RMC – Risk Management Committee

RPA – Robotic Process Automation

SC – Strategy Committee

SEBI – Securities and Exchange Board of India

SIF – Sustainable Insurance Forum

SO_x – Sulphur Oxides

SRC – Stakeholders Relationship Committee

tCO_{2e} – Tonnes of Carbon Dioxide Equivalent

The Code – Code of Conduct

TP – Third-party

UN SDGs – United Nations Sustainable Development Goals

UPSI – Unpublished Price Sensitive

WFH – Work from Home

WTD – Whole-Time Director

FORWARD-LOOKING STATEMENTS

The report contains statements that relate to the Company's future operations and performance. These statements can be identified by the usage of words such as 'believes', 'estimates', 'anticipates', 'expects', 'intends', 'may', 'will', 'plans', 'outlook' and other words of similar meaning in connection with a discussion of future operating or financial performance. These forward-looking statements are dependent on assumptions, data or methods that may be inaccurate or imprecise and hence are not guarantees of future operating, financial and other results. They constitute our current expectations based on reasonable assumptions. The Company's actual results could materially differ from those projected in any forward-looking statements due to various future events, risks, and uncertainties some of which are beyond our control. The Company does not assume any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.



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