

# ESG REPORT

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2024 - 25



# Report Outline

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# About the Report

At Oberoi Realty, we focus on creating and delivering exceptional experiences and promote the holistic development of society. Guided by our vision, “to create spaces that enhance the quality of life,” we shape our approach around long-term value creation for people, the environment, and all those connected to our work.

This is our third annual ESG Report, developed in accordance with the Integrated Reporting (IR) Framework. The report presents a clear view of how our purpose shapes decision-making across environmental, social, and governance matters, while also reflecting on our financial outcomes.

We present insights into key focus areas, our governance structure, performance indicators, and the actions we take to address the issues most relevant to our stakeholders. By sharing our progress and direction, we aim to remain open, responsive, and grounded in our commitment to responsible growth.

## Reporting Guidelines

Our annual ESG Report for FY 2024–25 has been prepared in alignment with the principles and guidelines of the Integrated Reporting <IR> Framework by the Integrated Reporting and Connectivity Council (IRCC) which is now a part of IFRS Foundation, and with reference to the Global Reporting Initiative (GRI) Standards 2021 and the United Nations Sustainable Development Goals. This ESG Report presents a detailed view of our performance and the approaches we apply across six capitals that influence our ability to sustain and grow.

## Reporting Boundary and Scope

The ESG Report provides information on our business operations (operational and under-construction assets) and highlights the sustainability performance of Oberoi Realty Limited (herein referred to as ‘Oberoi Realty’ or ‘ORL’ or ‘Company’ or ‘we’ or ‘us’ or ‘our’) and its subsidiaries listed in the Business Responsibility and Sustainability Reporting Section of the Annual Report, disclosed through six capitals as defined by IIRC. This report provides information on our annual non-financial performance of all our operational assets and under construction sites<sup>2</sup>.

<sup>1</sup> GRI 2-3, <sup>2</sup> GRI 2-2

## REPORTING BOUNDARY

<b>OPERATIONAL ASSETS</b>	Commerz, IBP, Goregaon
	Commerz II, IBP, Goregaon
	Oberoi Mall, IBP, Goregaon
	The Westin Mumbai Garden City, IBP, Goregaon
	Oberoi International School, JVLR Campus
<b>UNDER CONSTRUCTION ASSETS</b>	Oberoi International School, Goregaon Campus
	Commerz III, IBP, Goregaon
	The Ritz-Carlton Hotel, Worli
	Elysian by Oberoi Realty, OGC, Goregaon
	Enigma by Oberoi Realty, Mulund
	Eternia by Oberoi Realty, Mulund
	Sky City by Oberoi Realty, Borivali
	Sky City Mall, Borivali
	Sky City Marriott Hotel, Borivali
	Malabar Hill, South Mumbai
Forestville by Oberoi Realty, Thane	
Jardin by Oberoi Realty, OGC, Thane	

## REPORTING PERIOD<sup>1</sup>

1<sup>ST</sup> APRIL 2024 → 31<sup>ST</sup> MARCH 2025

THIS REPORT PRESENTS A DETAILED VIEW OF OUR PERFORMANCE AND THE APPROACHES WE APPLY ACROSS SIX CAPITALS THAT INFLUENCE OUR ABILITY TO SUSTAIN AND GROW.



### FINANCIAL CAPITAL

The monetary resources that support our business operations and investments.



### INTELLECTUAL CAPITAL

Our internal knowledge base, including systems, practices, and our institutional knowledge.



### MANUFACTURED CAPITAL

Our real estate portfolio and physical assets, including properties under construction or in use.



### NATURAL CAPITAL

The resources we depend on from the environment and our role in managing them responsibly.



### HUMAN CAPITAL

The skills, capabilities, and well-being of our people who power every aspect of our work.



### SOCIAL AND RELATIONSHIP CAPITAL

The trust, partnerships, and shared goals we build with stakeholders and communities.

**Materiality Approach**

This report outlines our approach to managing topics that are important to our business and hold the potential to shape our long-term value creation. We have identified eighteen such topics through a double materiality assessment, examining not only how each topic may affect our business performance, but also how our business activities may influence society and the environment.

This assessment was grounded in a structured and consultative process, involving dialogue with both internal teams and external stakeholders. The outcome reflects a balanced view of priorities that matter most to our stakeholders and those that demand focused attention from a business standpoint.

**Responsibility Statement**

This ESG Report presents a clear and accurate account of our non-financial, sustainability, and operational performance for the financial year 2024-25. Our Management affirms that the information shared here has been prepared through close coordination with key business functions and shaped under the direction of senior leadership and departmental heads.

**Feedback**

We firmly believe that as an organization, it is our responsibility to receive input for improvement and to address the concerns and expectations of all our stakeholders. Please share your feedback, suggestions and/or queries by contacting<sup>3</sup>: [esg@oberoirealty.com](mailto:esg@oberoirealty.com)

**External Assurance**

Also some of our key performance indicators which are mentioned in Business Responsibility and Sustainability Report (BRSR) which is a part of our Annual Report has received "Reasonable Assurance" by TUV SUD South Asia Pvt. Ltd. The verification engagement was planned and performed in accordance with the verification methodology developed by the TUV SUD Group which

is based on ISAE 3000 assurance engagement standard and ISO 17029. The Assurance Statement for BRSR, including details on the scope of the assurance is available on page 98 of our Annual Report FY 2024-25.

We are glad to share that this ESG Report has received an external assurance by TUV SUD South Asia Pvt. Ltd.4, an Independent third-party assurance provider. The verification engagement has been planned and performed in accordance with the verification methodology developed by the TÜV SÜD Group, which is based upon the ISAE 3000, and ISO 17029. The applied level of assurance was "limited assurance".

The same can be accessed here: [Annual Report](#)

**Caution regarding forward-looking statements**

This ESG Report includes statements that reflect expectations around future events, as well as anticipated financial and operational outcomes for Oberoi Realty Limited. These statements are based on certain assumptions and are subject to uncertainties and risks beyond the Company's control. There is a possibility that actual results or developments may vary significantly from those projected. Readers are advised to interpret these statements with caution, as several factors could cause outcomes to differ from what is outlined here. This report should be read in conjunction with the assumptions, qualifications, and risk considerations detailed within and is subject to the disclaimers contained herein.

**THIS REPORT IS PREPARED WITH REFERENCE TO THE FOLLOWING DISCLOSURE FORMATS:**

**ESG REGULATIONS AND FRAMEWORKS**



**ESG RATINGS AND COMMITMENTS**

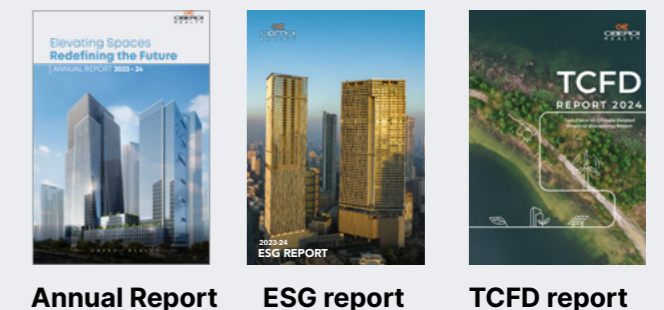


**OUR REPORTING SUITE**

**FY 2022-23**



**FY 2023-24**



**FY 2024-25**



<sup>3</sup>GRI 2-3, <sup>4</sup>GRI 2-5

# About Oberoi Realty

## Premium urban living. Built for excellence.

Oberoi Realty is one of India's leading real estate developers, headquartered in Mumbai and listed on the Indian Stock Exchange. With a legacy of over four decades, we specialize in premium developments across residential, commercial, retail, hospitality, and social infrastructure verticals<sup>5</sup>.

We are known for our modern design, high-quality construction, timely execution, and trust-driven customer relationships. Our mission is to create spaces that elevate urban life while delivering long-term stakeholder value.

Over the past 40 years our strong reputation has been shaped by structured processes, a sharp eye for detail and our ability to execute quality projects within scheduled timelines. This mix of innovative design, planning and use of cutting-edge technologies has enabled the company to deliver 50 successful projects across Mumbai.

### Our Vision

## To create spaces that enhance the quality of life.

Our vision drives every project, every design, and every decision. Our vision is brought to life through premium developments that blend innovation, livability, and sustainability. Each space we build is designed with the end-user in mind—supporting a seamless, aspirational urban experience. Our aim is to elevate the way people live, work, and interact within urban environments.



Actual Image - Sky City by Oberoi Realty, Borivali

<sup>5</sup> GRI 2-1

## Architects of Mumbai's Most Iconic Skyline

### OBEROI GARDEN CITY, GOREGAON

An 80+ acre integrated township combining residences, office towers, a five-star hotel, school, and mall – a city within the city.

LEADER IN PREMIUM REAL ESTATE

# 50

PROJECTS AT STRATEGIC LOCATIONS WITH A FLAWLESS DELIVERY TRACK RECORD

# 40+

YEARS OF TRUSTED LEGACY IN INDIA'S REAL ESTATE LANDSCAPE

TRACK RECORD THAT INSPIRES CONFIDENCE

# 5,280+

UNITS SOLD ACROSS MUMBAI

# 952+

UNITS DELIVERED WITH OCCUPANCY CERTIFICATE (OC)

FLAGSHIP OPERATIONS ACROSS CORE ASSET CLASSES

# 77%

OCCUPANCY ACROSS LEASED ASSETS

# 55.16

MILLION SQ.FT. GROSS LEASABLE AREA ACROSS RETAIL & COMMERCIAL



Actual Image - Oberoi Garden City, Goregaon

## Our Aspiration

Oberoi Realty is one of India's leading real estate developers, headquartered in Mumbai and listed on the Indian Stock Exchange. With a legacy of over four decades, we specialize in premium developments across residential, commercial, retail, hospitality, and social infrastructure verticals. We have 50 projects at strategic locations across Mumbai aggregating about 15.9 million sq. ft of spaces (group entity including promoter group)<sup>6</sup>.

We are committed to establishing ourselves as a trusted and responsible brand in the sustainability space. Our strategic focus is anchored in six core pillars—People, Planet, Product, Practices, Partnership, and Prosperity—which serve as the foundation of our long-term business approach. Our ESG objectives are shaped around these pillars, driving responsible actions across our operations. We are focused on protecting natural resources, generating value for all stakeholders, and maintaining high standards of ethical conduct.

## Our Values

**Our brand pillars are the foundation of all that we do and stand for**

We ensure that this is upheld in our operations and our everyday conduct. Our approach to engagement with all our customers, vendors and channel partners, colleagues and society is further enhanced by our values that form the base of our business:



Actual Image - Design Studio, Oberoi Garden City, Goregaon

<sup>6</sup> GRI 2-1



### PEOPLE FIRST

WE prioritise our people in everything we do: employees, customers, and all stakeholders.



### QUALITY

WE achieve our desired results and strive for continual improvement.



### INTEGRITY

WE are consistently honest, transparent, and accountable



### INNOVATION

WE transform imagination into reality.



### TEAMWORK

WE are united by a shared dream, connected in respect and support.

How Our Sustainability Pillars Drive Long-Term Value:

# Our ESG Path to 2030

OUR SUSTAINABILITY PILLARS	DESCRIPTION	RELEVANT <IR> CAPITALS	KEY FOCUS AREA	TARGETS (FY 2030)
<b>People</b>	We prioritize the physical, emotional, and social well-being of our employees, customers, workers, and local communities. This includes fostering a culture that supports safety, fairness, learning, inclusion, and personal growth.	<b>Human Capital,</b> <b>Social &amp; Relationship Capital</b>	Diversity, Equity & Inclusion	30% Diversity target by 2030 LGBTQ+ & PwD Inclusion
			Health & Wellbeing	Achieve health & wellbeing certification for commercial offices by 2030 Provide social protection to 100% workers at sites by 2030 Achieve and maintain 85% EHS rating across operations by 2030 Champion compliance towards human rights across operations and supply chain
			Public Advocacy	Achieve improved performance in Global Sustainability & ESG indices Collaboration with peers towards addressing sectoral challenges through industry affiliations
			Sustainable Operations	Integrate ESG risks into 100% of enterprise risk management by 2025 100% revenue generated from certified green buildings or sustainable projects by 2030
<b>Partnerships</b>	We work closely with partners across the value chain to shape shared outcomes. Through collaboration and shared purpose, we aim to create a strong support system for long-term sustainability.	<b>Social &amp; Relationship Capital,</b> <b>Intellectual Capital</b>	Public Advocacy	Achieve improved performance in Global Sustainability & ESG indices Collaboration with peers towards addressing sectoral challenges through industry affiliations
<b>Prosperity</b>	Our business model is designed to generate economic value responsibly. We are focused on creating outcomes that benefit all participants in our ecosystem, reinforcing long-term resilience and shared success.	<b>Financial Capital,</b> <b>Manufactured Capital,</b> <b>Natural Capital</b>	Sustainable Operations	Integrate ESG risks into 100% of enterprise risk management by 2025 100% revenue generated from certified green buildings or sustainable projects by 2030
<b>Planet</b>	We are committed to reducing our environmental burden by limiting our reliance on finite resources. Our priorities include maintaining a positive water balance, expanding our carbon neutrality program to include indirect emissions, and lowering waste sent to landfill.	<b>Manufactured Capital,</b> <b>Intellectual Capital</b>	Climate Change	Achieve Net Zero by 2040 for Scope 1 & 2 No Net Deforestation by 2030
			Water Conservation	Achieve Water positivity by 2030 Establish & reduce water intensity across construction sites
			Waste Management	Achieve Net Zero Waste to Landfill by 2030 Establish & reduce waste intensity
<b>Products</b>	We are focused on designing and delivering offerings that support environmental and social outcomes. We also account for their broader footprint across the full life cycle—from sourcing to end-of-use.	<b>Manufactured Capital,</b> <b>Natural Capital,</b> <b>Intellectual Capital</b>	Green Building	All new projects to be Green Certified (Minimum Gold) under IGBC / LEED, etc.
			Management System	Achieve ISO Certification for Quality, Environment, Occupation Health & Safety Processes
<b>Practices</b>	We turn regulatory requirements into drivers of progress by strengthening internal systems and making deliberate choices in resource deployment. A strong focus is placed on identifying and responding to risks, particularly those related to climate.	<b>Intellectual Capital,</b> <b>Social &amp; Relationship Capital,</b> <b>Financial Capital</b>	Corporate Governance	Establish & Maintain Board Diversity Maintain zero tolerance against discrimination, corruption and bribery Establish and enable a responsible supply chain

# Our Business Ethos

Our business approach is shaped by the collective insight and depth of experience of our diverse Board of Directors. Their strategic oversight supports our goal of delivering long-term value in a responsible manner.

We place strong emphasis on high-quality construction, contemporary design, and timely project delivery. Our flexible approach to land acquisition allows us to make informed, strategic investments that support future growth. We continue to operate with a strong partner network, which has helped scale our operations and extend our reach. A key priority remains the development of large-scale, multi-purpose projects that meet the demands of urban expansion.

Our sales process is built on transparency and designed to maintain trust from initial engagement through to project handover. A consistent focus on customer experience across the ownership journey remains central to our commercial strategy.

The durability of our business model is supported by reliable income streams from a diversified asset base. We apply careful financial planning and maintain a balanced approach to leverage and preserve long-term resilience.

# 4

DECADES OF EXPERIENCE

# 34.4

MILLION SQFT IN THE MAKING AS OF MARCH 2024

<sup>7</sup>GRI 2-6

## OUR APPROACH TO DOING BUSINESS IS BASED ON FOUR CRITICAL PILLARS:

### Disciplined Growth

- Commitment to contemporary design, timely delivery, and quality outcomes.
- Strategic land investment guided by a flexible acquisition model.

### Customer-Centric Sales Approach

- Maintain transparency from inquiry to completion.
- Consistent focus on enhancing customer satisfaction across every touchpoint.

### Scalability Through Partnerships

- Continued reliance on external partnerships to extend operational capacity.
- Prioritization of expansive, multi-functional developments

### Financial Strength and Stability

- Revenue backed by a broad portfolio of assets.
- Strong capital management supported by prudent borrowing practices.

# 50

Projects at strategic locations across the Mumbai skyline aggregating about 15.9 million sq. ft of spaces (group entity including promoter group)

## BUSINESS PRESENCE<sup>7</sup>

### Borivali

Sky City  
Sky City Mall  
Luxury Hotel (upcoming)

### Kandivali East

Sky Gardens  
Park View

### Andheri West

Springs  
Sky Heights  
Sky Garden

### Santacruz West

Priviera

### Worli

Three Sixty West  
Luxury Hotel (Upcoming)

### Thane

Forestville  
Jardin, Oberoi Garden City  
Luxury Hotel (upcoming)

### Mulund West

Eterna and Enigma

### Oberoi Garden City, Goregaon

Commerz  
Commerz II  
Commerz III  
Oberoi Mall  
The Westin Mumbai Garden City  
Oberoi International School  
Elysian  
Esquire  
Exquisite  
Seven Woods

### Andheri East (JVLR)

Splendor  
Prisma  
Splendor Grande  
Maxima  
Oberoi International School

Map for Representation Purpose

# Our Asset Portfolio



▲ Sky City

## RESIDENTIAL

We design and deliver high-quality residential spaces that offer a refined living experience while integrating principles of environmental responsibility. Our developments apply energy-conscious design and incorporate building practices that help reduce ecological impact



▲ Commerz III

## COMMERCIAL

Our Grade A office assets are developed with attention to user experience and resource stewardship. These properties feature contemporary design, thoughtfully arranged green spaces, access to retail and dining options, and strong connectivity to key transit corridors. Every aspect is planned to support a productive and environmentally responsible workplace.



Oberoi International School, JVLR

## SOCIAL INFRASTRUCTURE

We develop educational institutions that deliver enriching learning experiences while meeting high environmental performance standards. Our school designs incorporate resource-conscious construction and are aimed at shaping better futures for the next generation.



▲ Oberoi Mall

## RETAIL

Our retail destinations are envisioned as social anchors that serve the community. Built using environmentally sound materials and design choices, these spaces support commercial activity while promoting local engagement and sustainable practices



The Westin Mumbai Garden City

## HOSPITALITY

Our hospitality ventures are managed by globally recognized operators and focus on offering high-caliber guest experiences. Every property upholds strong environmental and social commitments—ensuring responsible practices across operations and guest services.



# Awards and Accolades

Oberoi Realty's unwavering pursuit of excellence continues to be recognized across the industry. From leadership in sustainability and workplace culture to innovation in marketing and design, the accolades reflect our holistic commitment to quality and impact. These awards celebrate the consistent efforts made across our commercial spaces and developments, hospitality ventures and our retail destinations.

## EXCELLENCE IN SUSTAINABILITY & BRAND LEADERSHIP

<p>Oberoi Realty was recognized by BW Businessworld amongst the <b>Top 3 India's Most Sustainable Companies 2024</b> in the real estate sector.</p>	<p>Oberoi Realty ranked <b>2nd in CSR Excellence</b> by GRI Awards India 2024.</p>	<p>COMMERZ III - ranked 2nd as <b>Commercial Project of the Year</b> by GRI Awards India 2024.</p>	<p><b>Oberoi Mall, &amp; Commerz II received Excellence Award</b> in IGBC Green Performance Challenge 2024.</p>
<p>Oberoi Mall received the <b>Most Admired Green Shopping Centre of the Year</b> at the Global Awards for Retail Excellence.</p>	<p>Oberoi Mall received <b>Sustainability Leadership Award for Excellence in CSR and Sustainability</b> at the National Awards for Excellence.</p>	<p>Oberoi Mall received <b>Excellence Award at the Indian Green Building Council</b> Performance Challenge 2024.</p>	<p>The Westin Mumbai Garden City received <b>Socially Responsible Hotel of the Year 2025</b> at the GM Summit &amp; ESG Excellence Awards by Hotelier India.</p>

## PEOPLE AND WORKPLACE RECOGNITION

<p>Oberoi Realty has been <b>Great Place To Work® Certified™</b> in India (from Dec 2024 - Dec 2025)</p>	<p>Oberoi Realty Limited has been recognized as one of the <b>Top 25 Safest Workplaces in India</b> at the Kelp PoSH Awards 2024</p>		
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## Metrics that Mirror our Commitment

Oberoi Realty's sustainability performance continues to be validated through credible third-party ratings and benchmark achievements. These recognitions reflect the effectiveness of our ESG strategies, climate action and responsible business practices. The ratings serve as a catalyst for continued improvement in our sustainability practices.

### 4<sup>TH</sup> IN ASIA IN RESIDENTIAL DEVELOPER

Oberoi Realty has been consistently disclosing its ESG performance to GRESB and in FY 2024-25, was recognized among the top performers in the Real Estate Development sector, reflecting strong alignment with global sustainability benchmarks.

GRESB is a mission-driven and industry-led organization that provides actionable and transparent environmental, social and governance (ESG) data to financial markets. The GRESB Real Estate Benchmark globally covers USD 7 trillion in GAV, that's across 15 sectors in 80 markets with average scores of 75.84 (Standing Investments) and 85.76 (Development).

	<p>95</p>	<p>GRESB Score</p>	<p>Green Star</p>
	<p>100</p>	<p>GRESB Average 86</p>	<p>Peer Average 88</p>

Achieved a score of 95/100 ranking 4th in Residential Developer (Multi Family Category)

## GREEN & URBAN BEAUTIFICATION

<p>Oberoi Realty recognized for <b>Garden Beautification and Maintenance of Forestville, Kolshet CEC</b> (Private offices area less than 3,000 sq.ft.) at Vrukshavalli 2025 by Thane Municipal Corporation and Thane Tree Authority</p>	<p>Oberoi Realty <b>recognized for Garden Beautification and Maintenance of Oberoi Garden City, Pokhran CEC</b> (Private offices area more than 3,000 sq. ft.) at Vrukshavalli 2025 by Thane Municipal Corporation and Thane Tree Authority</p>
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**MSCI**  
Received a BBB rating from MSCI ESG Ratings in FY 2024-25, indicating strong performance in managing ESG risks and opportunities.



**Dow Jones Sustainability Indexes**

**DJSI**  
Scored 72/100, successfully being recognized as a Sustainability Yearbook Member for 2024.



**CDP**  
Achieved a B Rating in CDP 2024, recognizing our proactive climate disclosure and environmental risk management.



**SUSTAINALYTICS**  
Rated as Low Risk by Sustainalytics in FY 2024-25, highlighting strong ESG risk management across operations.



**FTSE RUSSELL**  
Included in the FTSE4Good Emerging Markets Index Series for FY 2024-25 with a score of 3/5, acknowledging our adherence to globally recognised ESG standards.

# Memberships of Associations<sup>8</sup>



## CONFEDERATION OF INDIAN INDUSTRY (CII)

CII works with industry, government bodies, and civil society to support India's development. It engages through consultative and advisory processes to help shape a supportive environment for economic growth and nation-building.



## THE ASSOCIATED CHAMBERS OF COMMERCE AND INDUSTRY OF INDIA (ASSOCHAM)

ASSOCHAM is one of India's oldest apex business chambers. It brings together over 4.5 Lakh members, including a strong base of MSMEs, to shape business perspectives and provide strategic insights for India's economic progress.



## INDIAN GREEN BUILDING COUNCIL (IGBC)

IGBC, based in Hyderabad, is the country's leading green building certification body. As a founding member of the World Green Building Council, it actively participates in global forums such as COP, contributing to international discussions on sustainable development.



## FEDERATION OF INDIAN CHAMBER OF COMMERCE AND INDUSTRY (FICCI)

FICCI is a prominent business body representing a wide cross-section of industries. Through policy engagement and industry dialogues, it reflects business viewpoints and works towards creating a conducive business environment.



## HOTEL & RESTAURANT ASSOCIATION WESTERN INDIA (HRAWI)

HRAWI serves hospitality businesses across Western India. Over the years, it has provided timely support to hotels and restaurants, addressing operational challenges and representing the sector's interests.



## NATIONAL SAFETY COUNCIL (NSC)

NSC is engaged in advancing workplace safety, health, and environmental awareness across both organized and informal sectors. It develops tools, training, and procedures to help reduce risk and avoid loss of life and property.



## MAHARASHTRA CHAMBER OF HOUSING INDUSTRY - CONFEDERATION OF REAL ESTATE DEVELOPERS' ASSOCIATIONS OF INDIA (MCHI-CREDAI)

MCHI-CREDAI represents leading developers across the Mumbai Metropolitan Region (MMR). It works as a collective voice for the real estate sector, engaging with policy makers and supporting members on sector-specific matters.



## THE FEDERATION OF HOTEL & RESTAURANT ASSOCIATIONS OF INDIA (FHRAI)

FHRAI connects the hospitality sector with government, academia, and global bodies. It serves as a central body to represent the collective interests of hotels and restaurants across the country.



## HOTEL ASSOCIATION OF INDIA (HAI)

HAI is a dedicated platform for the Indian hotel industry. It offers advisory and representational support to member hotels and acts as a channel for engagement with government agencies.

<sup>8</sup> GRI 2-28

# Message from Chairman and Managing Director<sup>9</sup>

Dear Stakeholders,

As India takes strides toward economic and urban transformation, the real estate sector continues to demonstrate resilience and strength with a rising preference for quality housing and luxury real estate. ORL remains steadfast in its mission to be a trusted partner in this progress by developing spaces that are inclusive and environmentally conscious.

Despite a positive outlook, the sector faces challenges from market volatility, shifting consumer expectations, and execution hurdles. Factors like macroeconomic conditions, location, and sentiment affect sales and



rental realizations. Rising customer expectations for climate-resilient developments also add another layer of scrutiny and impact fluctuations in sales volumes. Execution challenges from labour and material supply to weather disruptions can impact project timelines and finances. While financing costs are another area of focus with environmental and social risks increasingly factored into lending decisions.

Responding to such interlinked risks calls for the integration of economic foresight with environmental and social responsibility. We at ORL, understand this and demonstrate a deep commitment to sustainability, well-being and operational excellence through every decision right from planning to execution. ORL pioneers premium real estate across sectors, guided by integrity, purpose, and responsibility. Our consistent growth reflects brand strength, stakeholder trust, and a clear long-term vision. Focused on value creation and distinctive customer experiences, our developments go beyond functionality to create meaningful, purpose-driven spaces across varied market conditions.

This financial year saw exceptional growth across all business areas, driven by strong sales and operational execution. We expanded in key markets, launched new projects, and achieved record quarterly and annual performance. Consolidated revenue for FY 2024–25 rose 13.6% year-on-year, reaching INR 5,47,417.69 lakh. In FY 2024–25, we launched Phase 1 of Oberoi Garden City (OGC) at Pokhran, Thane, our second project in Thane after Forestville at Kolshet. The soft launch of Sky City Mall, Borivali, expanded our retail footprint alongside Oberoi Mall, Goregaon. Commerz III commenced operations, reinforcing our role in India's GCC landscape. Commerz and Commerz II remain at peak occupancy, while Commerz III continues onboarding top corporates. Our Grade-A office at OGC, Goregaon, is also attracting strong interest. Our upcoming hotels, Mumbai Marriott Hotel Sky City, Ritz-Carlton (Worli), and JW Marriott Hotel Thane Garden City are on track and will enhance our hospitality portfolio.

“ Together, we are not only building landmarks but also leaving a legacy of responsibility with an impact

As we expand across geographies and asset classes, sustainability remains central to our approach. We integrate climate considerations at every stage from planning to post-handover to manage environmental and operational risks. Notably, 87.75% of our built area is green certified or pre-certified under IGBC/LEED, reflecting our commitment to sustainable and community-focused development.

Strong governance underpins our sustainability efforts, ensuring environmental commitments are actionable, not just aspirational. Oversight by the ESG and CSR Board Committee, supported by execution from the ESG Steering Committee, drives the integration of sustainability principles into our decision-making and long-term strategy.

Climate-related challenges are increasingly reshaping the landscape of real estate development. From physical risks such as extreme weather events to evolving regulatory expectations, the sector must prepare for disruptions that can affect not only day-to-day operations but the long-term viability of assets. At ORL, we recognise that proactively addressing these risks is not just about compliance, it is essential to protecting asset value and sustaining investor and customer trust. One such step in this direction is the development of an Internal Carbon Pricing (ICP) framework. With the rising cost of energy and increasing momentum toward carbon regulation both domestically and globally, ICP enables companies like ours to stay ahead of policy shifts. It helps factor the financial impact of carbon emissions into investment decisions, encouraging more energy-efficient and low-emission design choices.

Equally pressing is the global issue of biodiversity loss, which carries direct implications for urban ecosystems. Real estate developments must coexist with and contribute to the natural environment, rather than displace it. In line with this thinking, we introduced a formal Biodiversity Policy aligned with global standards and national regulations. We carry out environmental

impact assessments at applicable sites and remain firmly committed to our “No Net Deforestation by 2030” goal ensuring that growth does not come at the cost of ecological integrity.

Our commitment to responsible growth extends beyond buildings and is deeply anchored in how we engage with people, both within and outside the organisation. We believe that creating value begins with fostering a safe, inclusive, and empowering environment for our employees, while simultaneously uplifting the communities connected to our developments.

I am proud to announce that Oberoi Realty is Great Place To Work® Certified™ in India (from Dec 2024 - Dec 2025) and has been recognized as one of the Top 25 Safest Workplaces in India at the Kelp PoSH Awards 2024. Our community initiatives further reflect our belief that responsible urban development must be rooted in social value and long-term impact. We were awarded 2nd place in CSR Excellence by GRI Awards India 2024 for our Building and Other Construction Workers (BoCW) initiative.

The targets and objectives outlined in this report reaffirm our dedication to sustainable development and reflect the enduring commitment we make to our stakeholders. This report is a reflection of our journey so far and an endorsement of where we are headed. We remain focused on balancing growth with responsibility and performance with purpose.

Thank you for your continued trust and unwavering support, which inspires us to push boundaries and stay true to our purpose. I also express my sincere appreciation to every employee at Oberoi Realty. It is their commitment to excellence, day after day, that turns our aspirations into achievements.

**Mr. Vikas Oberoi**  
Chairman and Managing Director,  
Oberoi Realty

# Message from Chief Financial Officer<sup>10</sup>

Dear Stakeholders,

It is a privilege to present our ESG Report for FY 2024–25, reflecting the progress we've made in integrating sustainability with business strategy. Guided by financial prudence and long-term value creation, we remain committed to responsible growth that safeguards the future. Over the past year, we've advanced across key ESG areas, including climate risk management, green construction, employee wellbeing, and resilient supply chains.

**As the market continues to evolve, the expectations of our customers and communities are shifting with it.**

As environmental concerns grow, customer demand



for sustainable real estate rises, and we lead this shift. Green buildings are key to our strategy, with all projects certified or pre-certified under LEED and IGBC. We aim for 100% Green Certification (Gold minimum) by 2030. Sustainable materials, energy-efficient systems, and climate-responsive designs guide our construction. Our commitment earned Oberoi Mall and Commerz II the IGBC Green Performance Challenge 2024 Excellence Award.

Our aim is reduction in embodied and operational emissions across developments, while enhancing asset value, customer trust and long-term environmental stewardship.

**As we sharpen our focus on climate action, we are embedding measurable commitments across our operations.**

Oberoi Realty is committed to achieving net-zero emissions across its value chain, with a defined roadmap to reach Scope 1 and 2 neutrality by 2040 through structured decarbonization efforts integrated across the business. As part of our Science Based Targets journey, we are building a framework based on nine core elements to guide decision-making, planning, and collaboration across teams. Building on our commitment to decarbonization, we have also initiated the development of an Internal Carbon Pricing mechanism to internalize the environmental cost of emissions and steer capital decisions toward low-carbon alternatives.

This enables long-term value creation by embedding climate accountability into financial decisions, accelerating low-carbon investments aligned with global net-zero pathways further positioning us for future regulatory and market shifts.

**Transparency is key to driving confidence and accountability in our climate strategy.**

Last year marked a pivotal step in advancing climate transparency, as we deepened our alignment with the Task Force on Climate-related Financial Disclosures (TCFD). We conducted a comprehensive climate risk assessment to evaluate both acute and chronic

“ We will continue to build capabilities across our ecosystem and are committed to creating an environment where knowledge-sharing and collaboration strengthen alignment with our sustainability ambitions

physical risks, including cyclones, floods, heat stress and water stress. In parallel, transition risks have also been evaluated, including changes in policy and regulation, technology, market shifts and reputational risk. Risk mitigation and adaptation measures have been considered for integration into design, construction and operational planning to enhance long-term climate resilience.

These insights are helping us to proactively strengthen and strategically align our plans with climate challenges over the short-term and long-term horizon.

**Our approach to sustainability extends beyond climate to encompass the ecosystems and biodiversity we impact.**

Recognizing biodiversity's critical role in sustainability, Oberoi Realty is committed to its “No Net Deforestation by 2030” pledge. The company has strengthened its approach by adopting a formal Biodiversity Policy aligned with the Convention on Biological Diversity and national laws. This year, comprehensive Biodiversity Risk Assessments were conducted at all operational sites to identify proximity to sensitive ecosystems, dependencies on ecosystem services, and nature-related risks. Environmental Impact Assessments were also completed where applicable, with site-specific mitigation strategies in development to address identified risks, reinforcing Oberoi's commitment to biodiversity conservation.

This supports global ecosystem health, aligns with planetary boundaries and reduces reputational and regulatory risks across our operations.

**Human rights are a non-negotiable foundation of our business conduct.**

Strengthening our commitment to human rights, we launched a dedicated e-learning course and introduced a new mandatory module, both of which saw high engagement across the organisation. These initiatives complement our existing compliance training on key topics such as the Code of Conduct, POSH and Diversity & Inclusion. In parallel, we conducted human rights

assessments across all of our operations reporting no identified risks. Our approach is inclusive, with a particular focus on safeguarding vulnerable groups such as children, women, migrant workers, third-party personnel and indigenous or local communities.

These efforts mitigate social risk exposure across our value chain and reinforce stakeholder trust in our governance systems.

**Responsible sourcing is an essential lever in ensuring our impact is positive throughout the value chain.**

Oberoi Realty has institutionalized a responsible supply chain framework that ensures alignment with ESG priorities from the outset of supplier engagement. All potential suppliers undergo evaluation against a detailed ESG matrix and are further categorized based on their business relevance and exposure to sectoral, geographical, and commodity-specific risks. To strengthen supplier alignment, ESG awareness and training programs have been initiated for significant suppliers, supported by a structured campaign in FY 2024–25 to drive improved sustainability performance across the value chain.

Our aim is to build a value chain that reflects our shared commitment to ethical practices, environmental responsibility, and long-term impact.

**Looking ahead, we remain focused on strengthening resilience and driving responsible growth.**

As we look ahead, our focus remains on maintaining financial far-sightedness while scaling our ESG efforts across the business. Every step serves our larger purpose of creating spaces that enhance the quality of life and build lasting value for society and the environment. This report reflects the continued evolution of our sustainability journey and reaffirms our commitment to responsible growth and long-term value creation for all stakeholders.

**Mr. Saumil Daru**  
Director Finance,  
Oberoi Realty

# Corporate Governance and Business Ethics

At Oberoi Realty, our approach to long-term value creation is grounded in a well-defined governance framework that ensures clarity in roles, responsibilities, and oversight. **We are guided by principles of integrity, ethical conduct, and transparency, which shape the way we operate across all levels of the organization.**

We place a strong emphasis on clear decision-making processes and accountability, which help build trust with stakeholders and support responsible business conduct. This approach enables us to maintain consistency in our actions, ensure compliance with applicable standards, and foster sound relationships across our value chain.

## Code of Conduct

Our robust governance structure is supported by our detailed Code of Conduct, which serves as the foundation for instilling a culture of responsibility and ethical behavior throughout the organization<sup>11</sup>. All our employees – permanent and contractual and directors of the company are expected to follow the guidelines laid out in this Code during their daily activities.

All directors and senior management personnel of the company are required to provide an annual affirmation on their compliance with the Code of Conduct. Additionally, our entire workforce is required to undergo compulsory training on our Code of Conduct, Insider Trading and Prevention of Sexual Harassment<sup>12</sup>. To reinforce accountability and ethical practices, our operations are regularly reviewed for any actual or possible instances of corruption. All activities are conducted in strict accordance with applicable laws and internal protocols<sup>13</sup>. In FY2024-25, zero case of sexual harassment was brought to light.

Employees are encouraged to raise concerns about unethical behavior or breaches of the Code without fear. The Whistleblower Policy offers a structured and confidential way for individuals to report concerns in

good faith. This policy is designed to protect those who speak up and ensures that all reports are handled with care and fairness<sup>14</sup>.

## Whistleblower policy

We have mechanisms in place for identifying, reporting and investigating breaches of our Code of Conduct, primarily through a well-defined Whistleblower policy and Whistleblowing mechanism that encourages the following:

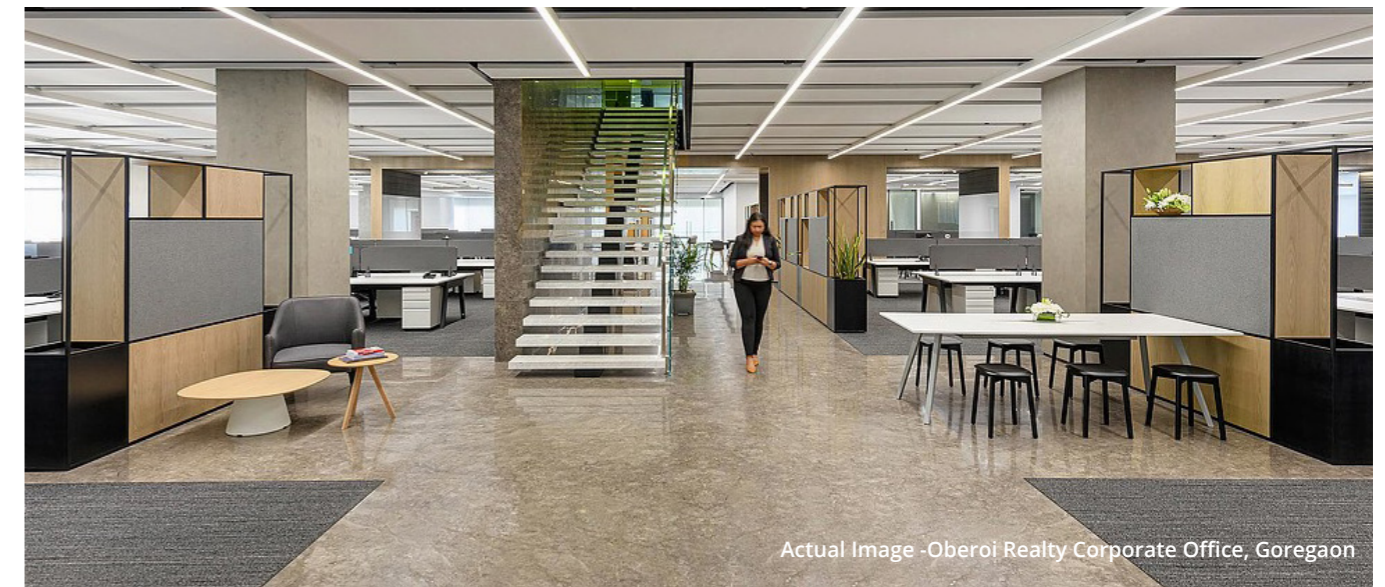
- **Dedicated department and person responsible for the whistleblowing mechanism:** Specific roles have been assigned to oversee and manage the end-to-end process.
- **Reporting channel is operated by an independent third-party:** An external service ensures objectivity and confidentiality in handling complaints.
- **Whistleblowers are allowed to submit reports anonymously:** Safeguards are in place to protect the identity of those who report in good faith.
- **Details of reports received are kept confidential:** All cases are handled discreetly to protect all parties involved.
- **Zero tolerance policy for retaliation:** Strict action is taken against any form of victimization or backlash.
- **Provision of training on the use of reporting channel:** Employees are educated regularly on how to use the reporting systems responsibly.
- **Disclosure on the process for investigating the reported breaches:** A documented procedure ensures every report is addressed fairly and promptly.

## Anti-Bribery & Anti-Corruption Policy

Our Anti-Bribery and Anti-Corruption Policy sets clear expectations and controls to promote ethical conduct and prevent any form of corrupt practices across its operations, and it covers the following provisions:

- **Prevention of bribery and corruption:** The policy outlines clear expectations to avoid unethical payments or inducements in any form.
- **Guidelines for gifts:** Defines acceptable thresholds and approval protocols to manage the exchange of gifts and hospitality.
- **Guidelines for political contributions:** Ensures that any political support is lawful, transparent, and subject to internal scrutiny.
- **Guidelines for charitable contributions or sponsorship:** Provides oversight to ensure contributions are aligned with company values and not misused.
- **Training for anti-bribery and anti-corruption:** Mandatory sessions are conducted to build awareness and prevent non-compliance.
- **Established procedures for handling breaches:** Sets out the steps to report, review, and act on any suspected violations of the policy.
- **Corrective or disciplinary actions when there is a breach of the policy:** Breaches are met with appropriate sanctions in line with the severity of the misconduct.

**For FY 2024-25, there were no incidents of bribery, corruption, anti-competitive practices, investor complaints and sexual harassment<sup>15</sup>.**



Actual Image -Oberoi Realty Corporate Office, Goregaon

<sup>11</sup>GRI 2-23 and GRI 2-24,<sup>12</sup>GRI 205-2, <sup>13</sup>GRI 205-1,<sup>14</sup>GRI 2-25 and GRI 2-26

<sup>15</sup>GRI 2-27, GRI 205-3 and GRI 206-1

## CONTRIBUTIONS AND OTHER SPENDING

Indicator	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns/ organizations/candidates	0	0	0	0
Trade associations or tax-exempt groups (e.g., think tanks)	8,55,500	8,55,500	19,76,904	14,16,994
Other (e.g., spending related to ballot measures or referendums)	0	0	0	0
<b>Total</b>	<b>8,55,500</b>	<b>8,55,500</b>	<b>19,76,904</b>	<b>14,16,994</b>

## LARGEST CONTRIBUTIONS & EXPENDITURES

Issues or Topic	Corporate Position	Description of Position	Total Spend in FY 2024-25
Promote Green Building	Support	Founding Member of Indian Green Building Council (IGBC)	5,90,000
Promote SDGs & Human Rights	Support	Member of United Nations Global Compact (UNGC); committed to embedding the 10 Principles in operations	5,31,404

## OTHER LARGE EXPENDITURES

Name of Organization	Type of Organization and Description of Engagement	Total Amount Paid in FY 2024-25
Indian Green Building Council (IGBC)	Non-profit under the Confederation of Indian Industry (CII) promoting sustainable building practices in India. Focuses on reducing environmental impact and improving quality of life through green concepts.	5,90,000
United Nations Global Compact (UNGC)	Voluntary global initiative encouraging businesses to adopt responsible practices in human rights, labor, environment, and anti-corruption. Supports alignment with ten universally accepted principles.	5,13,890

## Responsible Public Policy Engagement

We recognize the importance of transparent participation in public and legislative matters. While businesses may take part in political and policy discussions, undue financial influence can create reputational risks and raise concerns around fairness and accountability. During the reporting year, we tracked all financial contributions made to political campaigns, ballot initiatives, political parties, registered lobbyists, trade associations, chambers of commerce, and other tax-exempt entities that are active in influencing legislation or public policy. These disclosures include membership fees paid to business and industry associations that advocate on policy issues.

## Lobbying and Trade Associations - Climate Alignment

As global expectations grow for companies to take meaningful action on climate change, there is rising attention on whether corporate lobbying and association memberships reflect these goals. We recognize our responsibility to ensure that our external engagements support our climate commitments, through the following actions:

- We have a management system in place for lobbying activities and trade association memberships to track, assess and manage all lobbying engagements and association affiliations that relate to policy advocacy.
- Our climate policy position reflects statement of our position on public policies relating to climate change, which is aligned with the Paris Agreement.
- We apply a clear framework for addressing misalignments between climate change policy positions of trade associations and our own climate position to regularly review our memberships.
- We report on climate policy positions and activities of trade associations by disclosing key positions and advocacy efforts of trade associations we are part of and climate-related direct lobbying activities and our reporting includes details of direct lobbying efforts undertaken on climate-related issues.
- Our program covers all jurisdictions where we have operations.

In line with this approach, Oberoi Realty is a founding member of the Indian Green Building Council (IGBC), which seeks to position India as a global leader in sustainable construction by 2025. Through our ongoing

engagement with IGBC, we contribute to shaping green building rating frameworks and advocate for policies that advance sustainable practices across the real estate sector. Today, 87.75% of our completed built-up area is green certified or pre-certified under IGBC and LEED systems, with the remaining projects under review. We have committed that all projects going forward will attain at least a Gold level certification under IGBC or LEED by 2030.

**No political contributions were made by the Company in the reporting year<sup>16</sup>.**

<sup>16</sup> GRI 215-1

# Board of Directors

We follow a top-down approach to drive operational performance through our one-tier Board of Directors, which is made up of experienced professionals with deep knowledge of the industry and subject matter. The Board plays a key role in reviewing the relevance and performance of our policies, defining business goals, and guiding senior management in taking forward strategic actions that support long-term value creation for shareholders<sup>17</sup>.

Our Board of Directors comprises seven members, including four who serve as non-executive and independent directors, two as executive directors, and one as a non-executive and non-independent director<sup>18</sup>. Two members, representing 29% of the Board, are women. Further, the average age of our Board of Directors is 57 years. All independent directors satisfy the eligibility criteria outlined under the Companies Act, 2013, and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. In accordance with SEBI guidelines, at least one-third of the Board consists of independent directors. An Executive Director chairs the Board. At Oberoi Realty, 57% of our directors are independent. Our Board is chaired by an Executive Director<sup>19</sup>. Furthermore, 100% of our Board of Directors have relevant industry experience<sup>20</sup>. All appointments are made in accordance with the Nomination and Remuneration Policy, with each term limited to a maximum of five years<sup>21</sup>. The average tenure of our Board of Directors is 8.97 years.

Directors and Key Managerial Personnel must annually declare their interests in other entities. Upon joining, each undergoes a detailed review by the Nomination and Remuneration Committee to assess possible conflict of interest situations. If any conflict is identified, the concerned director refrains from participating in discussions or voting on the relevant issue. Independent directors take part in an annual Familiarization Programme to enhance their understanding of the business and their responsibilities<sup>22</sup>.

During the reporting period, five Board meetings were conducted, with an average attendance of 89%. Prior to each session, directors receive the agenda and background materials to support well-informed decisions<sup>23</sup>. The Board also carries out annual self-

reviews to evaluate its own performance and reinforce transparency<sup>24</sup>. Three of the independent, non-executive directors hold fewer than four directorships in other publicly listed firms, and as per SEBI rules, all non-executive and independent directors are limited to a maximum of seven such positions.

Independent directors are paid a sitting fee for attending Board and committee meetings. They may also receive commission, as proposed by the Nomination, Remuneration, Compensation and Management Development Committee and approved by the Board and, where necessary, the shareholders, in line with legal provisions. For the reporting year, the Managing Director's compensation was recorded at a ratio of 0.00 : 1 compared to the median employee remuneration<sup>25</sup>.

## Committees of the Board

The Board has established eight committees<sup>26</sup> with clear and detailed mandates. These committees are responsible for overseeing specific focus areas and are empowered to address issues efficiently. Meetings are held regularly, with discussions centered around subject-matter topics. Insights and updates are shared with the full Board. Each committee includes directors with relevant knowledge and experience. One senior employee, who is not a Board member, also serves on the Risk Management Committee.

**29%**  
Of the Board members are women

**57**  
Years is the average age of our directors

**57%**  
Of our directors are independent

**8.97**  
Years is the average tenure of our board of directors

## COMMITTEES OF THE BOARD

### MANDATORY COMMITTEES:

Risk Management Committee

Audit Committee

Stakeholder Relationship Committee

Environment, Social & Governance and Corporate Social Responsibility Committee

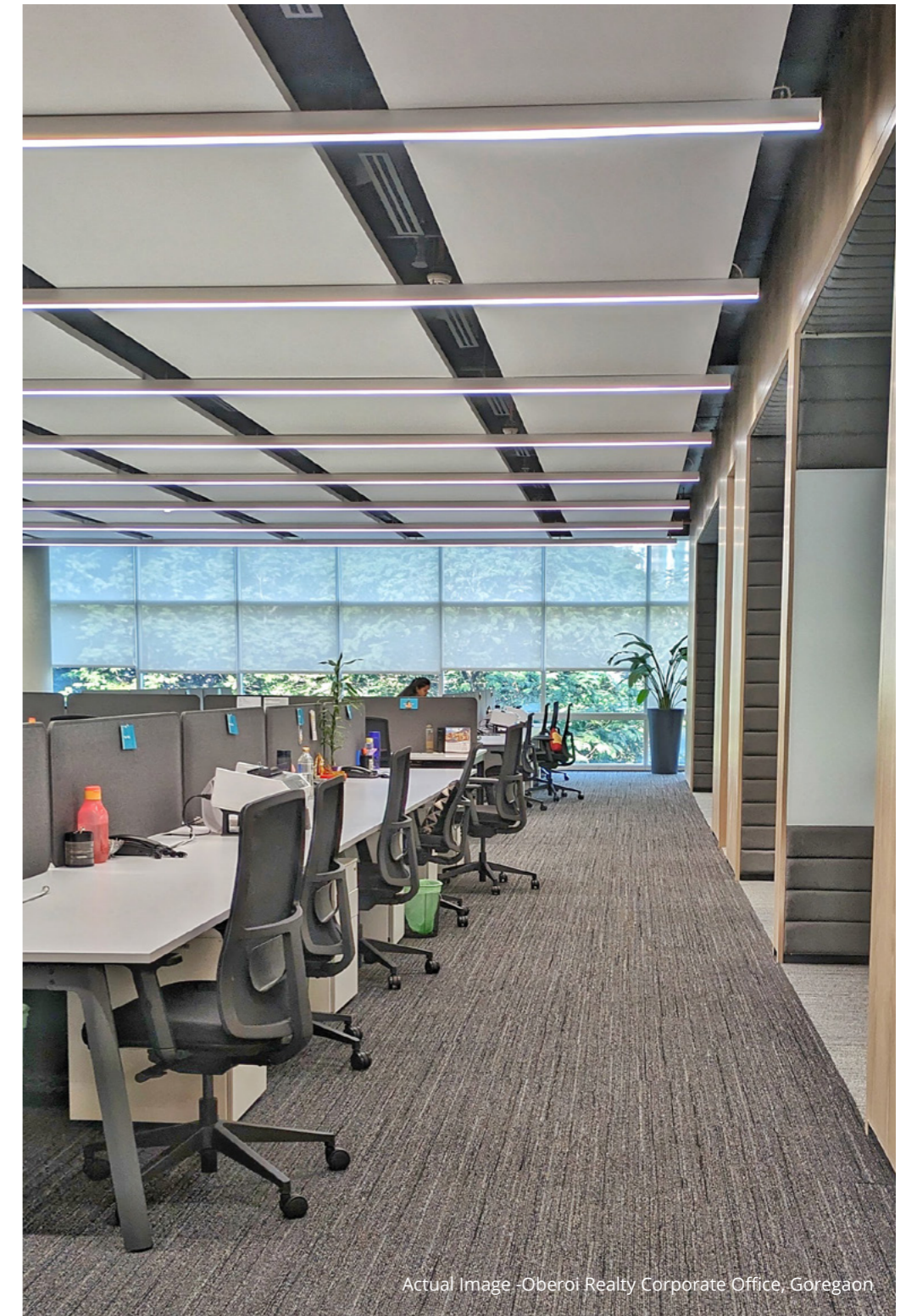
Nomination, Remuneration, Compensation and Management Development Committee

### NON-MANDATORY COMMITTEES:

Investment Committee

Operations Committee

Non-Convertible Debentures Committee



Actual Image - Oberoi Realty Corporate Office, Goregaon

<sup>17</sup>GRI 2-12 and GRI 2-14, <sup>18</sup>GRI 2-9, <sup>19</sup>GRI 2-1, <sup>20</sup>GRI 2-17, <sup>21</sup>GRI 2-10, <sup>22</sup>GRI 2-15, <sup>23</sup>GRI 2-16, <sup>24</sup>GRI 2-18, <sup>25</sup>GRI 2-19, GRI 2-20 and GRI 2-11, <sup>26</sup>GRI 2-13 and GRI 2-25

# Board of Directors



**VIKAS OBEROI | AGE : 54 Years**

**Chairman & Managing Director**

Mr. Vikas Oberoi is the Chairman and Managing Director of Oberoi Realty Limited. With more than three decades of experience in the real estate industry, Mr. Oberoi is deeply engaged in the strategic growth and diversification plans of the Company.

He is a recipient of numerous awards and accolades for his thought leadership and contribution to the real estate sector. Under his visionary leadership, Oberoi Realty has developed high-profile projects and integrated developments that have transformed urban living. The flagship project, Oberoi Garden City Goregaon is testament to this. Mr. Oberoi is known for his attention to detail and penchant for maintaining high quality and standards. He has developed iconic residential and commercial developments in Mumbai, including Three Sixty West - Mumbai, the ultra-luxury residential project and Commerz III – International Business Park.

An alumnus of Harvard Business School, Mr. Oberoi has served on their India Advisory Board. He is the founder trustee of Oberoi Foundation which focuses on the development of educational institutions and serves on the board of Oberoi International School.

**Committees:**

- Nomination, Remuneration, Compensation and Management Development Committee,
- Stakeholder Relationship Committee,
- ESG and CSR Committee,
- Operations Committee,
- Investment Committee,
- Risk Management Committee,
- NCD Committee

**Skills:**



**BINDU OBEROI | AGE : 54 Years**

**Non-Independent, Non-Executive Director**

Ms. Bindu Oberoi has been on the Board of Directors at Oberoi Realty Limited since December 2006. She is a Commerce graduate from Mumbai University and is deeply involved in various design, landscaping and interior aspects of the projects developed. She is also the Trustee and the Board Chair at Oberoi International School, a premier International Baccalaureate (IB) school in Mumbai.

**Committees:**

- Stakeholder Relationship Committee,
- ESG and CSR Committee,
- NCD Committee

**Skills:**



**SAUMIL DARU | AGE : 53 Years**

**Non-Independent, Executive Director**

Mr. Saumil Daru has been with the Company since 2002. He is the Director-Finance and a member of the board at Oberoi Realty Limited since May 2014. As the Chief Financial Officer of the Company, he heads Finance, Accounts and Tax functions. He has a cumulative work experience of over 30 years. A graduate in Commerce from Mumbai University, he is also a qualified Chartered Accountant and has completed the Advanced Management Program from the Harvard Business School.

**Committees:**

- Operations Committee,
- Risk Management Committee,
- NCD Committee

**Skills:**



**KARAMJIT SINGH KALSI | AGE : 56 Years (SONNY KALSI)**

**Independent, Non-Executive Director**

On the Board of Directors since September 2014, Sonny is based out of the US and is the Co-CEO of BGO, a leading global real estate investment management advisor and a globally recognised provider of real estate services with approximately \$86 billion of assets under management, and 27 offices worldwide.

Sonny is a graduate of Georgetown University with a BS degree in Finance. Sonny is on the board of several organisations including Georgetown University, Teaching Matters, Room to Read, Asia Society and the Hirshhorn Museum.

Sonny was previously the Global Co-Head of Morgan Stanley's Real Estate Investing (MSREI) business and President of the Morgan Stanley Real Estate Funds until 2009. Prior to managing MSREI globally, Sonny was based in Asia where, beginning in late 1997 and through his tenure into 2006, Sonny and his team led the formation of Morgan Stanley's property business in Asia and built a leading real estate platform in the region.

He has been cited by Private Equity Real Estate magazine as one of the "30 Most Influential" people in private equity real estate globally.

**Skills:**





**ANIL HARISH | AGE : 58 Years**

**Independent, Non-Executive Director**

On the Board of Directors since April 2024, Mr. Anil Harish completed his B.A. and LL.B. from Mumbai and LL.M. from the University of Miami. Mr. Anil Harish's practice includes many diverse areas of the law including, Property, Taxation, Exchange Control and Succession. He has been on the Managing Committee of Indian Merchants Chamber, Chamber of Tax Consultants and ITAT Bar Association and an office bearer of several institutions in the legal field such as the Society of Indian Law Firms, of which he was the Vice President. Mr. Harish has been ranked by the prestigious legal directory of Chambers & Partners as a leading tax lawyer.

Mr. Anil Harish is a much sought after speaker in India and abroad and has given several professional speeches and has authored several articles which have been published in the leading newspapers and journals of the country.

Mr. Anil Harish is a director of several prestigious public limited companies being Hinduja Global Solutions Limited, Blue Star Limited and Emaar India Limited. Mr. Anil Harish is a Trustee of several educational and charitable trusts, such as D. M. Harish Foundation, and Hyderabad (Sind) National Collegiate Board.

**Committees:**

- Audit Committee.
- Nomination, Remuneration, Compensation and Management Development Committee,
- Stakeholder Relationship Committee,
- Investment Committee.

**Skills:**



**TINA TRIKHA | AGE : 48 Years**

**Independent, Non-Executive Director**

On the Board of Directors since April 2019, she holds a bachelor's degree in economics from Massachusetts Institute of Technology and a Master's degree in Business Management from the Wharton School of Business. Ms. Tina Trikha has over two decades of experience working with companies in the United States, India, and South-East Asia. A published author and an executive coach, she has served as Head of Communications and Talent Development for SeaLink Capital Partners, a private equity firm based in Mumbai. Previously she was Vice President of corporate planning and strategy at Godrej Industries Limited.

As part of her role, Ms. Trikha worked with various Godrej businesses on defining strategic goals and identifying initiatives. Prior to that, she was responsible for strategic planning and business development at Scholastic, a book publisher and distributor in New York. Her previous roles also included providing financial and strategic advice to companies as a consultant with McKinsey & Company in New York and as an investment banker with Credit Suisse in New York and Hong Kong.

**Committees:**

- Audit Committee.

- Nomination, Remuneration, Compensation and Management Development Committee,
- Risk Management Committee.

**Skills:**



**PRAFULLA CHHAJED | AGE : 55 Years**

**Independent, Non-Executive Director**

On the Board of Directors since May 2024, Mr. Prafulla Chhajed is a fellow and practicing member of the Institute of Chartered Accountants of India (ICAI), and a member of CPA (Australia). He has also completed his LL.B. (Gen) and holds ICAI certificate on Forensic Accounting & Fraud Detection, and Certificate on Business Responsibility and Sustainability Report.

He is currently serving as the President of Confederation of Asia & Pacific Accountants, Malaysia (2023-25). In the past, he served as the President of ICAI (2019-20), Chairman of WIRC of ICAI (2007-08), Chairman of Executive Committee of World Congress of Accountants 2022 constituted by International Federation of Accountants (IFAC), New York, also as a member of Professional Accountancy Organisation Development Group of IFAC, and also as a member of Board of Management of Mumbai School of Economics & Public Policy, University of Mumbai.

He is the Chairman of Multi Commodity Exchange Clearing Corporation Limited (MCXCCL) and also Independent Director of Allcargo Terminals Limited, and

others. Previously, he served as a Director in State Bank of India, Insurance Regulatory & Development Authority, SBI Mutual Fund Trustee Company, GIC Housing Finance Limited, ICAI Accounting Research Foundation, Indian Institute of Insolvency Professionals of ICAI, ICAI Registered Valuers Organisation, Extensible Business Reporting Language (XBRL) India, and also as a member of the Primary Market Advisory Committee of SEBI.

**Committees:**

- Audit Committee.
- Nomination, Remuneration, Compensation and Management Development Committee,
- ESG and CSR Committee,
- Investment Committee.

**Skills:**



**Skills:**

- Understanding of Macro environment, particularly economic, political, and social factors.
- Understanding of real estate and hospitality sector.
- Knowledge of Company's business.
- Strategic inputs on corporate, financial, and operating matters.
- Entrepreneurship and capability to adapt to new business environment.
- Risk assessment and management skills.
- Understanding of legal and regulatory framework in general, and that specific to the Company.
- Understanding of financial, tax, and accounting matters.

# Codes and Policies

Our robust governance structure, as detailed above, is further supported through comprehensive policies. These policies provide guidelines and set out objectives to drive our commitment to sustainable value creation and an ethical corporate culture. These policies are available on our company intranet and select policies are also available on our corporate website.

**In FY 2024-25, we have further strengthened our commitment to sustainability by formulating and strengthening our codes of conduct and policies, which form a critical foundation for our approach to responsible business conduct.** When viewed through the lens of the six capitals of Integrated Reporting—Financial, Manufactured, Intellectual, Human, Social & Relationship, and Natural—these policies reflect our commitment to embedding sustainability, ethics and accountability across all aspects of our operations.

## MANUFACTURED CAPITAL

These policies safeguard the safety, quality, and continuity of operations across physical and technological assets.



**ENVIRONMENT  
HEALTH AND  
SAFETY POLICY**



**QUALITY  
POLICY**



**POLICY ON  
MATERIAL  
SUBSIDIARIES**



**RISK  
MANAGEMENT  
POLICY**

## FINANCIAL CAPITAL

Policies and codes in this category promote responsible governance, transparent disclosures, and risk oversight to protect shareholder value.



**CODE OF CONDUCT - DIRECTORS  
& SENIOR MANAGEMENT**



**CODE OF CONDUCT FOR  
PREVENTION OF INSIDER  
TRADING**



**CODE OF PRACTICES AND  
PROCEDURES FOR FAIR  
DISCLOSURE OF UNPUBLISHED  
PRICE SENSITIVE INFORMATION**



**DIVIDEND  
DISTRIBUTION  
POLICY**



**NOMINATION  
AND  
REMUNERATION  
POLICY**



**POLICY ON  
RELATED PARTY  
TRANSACTION**



**POLICY ON  
COMMODITY  
RISK  
MANAGEMENT**



**RISK  
MANAGEMENT  
POLICY**

## HUMAN CAPITAL

These commitments aim to support employee rights, well-being, safety, and inclusive growth.



**CODE OF  
CONDUCT-  
EMPLOYEES**



**HUMAN  
RESOURCE  
AND RELATED  
POLICIES**



**DIVERSITY,  
EQUITY AND  
INCLUSIVITY  
POLICY**



**WHISTLE  
BLOWER  
POLICY**



**NOMINATION  
AND  
REMUNERATION  
POLICY**



**PREVENTION  
OF SEXUAL  
HARASSMENT  
POLICY**

## SOCIAL AND RELATIONSHIP CAPITAL

This set of policies and codes helps build strong stakeholder relationships and fosters trust across the value chain.



**CODE OF  
CONDUCT-  
SUPPLIER**



**HUMAN  
RIGHTS  
POLICY**



**STAKEHOLDER  
MANAGEMENT  
POLICY**



**CORPORATE  
SOCIAL  
RESPONSIBILITY  
POLICY**



**SUSTAINABLE  
PROCUREMENT  
POLICY**



**POLICY ON  
RELATED PARTY  
TRANSACTION**

## INTELLECTUAL CAPITAL

Policies and codes ensure protection of internal knowledge systems, data security, and organizational practices



**CODE OF  
CONDUCT-  
EMPLOYEES**



**CODE OF  
CONDUCT-  
SUPPLIER**



**POLICY FOR  
PRESERVATION  
AND  
ARCHIVAL OF  
DOCUMENTS**



**HUMAN  
RESOURCE  
AND RELATED  
POLICIES**



**DATA LEAKAGE  
PREVENTION  
(DLP) POLICY**

## NATURAL CAPITAL

Policies under this category reflect our environmental stewardship and commitment to sustainable resource management.



**ENVIRONMENTAL  
SUSTAINABILITY  
POLICY**



**ENVIRONMENT  
HEALTH AND  
SAFETY POLICY**



**SUSTAINABLE  
PROCUREMENT  
POLICY**



**BIODIVERSITY  
POLICY**

# Cyber Security and Data Privacy

As a real estate sector company, we are privy to large quantities of sensitive and personal information of our customers. Similarly, we also hold sensitive information of our employees. We are strongly aware of the ethical responsibility that we have to protect this information and provide for strong safeguards to prevent any breach of confidentiality.

We have governance mechanisms implemented to oversee information security activities, which include board-level responsibility maintained by the Risk Management Committee—with clear responsibility for information security. This Board Risk Management Committee consists of our Chairman and Managing Director, Director Finance and an Independent Director. Our robust IT Security and Cybersecurity governance processes and practices are overseen by this committee to ensure the highest level of safeguards and protection of confidentiality. At the board level, Ms. Trina Trikha, Director and member of the Risk Management Committee, holds direct responsibility for overseeing all matters related to Information Security and Data Privacy. At the executive level, responsibility for information security is maintained by the Chief Information Officer (CIO), who has been appointed with the direct mandate to oversee all cybersecurity matters across our operations.

The company has a defined information security management program that includes cyber risk monitoring, preventive controls, response protocols, and employee accountability. Several tools are deployed to manage data protection, endpoint safety, and email and perimeter defense. Business continuity and cyber incident response plans are developed and tested at least once a year. These actions support the overall resilience of the digital infrastructure.

## Information security-related business continuity plans

Business continuity and incident response plans have been formalized. These plans are designed to detect, contain, and recover from cyber threats and are tested at least annually.

## Information security vulnerability analysis

The company conducts third-party vulnerability assessments and simulated cyber-attack exercises. These exercises help identify weaknesses and improve preparedness for potential threats.

## Internal audits of the IT infrastructure and/or information security management systems

Internal reviews of IT infrastructure and associated security systems are carried out periodically to identify control gaps and assess effectiveness.

## Independent external audit of the IT infrastructure and/or information security management systems

External audits of the company's IT infrastructure and management systems were conducted during the reporting period. The organization is progressing toward ISO 27001 certification and has aligned its internal systems to meet these standards.

## Escalation process for employees to report incidents, vulnerabilities or suspicious activities

Employees are instructed to report incidents or suspicious activity directly to the IT Service Desk or the dedicated IT Security email. Upon receipt, a service ticket is auto-generated, and resolution progress is tracked. An escalation matrix and helpdesk numbers are provided for urgent concerns. In the case of actual data leaks, incidents are reviewed with Human Resources and concerned department heads to determine necessary action.

## Information security awareness training

All employees receive training during induction on internal codes, policies, and data protection measures.

They are required to acknowledge the Data Leakage Prevention Policy. Mandatory online courses are delivered through the internal learning platform. Non-compliance with these protocols results in disciplinary actions, which may include termination of employment. We also have an internal Cybersecurity Policy accessible to all employees. It provides detailed protocols on safeguarding sensitive data, outlines systems for reporting incidents, and reinforces the company's position on compliance and digital protection.



IDENTIFIED LEAKS, THEFTS OR LOSS OF CUSTOMER, CLIENT OR EMPLOYEE DATA

COMPLAINTS SUBSTANTIATED BY OUTSIDE PARTIES OR REGULATORY BODIES

INCIDENTS WHERE PERSONALLY IDENTIFIABLE INFORMATION OF SUCH DATA BEEN COMPROMISED<sup>27</sup>

### THE COMPANY'S POLICY INCLUDES A COMMITMENT TO:



#### Continuously improving information security systems

Regular red team exercises are conducted to identify vulnerabilities. A dedicated cyber response team is in place to manage threats in real time, and cyber insurance coverage has been secured to manage financial risk. New tools, such as a Privileged Access Management system, are being added to strengthen internal safeguards.



#### Establishing individual responsibilities for information security for the entire workforce

Employees are responsible for complying with the Data Leakage Prevention Policy and undergo mandatory training. Clear guidance is provided on escalation protocols, with defined consequences for policy breaches.



#### Ensuring integrity and protection of data

Multiple control measures—including data classification systems, Data Loss Prevention tools, and mobile device management—are in place to secure information. These controls protect against unauthorized access and misuse.



#### Establishing information security requirements for third parties (e.g., suppliers)

Third-party assessments, including simulated breach testing and vulnerability analyses, are conducted to evaluate external risks. Security requirements are integrated into contractual arrangements to maintain the company's protection standards.



#### Monitoring and responding to information security threats

A cross-functional cyber incident response team manages threat responses. Employees can report threats, and each report is tracked until resolution. Annual testing of response plans ensures readiness.

<sup>27</sup>GRI 418-1

# Our Journey FY2024-25

## What we achieved



### FINANCIAL CAPITAL

- Total consolidated revenue of INR 5,47,417.69 representing a 13.60% increase from FY 2023-24.
- Total comprehensive income of INR 2,22,405.16 Lakh.
- Expenditure of employee benefits amounted to INR 11,428.17 growing by 11.60% as compared to FY 2023-24.



### INTELLECTUAL CAPITAL

- 2 Lakh+ digital workflows executed with 25+ processes digitised.
- 12,900 automated contracts.
- Deployed 3D BIM and Power BI Dashboards for real-time planning and monitoring of project progress.



### MANUFACTURED CAPITAL

- Achieved a total consolidated revenue of INR 5,47,417.69 Lakh, marking a 13.6% increase over FY 2023-24.
- Reported a total comprehensive income of INR 2,22,405.16 Lakh, representing an increase of 15.52% over FY 2023-24
- 87.75% of our built area is green certified or pre-certified under reputed rating systems such as IGBC/LEED; the remainder are undergoing certification.



### NATURAL CAPITAL

- 7.27% of total energy consumption derived from renewable sources.
- Achieved a 10% reduction in Scope 1 and 2 greenhouse gas emissions compared to the previous year.
- Successfully reused / recycled 3,45,999 MT, covering 100% of waste generated across operations.



### HUMAN CAPITAL

- Employee benefits expenditure stood at INR 11,428.17 Lakh, reflecting a 11.61% increase year-on-year.
- New hire rate reached 28%, with an average onboarding expenditure of INR 5,561.70 per employee.
- 19.55% of management roles held by women.
- 85% retention rate recorded for employees who availed parental leave.



### SOCIAL AND RELATIONSHIP CAPITAL

- Total CSR expenditure amounted to INR 1,309.74 Lakh in FY 2024-25.
- 485 suppliers underwent ESG assessments during the pre-qualification and onboarding process.
- 97.93% of material was sourced domestically, with 12.98% procured from MSMEs and small-scale producers.



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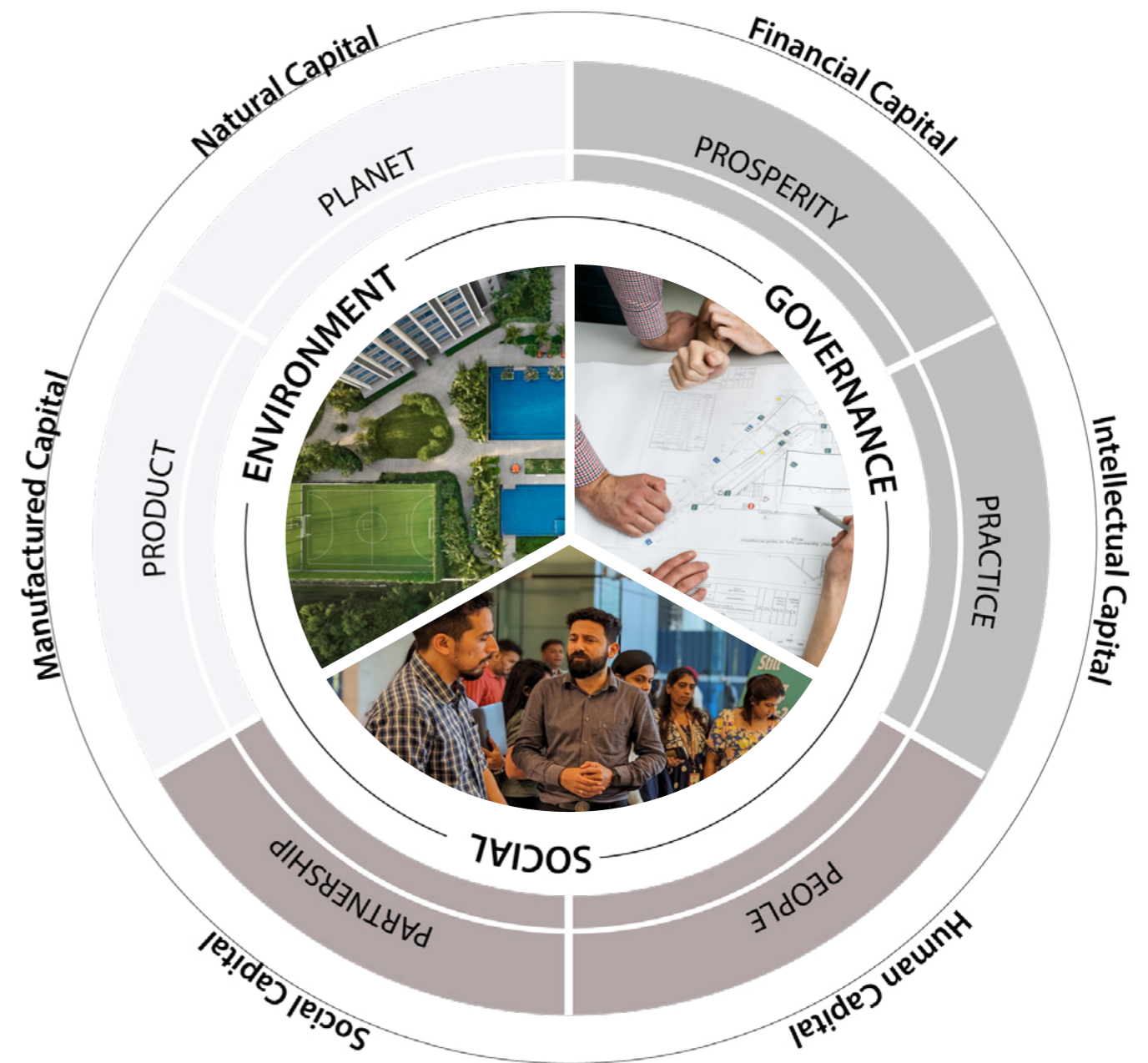
# Sustainability at Oberoi Realty

## Our Strategic Pillars

Sustainability at Oberoi Realty is anchored in six core strategic pillars: People, Practice, Planet, Product, Prosperity, and Partnerships. These pillars not only guide our ESG efforts but also align with the six capitals defined in the Integrated Reporting Framework—Natural, Human, Financial, Social and Relationship, Manufactured, and Intellectual.

By aligning these pillars with the capitals, we integrate sustainability into every facet of our business, enabling responsible growth and delivering enduring value to all our stakeholders.

**At Oberoi Realty, sustainability is deeply embedded in the way we operate. We believe that regular and meaningful engagement with stakeholders is essential to shaping a strategy that reflects their evolving expectations and supports long-term business success.**



# Stakeholder Engagement<sup>28</sup>

We recognize our stakeholders as key collaborators in driving sustainable growth and creating long-term value. Our engagement efforts are built on the principles of integrity, transparency, and responsiveness. Feedback from our stakeholders helps us uncover emerging risks and opportunities and ensures our strategy remains relevant and future ready.

We actively engage both internal and external stakeholder groups, including employees, contractors, contract laborers, suppliers, customers, tenants, shareholders, investors, board members, and regulatory bodies. Our engagement channels include surveys, meetings, emails, letters, and site-level interactions. We maintain an open-door policy to ensure ongoing, two-way communication. Clear grievance redressal mechanisms are in place and widely communicated across company policies, the corporate website, and at all operational and corporate locations. All concerns are diligently monitored and addressed through defined processes and oversight mechanisms.

## EMPLOYEES

**Stakeholder Type**  
Internal

**Mode of Communication**  
Email, townhalls, intranet portal, trainings & workshops, events, FGD, surveys, informal pulse checks, reviews

**Frequency of Communication**  
Continuous engagement.

**Purpose and scope of engagement**

- Employee feedback / suggestions
- Update of various key process/policy
- Announcements
- Employee engagement important updates

**Importance of the Relationship**  
Employees are critical to our ESG success, driving innovation and maintaining a sustainable workplace.

## CUSTOMERS

**Stakeholder Type**  
External

**Mode of Communication**  
Marketing

- Email, newsletter sales
- Email, in-person, or telephonic interactions

**Frequency of Communication**  
Marketing

- Quarterly sales
- Continuous engagement

**Purpose and scope of engagement**

Marketing

- Updates and greetings

Sales

- Update on construction progress (demand invoices are sent)
- New project launch
- Festive greetings

**Importance of the Relationship**  
Customers influence our ESG practices and brand reputation through their preferences and loyalty.

## JOINT VENTURE PARTNERS

**Stakeholder Type**  
External

**Mode of Communication**  
Emails, meetings, personal interactions.

**Frequency of Communication**  
Continuous engagement basis project requirements

**Purpose and scope of engagement**  
Project delivery and other business operations.

**Importance of the Relationship**  
Joint ventures represent collaborative opportunities. Nurturing these relationships is crucial for shared sustainability objectives and expanding our impact on stakeholders and responsible business practices.

## SUPPLIERS

**Stakeholder Type**  
External

**Mode of Communication**  
Email, telephonic, personal interactions, surveys.

**Frequency of Communication**  
Continuous engagement basis project requirements.

**Purpose and scope of engagement**  
Supply of required materials.

**Importance of the Relationship**  
Suppliers play a vital role in our responsible supply chain, impacting our ESG objectives.

## SHAREHOLDERS

**Stakeholder Type**  
External

**Mode of Communication**  
Email, AGM/EGM, conference calls, results presentations, investor meetings, company website, stock exchange dissemination.

**Frequency of Communication**  
Quarterly, annual and email frequency on need basis.

**Purpose and scope of engagement**  
Communicate financial performance, internal audit report and other relevant information, resolving their queries/ grievances, seeking of approvals.

**Importance of the Relationship**  
Shareholders' support and alignment with our ESG strategy are essential for financial sustainability.

## INVESTORS

**Stakeholder Type**  
External

**Mode of Communication**  
Emails, in-person meetings.

**Frequency of Communication**  
As and when required.

**Purpose and scope of engagement**  
Review of financial performance, quarterly results.

**Importance of the Relationship**  
Provide funding for our planned initiatives on sustainability, emphasizing financial responsibility..

<sup>28</sup>GRI 2-29

## COMMUNITIES

**Stakeholder Type**  
Internal

**Mode of Communication**  
Engagement programs, PR articles, CSR activities.

**Frequency of Communication**  
As and when required.

**Purpose and scope of engagement**  
Addressing their needs and grievance resolution.

**Importance of the Relationship**  
The local community holds a high level of importance as our operations can significantly impact their well-being. Engaging with the community through responsible practices, community initiatives, and transparent communication ensures social sustainability and maintains our social license to operate.

## CONSULTANTS

**Stakeholder Type**  
External

**Mode of Communication**  
Emails, workshops, meetings, personal interactions.

**Frequency of Communication**  
Continuous engagement basis project requirements.

**Purpose and scope of engagement**  
Partner for expert solutions in specific subject matter areas like design, engineering, sustainability, software.

**Importance of the Relationship**  
Consultants' expertise aids our ESG and operational strategies, contributing to compliance and best practices.

## CONTRACTORS

**Stakeholder Type**  
External

**Mode of Communication**  
Emails, meetings, personal interactions.

**Frequency of Communication**  
Continuous engagement basis project requirements.

**Purpose and scope of engagement**  
Expertise in construction and other related activities and provide workers support.

**Importance of the Relationship**  
Contractors play a significant role in project execution. Our relationship with them is critical for ensuring that our projects are carried out in line with our ESG commitments, from sourcing to execution.

## WORKERS

**Stakeholder Type**  
Internal / External

**Mode of Communication**  
Trainings & workshops, engagement events, site-level campaigns.

**Frequency of Communication**  
As and when required.

**Purpose and scope of engagement**  
For construction and other related activities at our project sites.

**Importance of the Relationship**  
Workers, including those beyond our direct employment, are integral to our operations. A strong relationship with them is essential for creating a safe and inclusive work environment and ensuring that labour standards are upheld throughout our value chain.

## GOVERNMENT

**Stakeholder Type**  
External

**Mode of Communication**  
One-on-one meetings, emails, letters etc.

**Frequency of Communication**  
Event based, as and as and when required when required.

**Purpose and scope of engagement**  
Approvals for project launches, construction purpose and occupation.

**Importance of the Relationship**  
Government compliance is critical for our governance, environmental responsibility, and social accountability.

## MEDIA

**Stakeholder Type**  
External

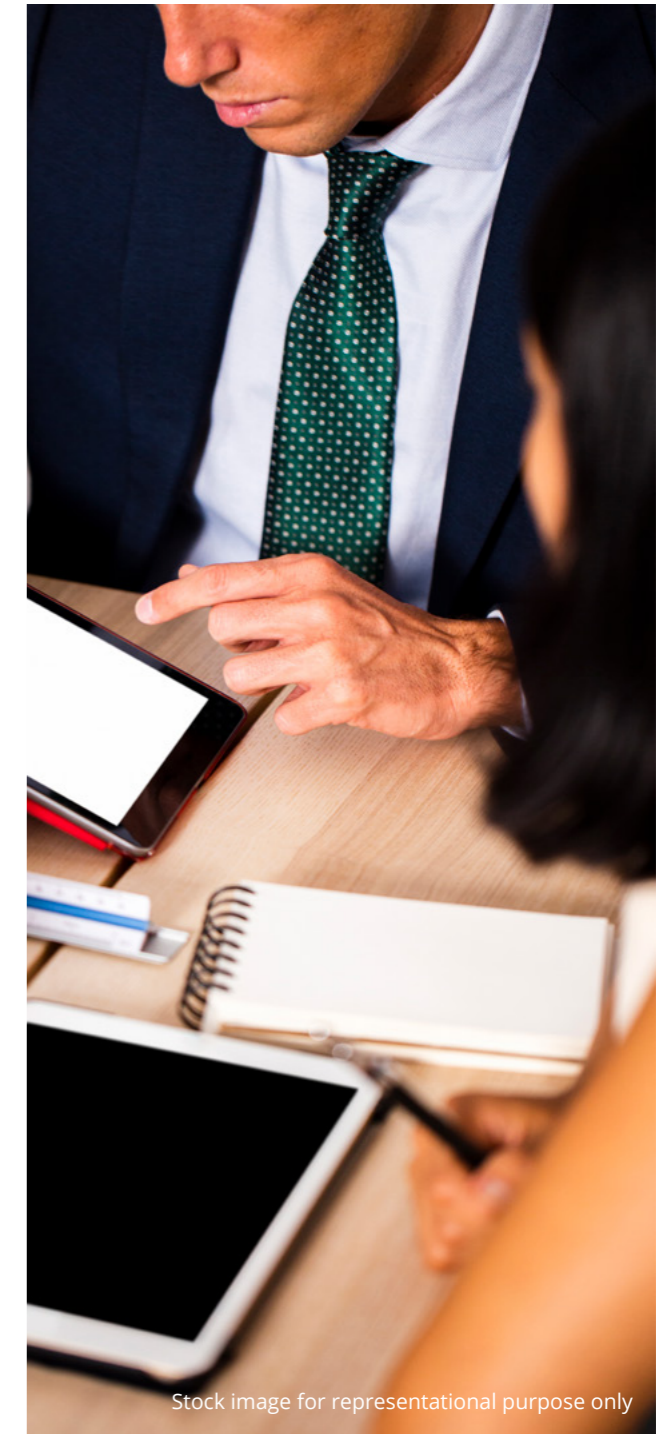
**Mode of Communication**  
Out of home, digital (social and paid media), PR articles, brochures and project marketing collaterals.

**Frequency of Communication**  
As and when planned – project requirement basis.

**Purpose and scope of engagement**





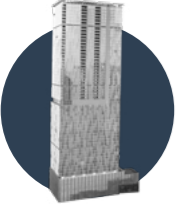






















- Awareness and lead generation
- Showcasing project to customer
- Sending news to external stakeholders

**Importance of the Relationship**  
Positive media relationships maintain our reputation and support our ESG initiatives through public perception.



Stock image for representational purpose only

# Value Creation Model

	INPUT	BUSINESS ACTIVITIES (MAPPED TO 6PS)	OUTPUT	OUTCOME	IMPACTED SDG	IMPACTED STAKEHOLDER	INTERLINKAGES ACROSS CAPITALS
 <b>FINANCIAL</b>	Capex of 60,350.90 Lakhs INR	Prosperity: Investment in real estate and infrastructure Partnerships: Financial support for growth and operations	<ul style="list-style-type: none"> <li>Revenue of INR 5,47,417.69 Lakhs</li> <li>Employee benefits of INR 11,428.17 Lakhs</li> </ul>	<ul style="list-style-type: none"> <li>Contributions to government revenue</li> <li>Value to shareholders</li> </ul>	  	Shareholders, Investors, Government	Supports Human (training), Manufactured (development), and Intellectual (process upgrades)
 <b>MANUFACTURED</b>	<ul style="list-style-type: none"> <li>34.4 million sq. ft. under construction</li> <li>Operating cost of 1,84,497.98 Lakhs INR</li> </ul>	Products: Residential and commercial project development Practices: Design and delivery of physical assets	<ul style="list-style-type: none"> <li>952 homes delivered</li> <li>1.31 million sq. ft. RERA carpet delivered</li> </ul>	<ul style="list-style-type: none"> <li>Increased customer satisfaction</li> </ul>	  	Customers, Contractors, Workers, Joint Venture Partners	Draws from Financial, Human, and Natural capitals; enables Social capital through physical infrastructure
 <b>INTELLECTUAL</b>	<ul style="list-style-type: none"> <li>4+ decades of sectoral experience</li> <li>Digital upgrades and process automation</li> </ul>	Practices: Digital recordkeeping and workflows Products: Inclusion of smart features in projects	<ul style="list-style-type: none"> <li>2 Lakh+ workflows executed with 25+ processes digitised</li> <li>12,900 automated contracts</li> </ul>	<ul style="list-style-type: none"> <li>Energy efficient and high-quality Buildings. Reduced delivery time of products</li> <li>Improved access through enhanced digitization</li> </ul>	 	Employees, Consultants, Contractors	Enabled by Financial input and Human capabilities; improves outcomes in Manufactured capital
 <b>HUMAN</b>	<ul style="list-style-type: none"> <li>40,000+ total training hours</li> <li>Focused hiring</li> <li>Diversity initiatives</li> </ul>	People: Learning, safety, diversity, wellness Practices: Structured workforce planning	<ul style="list-style-type: none"> <li>22.70 % female workforce</li> <li>91 % return to work rate</li> <li>High engagement</li> </ul>	<ul style="list-style-type: none"> <li>Workforce retention</li> <li>Better productivity and morale</li> </ul>	   	Employees, Workers, Contractors	Supports Intellectual and Social capital development
 <b>SOCIAL</b>	<ul style="list-style-type: none"> <li>485 suppliers screened on ESG,</li> <li>Customer feedback systems</li> <li>CSR investments</li> </ul>	Partnerships: Vendor ESG awareness People: Community development, grievance redressal	<ul style="list-style-type: none"> <li>22 suppliers supported</li> <li>CSR spend of INR 1,309.74 Lakhs</li> <li>High Customer &amp; Tenant Satisfaction Levels</li> </ul>	<ul style="list-style-type: none"> <li>2,094 suppliers assessed on ESG</li> <li>98.8 % customer complaints satisfactorily resolved at the end of the financial year</li> </ul>	    	Government, Media	Interacts with Human (culture), Manufactured (infrastructure), and Natural (resource use)
 <b>NATURAL</b>	<ul style="list-style-type: none"> <li>9,849.96 GJ renewable energy</li> <li>1,21,369 KL water consumed</li> <li>26,899.18 tCO2e Scope 1 &amp; 2 emissions</li> </ul>	Planet: Responsible use of energy and materials Practices: Emission and waste control	<ul style="list-style-type: none"> <li>7.27 % of energy from renewables</li> <li>3,44,924.68 tons of waste reused</li> <li>10 % reduction in Scope 1 &amp; 2 emissions</li> </ul>	<ul style="list-style-type: none"> <li>Lower environmental footprint</li> <li>Eco-friendly project delivery</li> </ul>	   	Government, Communities, Contractors, Workers	Enables long-term value in Manufactured capital

# Materiality Assessment<sup>29</sup>

Engaging with stakeholders is central to how we operate and helps us maintain regular and meaningful conversations with them. During FY 2022–23, we carried out a detailed materiality assessment that brought together insights from both internal and external groups. These included representatives from our employees, suppliers, contractors, customers,

media, and other partners. From this process, we identified eighteen topics that hold shared significance for our stakeholders and the business. These topics now inform our broader strategic choices.

To respond to changing conditions—such as shifts in the competitive environment, economic patterns,

customer expectations, and requirements from regulatory bodies and investors—we have set up an once in two years review process to revisit and reassess the relevance of these and the same has been reviewed in FY 2024-25.

Each material issue and its corresponding performance indicators are detailed in the table below:

	GREEN BUILDING DESIGN	ENVIRONMENTAL FOOTPRINT	CLIMATE CHANGE ADAPTATION	BIODIVERSITY AND HABITAT PROTECTION	CUSTOMER SATISFACTION	EMPLOYEE WELLBEING AND DEVELOPMENT
POSITIVE IMPACT	Designing resource-sensitive spaces supports inclusion and leverages diverse strengths across the workforce, contributing to sustained business progress.	Responsible management of water use and waste helps reduce costs and reflects responsible operations, enhancing credibility with stakeholders.	Better control over energy sources and emissions supports use of cleaner inputs and prepares the business to face climate-related challenges more confidently.	Promoting green cover, tree relocation, and green zone creation helps preserve natural ecosystems in and around project areas.	Maintaining service quality and timely delivery that meets customer expectations helps improve feedback, encourage return business, and strengthen the brand's value proposition.	Focusing on workforce wellbeing promotes retention, supports business growth, and helps individuals build meaningful careers.
NEGATIVE IMPACT	Inadequate environmental design may increase emissions, intensify resource use, and expose operations to climate-related risks that impact continuity and performance.	Overuse of water and improper waste handling can result in resource depletion, pollution, and legal consequences.	Continued dependence on fossil fuels and non-renewables may raise emissions and contribute to environmental degradation.	Construction activities without due safeguards may harm nearby habitats and disrupt ecological balance.		
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> <li>• Energy Use</li> <li>• GHG Emissions</li> <li>• Water Use</li> <li>• Use of Recycled/ Reused Inputs</li> <li>• Waste Output</li> <li>• Feedback from Building Users</li> </ul>	<ul style="list-style-type: none"> <li>• Water Used, Discharged, Saved</li> <li>• Water Use in Stressed Areas</li> <li>• Total Waste (Hazardous &amp; Non-hazardous)</li> <li>• Waste Reused or Recycled</li> <li>• Waste Sent to Landfill or Incineration</li> </ul>	<ul style="list-style-type: none"> <li>• Renewable and Non-renewable Energy Use</li> <li>• Scope 1, 2, 3 Emissions</li> <li>• Energy-saving and Emission-cutting Projects</li> <li>• Energy and Emissions per Output Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Sites near protected/natural zones</li> <li>• Impact assessment on biodiversity</li> <li>• Number of habitats supported or recovered</li> </ul>	<ul style="list-style-type: none"> <li>• Net Promoter Score</li> <li>• Customer Service Scores</li> <li>• Online and Direct Feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Hiring and Exit Rates</li> <li>• Wellbeing Scores</li> <li>• Benefits Coverage</li> <li>• Parental Leave Return and Retention</li> <li>• Training Hours per Employee</li> </ul>

<sup>29</sup>GRI 3-1, 3-2 and 3-3

	DIVERSITY, EQUITY AND INCLUSIVITY	HUMAN RIGHTS	WORKPLACE HEALTH AND SAFETY	LOCAL COMMUNITY DEVELOPMENT	SUSTAINABLE SUPPLY CHAIN	CORPORATE GOVERNANCE AND BUSINESS RESILIENCE	DATA PROTECTION AND CYBER SECURITY	BUILDING QUALITY AND SAFETY
POSITIVE IMPACT	Bringing together people from different backgrounds improves perspective and performance. Promoting fairness in the workplace helps prevent bias, increases participation, and supports a respectful environment.	Respecting and upholding human rights helps meet legal expectations, supports employee wellbeing, and builds lasting trust.	Keeping working environments safe supports employee morale and reduces disruptions, encouraging staff to give their best at work.	Supporting local communities through focused outreach builds mutual trust, strengthens social relationships, and enhances overall brand reputation.	Responsible sourcing and local procurement improve social outcomes, reduce emissions, and build supplier capacity to meet sustainability expectations across the value chain.	Upholding strong governance frameworks reflects our ethical commitment, builds confidence among investors, and supports continued delivery of reliable outcomes across operations	Strong data safeguards reinforce confidentiality, secure digital systems, and promote accountability—strengthening trust among employees, customers, and other stakeholders.	Delivering safe, compliant, and reliable structures forms the core of our value proposition and contributes to long-term satisfaction and occupancy.
NEGATIVE IMPACT		Failure to uphold human rights may lead to reputational harm, loss of trust, and potential legal challenges.	Gaps in safety procedures may result in accidents, injury, and regulatory violations.	Gaps in understanding local expectations may lead to friction, weaken community ties, and affect continuity of operations.	Poor oversight in supplier practices can disrupt business continuity and raise procurement costs.	Deviations from legal and ethical standards can harm credibility, attract financial penalties, and create risks that compromise long-term stability.	Weak security controls can result in breaches that compromise personal data, leading to reputational harm and possible regulatory actions.	Failure to meet construction and safety standards can lead to penalties, damage customer relationships, and increase financial liabilities.
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> <li>Gender and Ability Representation</li> <li>Workforce Age Diversity</li> <li>Female Hiring and Exit Metrics</li> <li>Accessibility Features in Facilities</li> <li>Discrimination Cases Logged</li> </ul>	<ul style="list-style-type: none"> <li>Complaints Related to Human Rights</li> <li>Awareness and Training Initiatives</li> <li>Supplier Evaluations</li> <li>Labor Law Adherence</li> <li>Collective Representation</li> </ul>	<ul style="list-style-type: none"> <li>Injury Reports</li> <li>Fatality Counts</li> <li>Work Hours Tracked</li> <li>Lost Time Injury Rates</li> <li>Safety Training Coverage</li> </ul>	<ul style="list-style-type: none"> <li>Beneficiaries of CSR Programs</li> <li>Engagement and Development Programs with Communities</li> <li>Projects with Identified Social Risks</li> </ul>	<ul style="list-style-type: none"> <li>Number of Key Suppliers</li> <li>Share of Local Sourcing</li> <li>Supplier ESG Screening</li> <li>Minimum ESG Criteria Applied</li> <li>ESG Trainings for Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Anti-Corruption Trainings</li> <li>Whistleblower Cases</li> <li>Sites Identified for Bribery Risk</li> <li>Complaints of Unfair Practices</li> <li>Locations with Business Continuity Plans</li> <li>BCP Test Frequency</li> <li>Incident Handling Mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Data Security Awareness Programs</li> <li>Security Breaches</li> <li>Data Breach Events Involving Personal Information</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from Residents</li> <li>Warranty-Related Cases</li> <li>Quality Assessments</li> <li>Satisfaction Ratings</li> <li>Recognition by Independent Review Bodies</li> </ul>

# Our Top Material Issues FY 2024-25

In FY 2023-24, we revisited our process for identifying the most relevant ESG topics for our business. This year, we applied the principles of double materiality to better capture shifting stakeholder expectations and ensure our priorities reflect both strategic relevance and broader impact. In previous years, our focus was primarily on relevance. This year, we expanded our lens to assess the influence of each topic on both business performance and its effect on society and the environment. This strengthened approach helps us respond to critical ESG concerns and focus our efforts on areas that drive lasting value for all stakeholders.

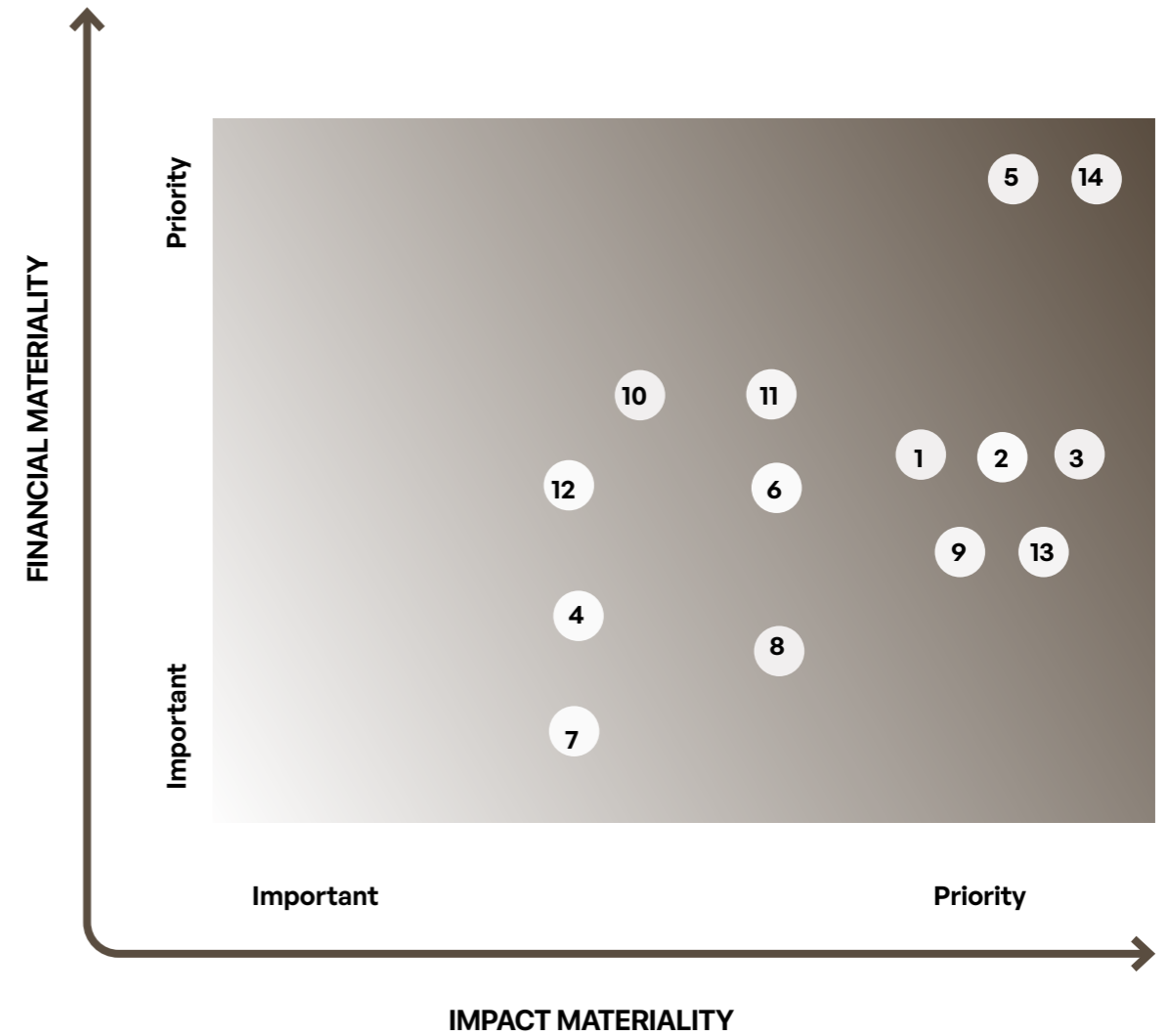
The revised material topics have been discussed with our Director – Finance (Group CFO), who is a member

of the Board of Directors. We have prioritized these topics based on their relative importance and presented them in a materiality matrix. This matrix is informed by stakeholder engagement and the outcomes of our assessment process.

Each topic has been evaluated through two dimensions – its perceived influence on our business’s ability to create, sustain, or diminish value, and the extent of its impact on people and the planet through our operations. This method helps ensure our materiality assessment remains current, focused, and relevant to today’s ESG landscape.



Actual Image - Experience Centre at Forestville by Oberoi Realty, Thane



1. Green Building Design	8. Diversity, Equity and Inclusivity
2. Environmental Footprint	9. Occupational Health and Safety Management
3. Climate Change Adaptation	10. Local Community Development
4. Biodiversity and Habitat Protection	11. Sustainable Supply Chain
5. Customer Satisfaction	12. Business Ethics and Governance
6. Employee Wellbeing and Development	13. Data Protection and Cyber Security
7. Human Rights	14. Building Quality and Safety

# Double Materiality and Impact on Business

Of the identified material topics, the following three topics have been identified with the potential to significantly impact our ability to create value for shareholders and stakeholders alike.

## Diversity, Equity and Inclusivity

### Business Case

Building a diverse and inclusive workforce strengthens operational effectiveness and drives business growth. A range of backgrounds and perspectives adds value across the organization and supports long-term stakeholder value creation.

### Business Impact

Revenue

### Business Strategy

We have adopted a formal DEI policy backed by a long-term roadmap. Our hiring is merit-based, and we promote awareness through regular initiatives and dialogues. All employees undergo mandatory annual DEI training to nurture an inclusive culture.

### Target

30% women representation in workforce.

### Target Year

2030

### Progress

Target established during reporting year.

### Executive Compensation Linked

Performance on DEI targets is a key deliverable for the Head of HRD and ESG, with outcomes linked to annual appraisal and incentive structures.

## Environmental Footprint

### Business Case

Waste mismanagement from construction sites and excessive water use can interrupt operations, raise costs, and harm natural resources. Proper waste and water practices reduce risk and support continuity.

### Business Impact

Risk

### Business Strategy

Waste management protocols are in place at all sites, with designated focal points for oversight. Waste is sorted (e.g., debris, plastic, metal) and composted or sent to authorized vendors. Organic waste composters are installed, and safe disposal practices are followed for hazardous waste types such as e-waste and used oil.

### Target

Zero waste to landfill

### Target Year

2030

### Progress

Target established during reporting year.

### Executive Compensation Linked

Performance is linked to the Head of Environment and Sustainability and relevant Project Heads. Further linkage to site-level performance is planned in upcoming years.

## Climate Change Adaptation

### Business Case

Proactively addressing climate risks is essential to ensure operational continuity. Inadequate GHG management could lead to physical and transition risks that disrupt business operations.

### Business Impact

Risk

### Business Strategy

In FY 2023–24, we conducted a climate risk assessment to integrate climate risks into our governance, strategy, and risk processes. We also continue to use renewable energy and implement energy-saving measures across our building portfolio.

### Target

Net Zero Scope 1 & 2 emissions

### Target Year

2040

### Progress

Target established during reporting year.

### Executive Compensation Linked

Climate performance is a key deliverable for the Head of Environment and Sustainability, with incentives linked to targets. Project Heads also have aligned targets for cascading impact.



Actual Image - Eternia by Oberoi Realty, Mulund

# Double Materiality and Impact on Society

The below two material topics have a significant bearing on society and our broader stakeholder ecosystem. We actively track our performance against these issues through regular monitoring of relevant KPIs, assessment of their societal impact, and identification of measurable indicators. Our ongoing focus remains on minimizing potential negative outcomes while enhancing long-term positive value creation for all stakeholders.

## Green Building Design

### Cause of the Impact

Core Operations, Product/Service Design, and Supply Chain.

### External Stakeholders / Affected Areas

Environment, Society, Consumers/End Users and External Employees.

### Relevance to External Stakeholders

Green building initiatives reduce environmental impact through resource efficiency and promote healthier environments. Demand for sustainable real estate is growing, enhancing community well-being and tenant satisfaction.

### Type of impact

Positive

### Output Metric

All projects certified under green building standards.

### Impact Valuation

Enhanced environmental performance through energy and water efficiency; reduced landfill waste.

### Impact Metric

25-30 % water savings and 10-20 % energy savings depending on the level of the certification achieved for each project/building.

## Climate Change Adaptation

### Cause of the Impact

Core Operations, Product/Service Design, and Supply Chain.

### External Stakeholders / Affected Areas

Environment, Society, End-Users, and Indirect Workforce.

### Relevance to External Stakeholders

Inadequate GHG emissions management can lead to systemic risks—extreme weather, climate-related displacement, food insecurity—affecting social equity, brand reputation, and operational continuity.

### Type of impact

Negative

### Output Metric

Net Zero target for Scope 1 and 2 GHG emissions.

### Impact Valuation

Improved air quality and localized climate resilience.

### Impact Metric

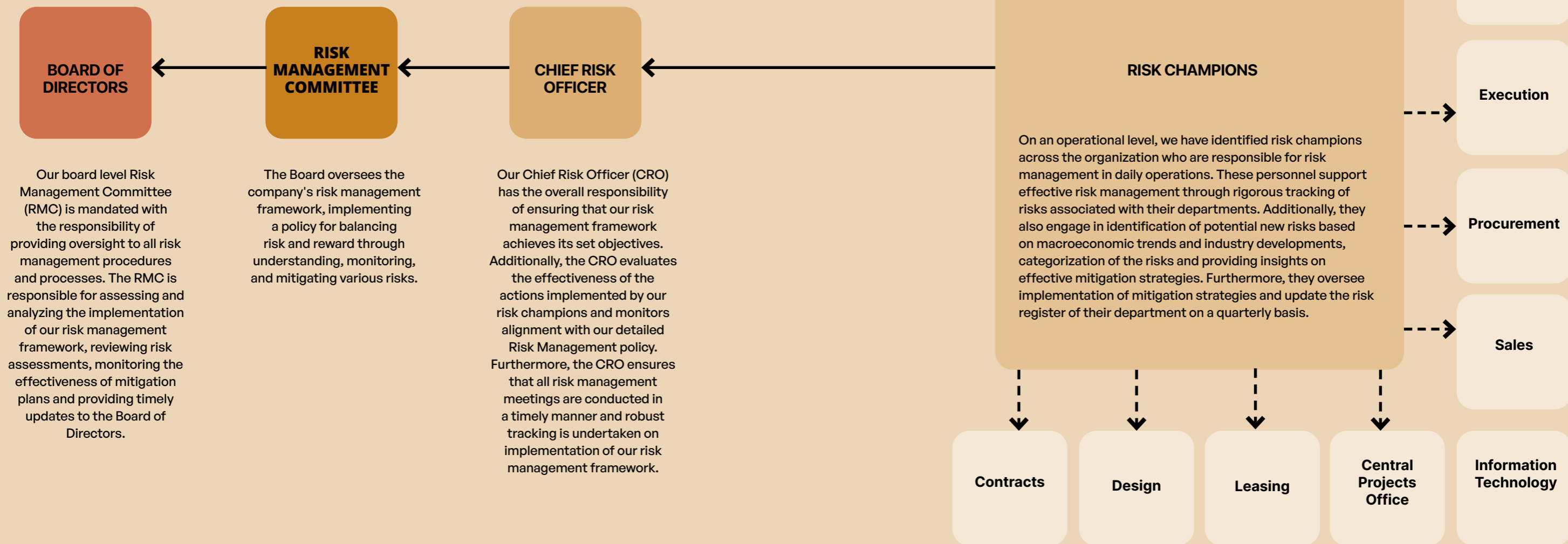
10 % reduction in Scope 1 and 2 GHG emissions compared to FY 2023-24.



Actual Image - Design Studio, Oberoi Garden City, Goregaon

# Enterprise Risk Management

Risk management forms a core element of the company's approach to driving business growth and ensuring operational continuity. A structured set of internal policies and controls has been established to manage risks effectively and maintain preparedness in a dynamic environment. This supports the company's goal of delivering sustained value for all stakeholders over the long-term.



# Risk Governance

## Operational Risk Ownership (first line)

The Operational Risk Ownership (first line) at ORL aligns with the Risk Champions as part of the company's broader risk governance framework. These individuals are accountable for tracking risks within their respective domains, identifying emerging risks based on broader economic and industry shifts and recommending appropriate mitigation steps. They are identified across functions and are tasked with executing mitigation measures and updating their department's risk register on a quarterly basis.

According to our climate governance structure:

- These front-line employees and dedicated operational roles are responsible for executing ESG initiatives at ORL's operations and offices.
- They directly own and manage operational risks, including climate-related risks, by implementing strategies and ensuring day-to-day execution of risk mitigation measures.
- Business unit heads and risk managers within this committee play a critical role in identifying, monitoring, and addressing operational risks.
- Various Departments of our operational line: Project management, services execution, leasing, liaison, sales, information technology, human resources and administration, marketing, engineering and MEP, finance and accounts, execution, procurement, central projects office, design, contracts.

## Risk Management and Compliance Oversight (second line)

Risk oversight is led by the board-level Risk Management Committee (RMC), which is responsible for supervising all aspects of the risk management process. The committee reviews implementation of the risk framework, evaluates assessments, monitors the effectiveness of mitigation measures and reports updates to the Board of Directors.

The Chief Risk Officer (CRO) holds overall accountability for the effectiveness of the company's risk management framework. The CRO reviews the actions taken by our risk champions who work at the operational level. The CRO ensures compliance with the Risk Management Policy and coordinates timely execution of risk-related meetings and follow-ups on mitigation progress.

The Risk Management and Compliance Oversight (second line) is represented by the Risk Management Committee.

- This committee operates at the management level and is specifically responsible for assessing and managing climate-related risks.
- It oversees compliance with control standards and ensures that risks, including ESG and climate-related risks, are effectively addressed across the organization.
- The committee evaluates ongoing risk management efforts and reports its findings to the Chief Risk Officer (CRO), ensuring risks are properly managed and escalated where necessary.

## Independent Audit Unit (third line)

ORL has established an Independent Audit Unit as part of its governance and enterprise risk management framework. The company engages one of the Big 4 firms to perform internal audits, offering an independent review of risk management and compliance practices. This audit function reports directly to the board, remains separate from operational teams and serves to uphold objectivity in evaluating alignment with the company's risk appetite and governance standards.

Specifically, the unit:

- Identifies key fraud risks and implements mitigating controls during IFC (Internal Financial Controls) testing.
- Conducts regular internal audits to evaluate and enhance governance, risk management, and compliance frameworks.
- Systematically reviews processes to ensure operational effectiveness and mitigate financial or reputational risks.

This third line of defence ensures transparency, accountability, and the robustness of ORL's risk management strategy.



Third party ISO audit of Integrated Management System

# Our Risk Management Approach

A structured risk management process has been developed to enable early identification and mitigation of risks that could affect business operations. These are designed to ensure proactive identification, evaluation, and mitigation of risks while fostering a culture of accountability and awareness throughout the organization. Information about the company's risk management processes and strategies is publicly disclosed in accordance with the Listing Regulations and is available as part of its corporate governance reporting. This transparency reflects the company's commitment to maintaining a robust risk culture.



## Identification

Identification of risks will include finding, recognizing, and describing risks along with identification of their root cause. Risk Champions for function and business segment shall identify risks and update the risk registers on a half-yearly basis in consultation with the Chief Risk Officer (CRO). Each identified risk is categorized as internal or external, and as controllable or uncontrollable. This categorization is followed by an assessment of the risk's potential impact and likelihood of occurrence, which determines whether it is rated as High, Medium or Low.

Once rated, a comprehensive mitigation plan is prepared for each risk. These plans outline the chosen approaches such as Accept Risk (on exception basis), Reduce Risk, Share Risk and Avoid Risk.



## Risk Assessment

Risk Champions are primarily involved in carrying out the Risk Assessment exercises. The risks are assessed for:

- The impact to ascertain potential severity.
- Likelihood of occurrence.
- Categorization into High, Medium and Low based on risk rating.

Departmental Risk Champions are responsible for updating the risk register every quarter in collaboration with the Chief Risk Officer (CRO). The CRO provides half-yearly updates to the Risk Management Committee (RMC), which reviews the consolidated register and identifies priority risks requiring immediate attention. Risk Champions, together with the CRO, are tasked with executing mitigation efforts for these top-tier risks.



## Creation/Update of Risk Register

This process involves documenting the risks identified in the risk register by the CRO once the risk evaluation is conducted. The Risk Register shall largely include the following points for consideration:

- Sub-process activity
- Risk reference
- Detailed Risk Description
- Risk Implication
- Risk Category
- Risk Categorization into High, Medium, and Low
- Mitigation Plan
- Ownership of risk management and control techniques & personnel responsible
- Control Frequency
- Control Type
- Action Plans

All risks are documented in a central Risk Register, capturing key details including sub-process activities, risk references, descriptions, implications, classifications, mitigation plans, assigned ownership, type and frequency of controls, and specific actions required. This register acts as the primary record of operational risks and their corresponding response strategies.



## Risk Reporting

The status of implementation of the action plans approved by the Board of Directors and RMC are reviewed by the Risk Champions on a quarterly basis. The CRO receives updates from Risk Champions. Mitigation Plan with timelines shall be prepared/updated for all risks. Progress on mitigation actions is reviewed quarterly by Risk Champions, who submit detailed reports to the CRO.



## Monitoring of Mitigation Plan

The quarterly evaluation of the risk register is carried out by the Risk Champions for their respective business segments in consultation with the CRO. Based on the evaluation, key risks are identified and addressed immediately. The CRO reports key risks to the Risk Management Committee (RMC) on a half-yearly basis along with mitigation plans for their review. The RMC consults the Board of Directors annually to seek inputs on risk strategy and governance.



## Re-Visit Risk Categorisation

Risk Champions re-visit the categorization of risks into High, Medium, and Low risk on a half-yearly basis. The RMC approves the necessary actions to be changed accordingly. Reassessment of risk classifications is undertaken every six months, and changes to categorization are subject to RMC approval.



## Risk Exposure

ORL conducts regular risk assessments as part of its Enterprise Risk Management (ERM) process to identify, evaluate, and mitigate risks. The assessments are part of a continuous process that includes:

- **Monthly Reviews:** Reviews focus on key areas such as product availability, delivery performance, price trends, and inventory analysis to identify risks and implement corrective actions.
- **Annual Risk Assessments:** Specific to health, safety, and operational risks, ORL conducts annual risk assessments to ensure compliance, safety, and business continuity.

The overall risk framework and exposure levels are reviewed annually. In addition, internal audits are conducted periodically to assess whether the framework is functioning effectively. The company's materiality assessment process further strengthens the framework by integrating stakeholder input, enabling the business to factor in external perspectives and respond to issues that may influence its ability to maintain or enhance value over time. It enables us to prepare risk responses to the material topics that can impact our ability to preserve, create or erode the value-creation potential of our business.



## Risk Management Process Audit

ORL conducts regular and periodic risk assessments to ensure effective enterprise risk management. These include:

- **Annual risk reviews:** Comprehensive evaluations are conducted annually to identify, assess, and mitigate risks.
- **Ongoing assessments:** Key/critical risks are continuously monitored, and the process includes regular updates to the Risk Management Committee and the Board for oversight.
- Focus is placed on identifying emerging risks and ensuring proactive management across operational, regulatory, and strategic dimensions.



## Risk Culture

In addition to a comprehensive risk management framework for timely identification and mitigation of actual and potential risks, we recognize the importance of inculcating an appetite for risk management across the organization. Providing an all-encompassing and robust risk culture is integral to effective risk management.

We have strategies in place to promote an effective risk culture throughout the organization:

- Regular risk management education for all non-executive directors
- Focused training throughout the organization on risk management principles
- Incorporation of risk criteria in the development of products and services
- Financial incentives which incorporate risk management metrics

An ongoing training program on risk management has been implemented throughout the organization to foster a culture of proactive risk identification, assessment, and mitigation, ensuring the sustainable growth and resilience of the organization. Relevant risk management training is also provided for the teams concerned.

In compliance with the requirements of Regulation 25(7) of the Listing Regulations, we conduct an annual Familiarization Program for the Independent and Non-Executive Directors to acclimatize them with the organization, their roles, their rights, responsibilities, the nature of the industry in which ORL operates, and the existing business model. The details of the Familiarization Program conducted are available on our corporate website.



## Risk Criteria in Product and Building Portfolio

We at Oberoi Realty ensure that risk criteria are incorporated into our products and building portfolio. We are committed to identifying and managing risks and opportunities for improving tenant health and wellbeing. This includes:

- **Assessments:** Conducting thorough periodic evaluations to identify health and wellbeing risks and opportunities.
- **Actions:** Implementing strategies to enhance indoor air quality, water quality, nourishment, visual comfort, physical and thermal comfort, acoustic comfort, mental health, accessibility, and biophilic design.
- **Targets and Monitoring:** Setting quantitative targets for health and wellbeing and monitoring progress to ensure these targets are met periodically.

# Key Risks

RATIONALE FOR IDENTIFYING AS RISK/ OPPORTUNITY	MITIGATION MEASURES	RISK REVIEW	DESCRIPTION OF THE SPECIFIC RISK EXPOSURE	DESCRIPTION OF PROCESS OR FRAMEWORK TO DETERMINE THE RISK APPETITE FOR IDENTIFIED RISKS	RISK EXPOSURE
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## OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

Failure to adhere to occupational health and safety standards can result in injuries or fatalities, legal penalties, financial losses, reputational harm, infrastructure damage, and erosion of brand trust.	<ul style="list-style-type: none"> <li>Conduct periodic evaluations of operational practices</li> <li>Offer continuous training on applicable regulations and standards</li> <li>Carry out routine inspections and audits</li> <li>Encourage open communication between employees and management</li> </ul>	Reviewed annually during operational risk assessments	Medium likelihood, high magnitude - risks are inherent in real estate and construction; mitigated through inspections and health-focused building design	Risk appetite determined through risk categorization (internal/controllable), root cause analysis, and quarterly updates in the central risk register; mitigation plans are classified as Accept, Reduce, Share, or Avoid	Exposure reviewed annually and updated quarterly; risk is embedded in product and portfolio decisions through health and wellbeing standards
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## CLIMATE CHANGE

Increasing frequency of extreme weather events poses operational risks. Poor management of environmental impacts can hinder sustainability progress and business resilience.	<ul style="list-style-type: none"> <li>ESG monitoring framework</li> <li>Climate scenario analysis</li> <li>Targeted ESG compliance enhancements</li> </ul>	Reviewed annually in ESG and climate strategy reviews	High likelihood, high magnitude - climate events can disrupt construction timelines and asset value; proactive adaptation strategies reduce long-term impact	Risk appetite shaped via ESG materiality assessments, TCFD-aligned scenario analysis, and stakeholder input integrated into central risk register	Reviewed yearly through the enterprise-wide framework; material climate topics influence building portfolio design and ESG targets
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## LABOR AND WORKING CONDITIONS

Unsafe or non-compliant labor practices can lead to legal action, financial penalties, and reputational damage, affecting operational continuity.	<ul style="list-style-type: none"> <li>Supplier and operations audits</li> <li>Regular training</li> <li>Corrective action plans for non-compliance</li> </ul>	Reviewed annually as part of HR and compliance audits	Medium likelihood, medium magnitude - supply chain complexity and labour law compliance risks require ongoing attention	Risk appetite determined by compliance requirements and stakeholder expectations; documented in the risk register and updated by risk champions	Risk reassessed bi-annually and reviewed by RMC; integrated into supplier engagement and audit cycles
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## BUSINESS ETHICS AND GOVERNANCE

Unethical practices like bribery or kickbacks can result in legal issues, financial losses, reputational damage, and loss of stakeholder trust.	<ul style="list-style-type: none"> <li>Anti-corruption policies</li> <li>Employee training</li> <li>Compliance audits</li> </ul>	Reviewed annually through compliance and ethics review	Low likelihood, high magnitude - due to strong governance controls but high stakeholder sensitivity	Appetite determined via board-approved ethical standards; monitored through risk register and whistleblower mechanisms	Exposure reviewed annually by the CRO and RMC; incorporated in ongoing governance reviews
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## DATA PROTECTION AND PRIVACY

Handling sensitive customer and employee data increases exposure to privacy breaches, reputational harm, legal consequences, and loss of trust	<ul style="list-style-type: none"> <li>Data protection policies</li> <li>Employee training</li> <li>Security audits and encryption controls</li> </ul>	Reviewed annually by IT security and legal teams	Medium likelihood, high magnitude - due to increased digital operations and regulatory scrutiny	Risk appetite established via internal control frameworks, data protection training, and stakeholder privacy expectations	Exposure tracked and reassessed every six months via IT risk audits; mitigation updates shared with RMC.
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## HUMAN RIGHTS

Ignoring human rights principles can expose the organization to legal, reputational, and financial risks.	<ul style="list-style-type: none"> <li>Human rights in code of conduct</li> <li>Due diligence processes</li> <li>Employee awareness and training</li> </ul>	Reviewed annually during ESG governance review	Low likelihood, medium magnitude - due to existing due diligence but high materiality from stakeholder lens	Risk appetite evaluated through stakeholder engagement, legal compliance, and grievance mechanisms; documented in the ESG risk register	Reviewed annually; human rights training and due diligence are part of internal ESG training programs
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# Emerging Risks

In line with our risk management framework, once every three years, we evaluate and assess emerging risks for timely remediation and prevention of any adverse consequences. This is in addition to any current or potential risks identified. Emerging risks are also identified based on how likely they are to occur and the potential impact on the business.

Thorough analysis of internal and external data, industry trends, market study, regulatory requirements and expert insights helps us identify and classify emerging risks.

Using this holistic and systematic approach we are able to correctly gauge potential risks that could evolve to have an adverse impact on the business and allow for implementation of mitigation strategies in a timely manner.



## ECONOMIC

**Identified Risk**  
Interest Rate Volatility

**Description**  
Rising interest rates increase financing costs and reduce buyer affordability

**Impact Area**  
Project feasibility, buyer demand, cash flow

**Mitigation**  
Flexible pricing models for buyers.



## ENVIRONMENTAL

**Identified Risk**  
Climate Change and Natural Disasters

**Description**  
Floods, heatwaves, and rising sea levels threaten property viability and safety.

**Impact Area**  
Asset value, insurance costs, regulatory compliance.

**Mitigation**  
Site selection with climate resilience; green building certifications; disaster insurance



## TECHNOLOGICAL

**Identified Risk**  
Cybersecurity and Data Breaches.

**Description**  
Increasing digitization in property transactions and smart buildings exposes data.

**Impact Area**  
Customer trust, operational continuity.

**Mitigation**  
Invest in cybersecurity infrastructure; employee training.



## GEOPOLITICAL

**Identified Risk**  
Regulatory Uncertainty

**Description**  
Policy shifts disrupt development timelines.

**Impact Area**  
Project approvals, investor confidence.

**Mitigation**  
Proactive policy engagement; local partnerships



## SOCIETAL

**Identified Risk**  
Changing Demographics and Preferences.

**Description**  
Shift towards sustainable, community-driven, and flexible living arrangements.

**Impact Area**  
Product-market fit, brand relevance.

**Mitigation**  
Incorporate ESG features; flexible designs; community-centric planning



Architect's impression - Jardin, Thane

# Financial Capital

Our commitment to driving sustained growth and generating long-term value continues to be a key pillar of the company's approach. With a clear focus on financial strength, the company strives for excellence across all aspects of its financial performance. At the same time, strategic efforts are made to reduce costs effectively, ensuring continued competitiveness and stability in an evolving business environment

## PERFORMANCE HIGHLIGHTS IN FY 2024-25

- Total consolidated revenue of INR 5,47,417.69 Lakh, representing a 13.60 % increase from FY 2023-24.
- Total comprehensive income of INR 2,22,405.16 Lakh, representing a 15.52 % increase from FY 2023-24.
- Total expenditure of employee benefits amounted to INR 11,428.17, growing by 11.60% as compared to FY 2023-24.
- Profit before tax stood of INR 2,94,489.68 Lakh representing a 18.95 % increase from FY 2023-24.

## SDG LINKAGES



“ Value-Driven, Performance-Focused for Sustainable Growth

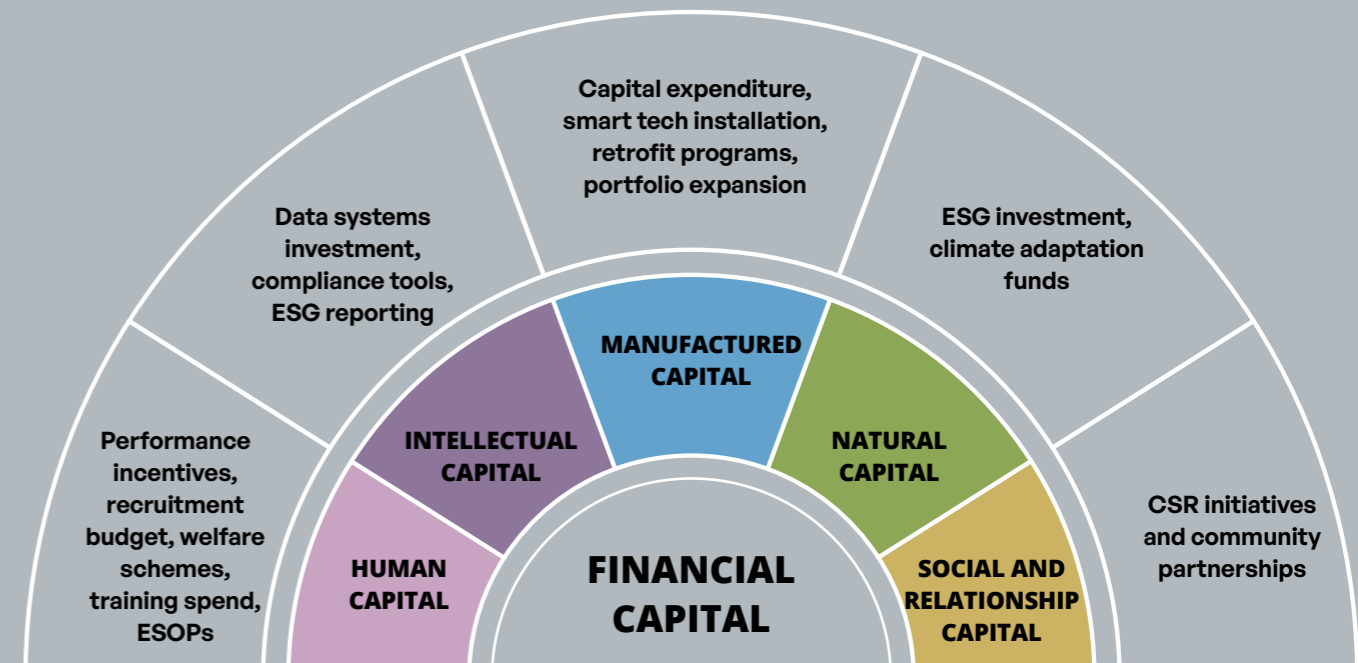
Investment decisions determine whether capital flows support sustainable practices or environmentally harmful ones. By adopting green infrastructure and low-carbon materials, Oberoi Realty can steer outcomes that reduce emissions, chemical pollution, and ocean acidification.

## IN THIS SECTION

- Shareholding Pattern
- Economic Value Generated
- Driving Sustained Growth and Creating Long-Term Value



## LINKAGE TO CAPITALS



# Financial Capital

## Driving Sustained Growth and Creating Long-Term Value

We focus on more than profitability - we ensure our capital fuels progress, environmental conservation, social wellbeing, safeguarding resilience and support in building stakeholder trust.

Our approach enables strategic financial planning, prudent capital allocation and disciplined execution to support sustainable business growth. By aligning financial decisions with long-term value creation, Oberoi Realty ensures robust returns for shareholders while maintaining operational resilience.

Our goal is to ensure healthy returns for our investors, supported by the steady rise in real estate prices across various regions and market segments. Throughout FY 2024-25, our growth has been underpinned by improved financial results. We have established solid benchmarks for both revenue generation and operational profitability.

**Our continued focus on long-term growth and value creation has remained central to the company's progress. We strive for strong financial performance while maintaining a sharp focus on managing costs efficiently.**

## FY 2024-25

# 71,938.31

### LAKHS INR PAYMENT TO THE GOVERNMENTS AS TAX

FY 2023-24  
54,913.16 LAKHS INR

# 26,523.45

### LAKHS INR PAYMENT TO PROVIDERS OF CAPITAL

FY 2023-24  
21,844.41 LAKHS INR

# 2,07,683.81

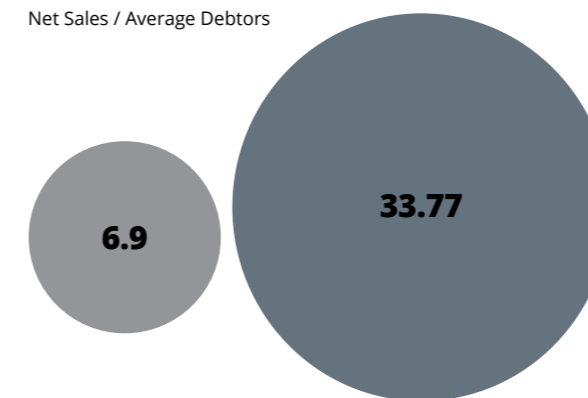
### LAKHS INR THE TOTAL INVESTMENT IN MUTUAL FUNDS

FY 2023-24  
48,259.81 LAKHS INR

## KEY FINANCIAL RATIOS

### DEBTORS TURNOVER

Net Sales / Average Debtors



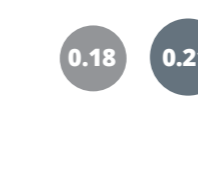
### CURRENT RATIO

Current Assets / Current Liabilities



### DEBT EQUITY RATIO

Total Debt / Total Shareholders' Equity



### DIVIDEND DECLARATION

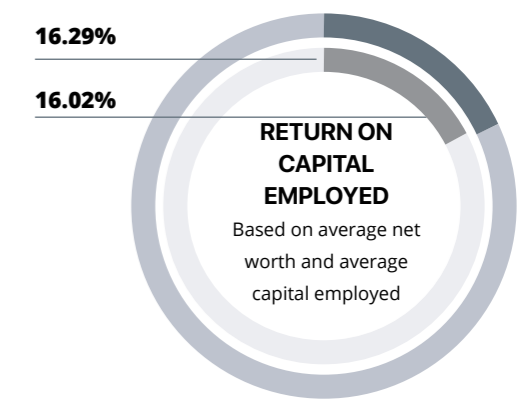
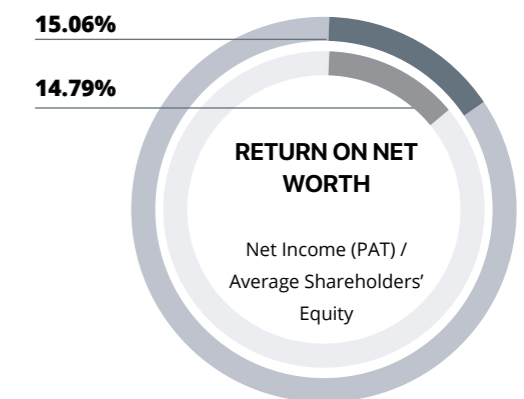
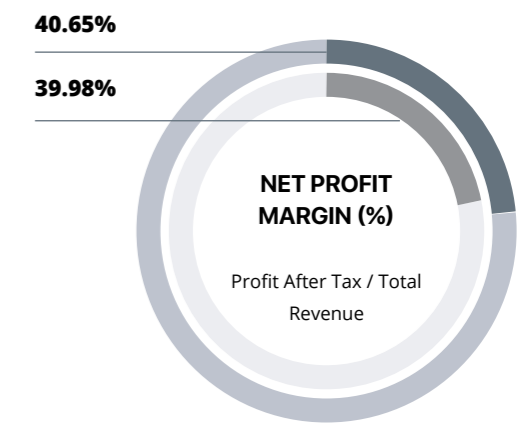
# 8.00

### INR DIVIDEND PER EQUITY SHARE

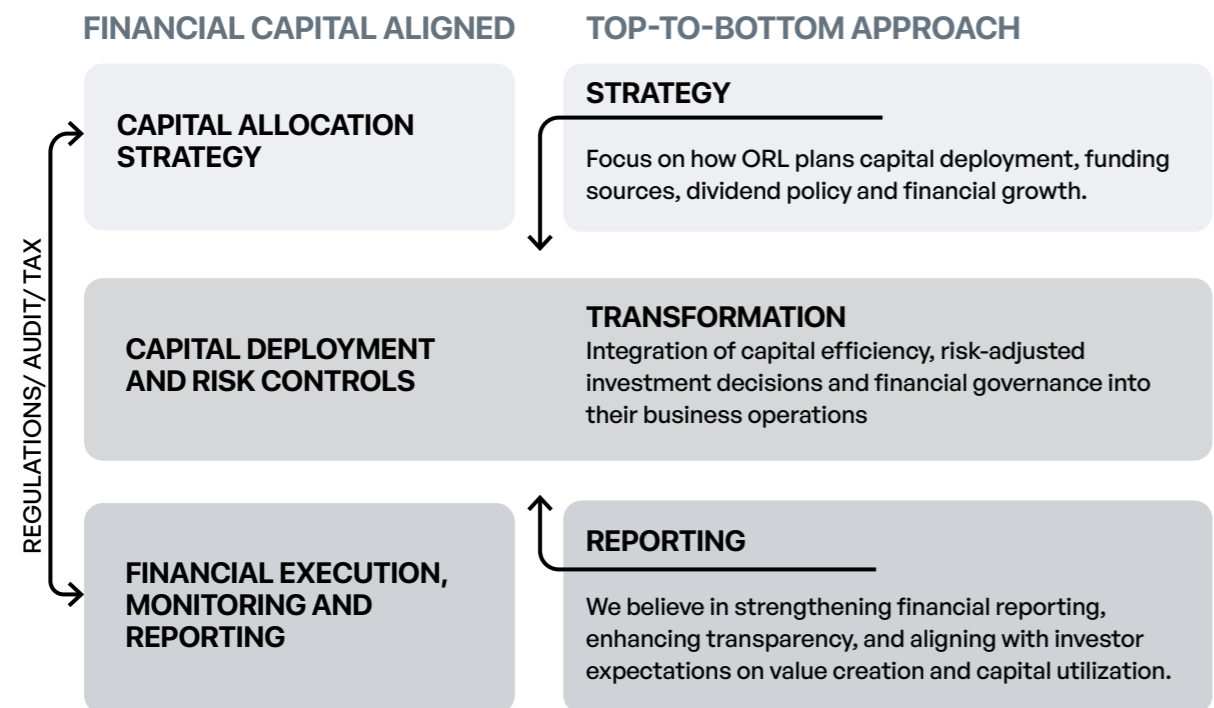
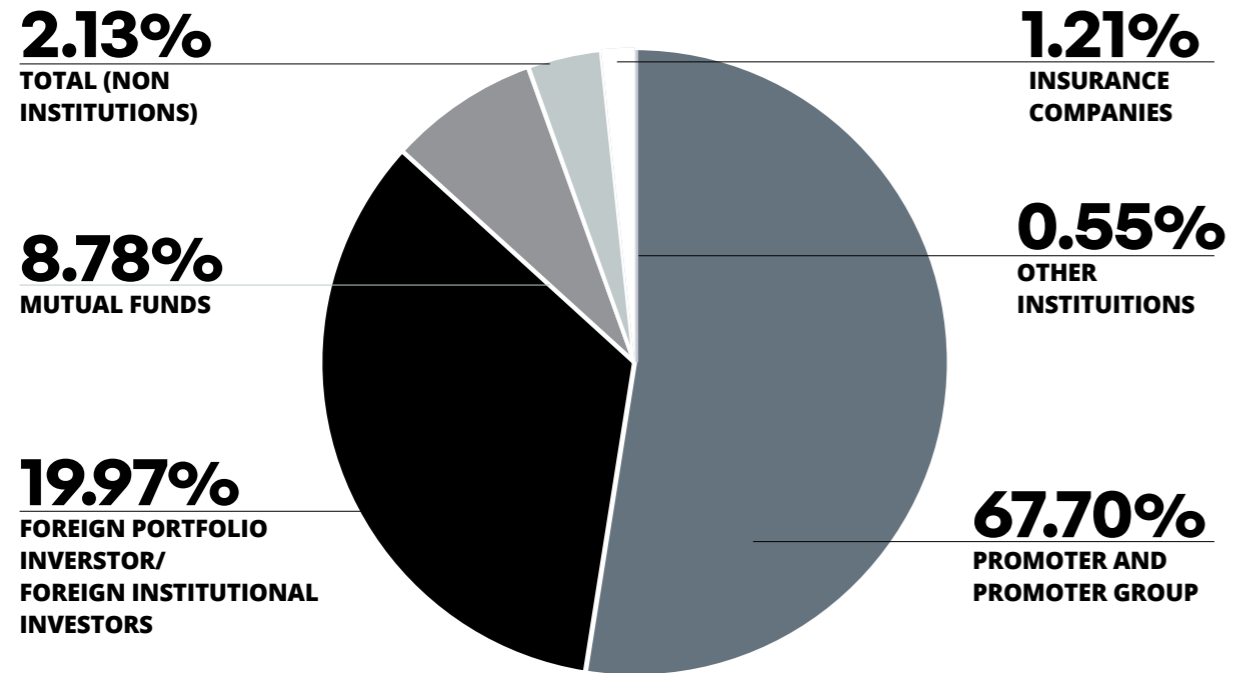
# 80%

### DIVIDEND PAYOUT

FY 2023-24  
8.00 INR dividend per Equity share  
80% Divident Payout



# Shareholding Pattern in FY 2024-25

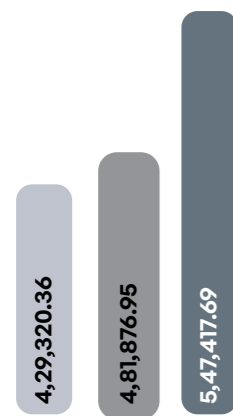


Actual Image - International Business Park, Oberoi Garden City Goregaon

# Economic Value Generated<sup>30</sup>

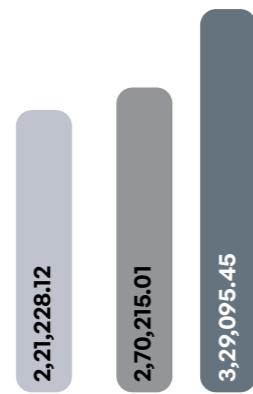
## REVENUE AND PROFITABILITY HIGHLIGHTS

### REVENUE



YoY Change (FY25 vs FY24)  
▲ 13.60%

### EBITDA



YoY Change (FY25 vs FY24)  
▲ 20.42%

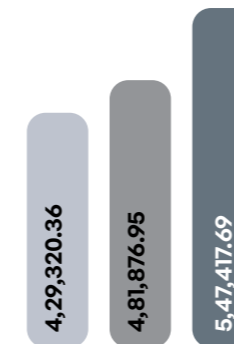
### PROFIT AFTER TAX (PAT)



YoY Change (FY25 vs FY24)  
▲ 15.51%

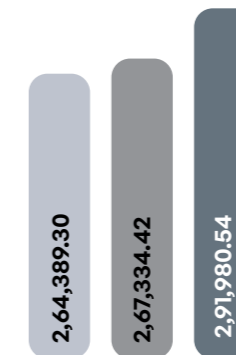
## ECONOMIC VALUE GENERATION AND DISTRIBUTION

### TOTAL ECONOMIC VALUE GENERATED



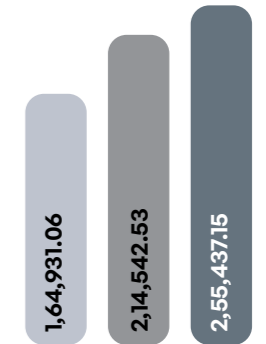
YoY Change (FY25 vs FY24)  
▲ 13.60%

### TOTAL ECONOMIC VALUE DISTRIBUTED



YoY Change (FY25 vs FY24)  
▲ 9.21%

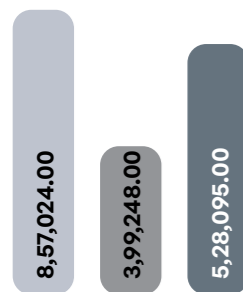
### TOTAL ECONOMIC VALUE RETAINED



YoY Change (FY25 vs FY24)  
▲ 19.06%

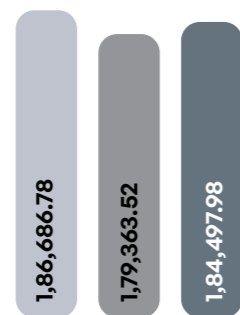
## COST AND EXPENSE OVERVIEW

### BOOKING VALUE



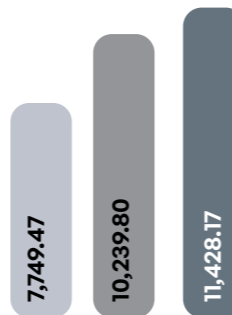
YoY Change (FY25 vs FY24)  
▲ 32.27%

### OPERATION COST



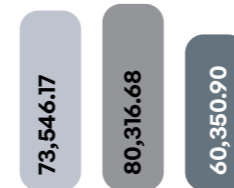
YoY Change (FY25 vs FY24)  
▲ 2.86%

### EMPLOYEE BENEFIT EXPENSES



YoY Change (FY25 vs FY24)  
▲ 11.60%

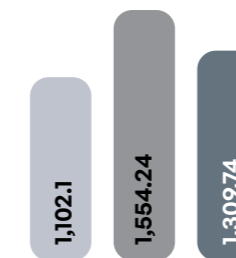
### CAPITAL EXPENDITURE



YoY Change (FY25 vs FY24)  
▼ 24.85%

## CORPORATE SOCIAL RESPONSIBILITY

### CSR SPEND



YoY Change (FY25 vs FY24)  
▼ 15.73%

- FY 2022-21
- FY 2023-22
- FY 2024-25

All values in Lakh INR

<sup>30</sup>GRI 413-1

# Intellectual Capital

The foundation of our intellectual capital lies in the use of advanced technologies, digital systems and refined processes that support effective product design. Emphasis is placed on building in-house capabilities while keeping customer needs at the centre of every solution, reflecting the core values that guide this area of the business.

## PERFORMANCE HIGHLIGHTS IN FY 2024-25

- Completed ISO IMS certification (ISO 9001, 14001, 45001)
- End-to-end digitization of the sourcing lifecycle, from indent creation to RFQ approvals and vendor onboarding, enabled the approval of 1,370+Cr INR worth of RFQs and efficient handling of 1,400+ total RFQs.
- Invoices were processed through digital platforms, streamlining workflows and enabling the timely processing of 68,000+ invoices.
- BIM based project process resulting in the tracking of 1.8 Lakhs+ checklists, 52,000+ site issues, 27,000+ RFIs, and 65,000 transmittals and submittals
- Digital transactions resulting in handling of 2,68,000+ support tickets and 5,800+ checklists.
- Contract creation and documentation processes were automated and integrated with Salesforce, resulting in the execution of 2 Lakhs+ workflows.

## SDG LINKAGES

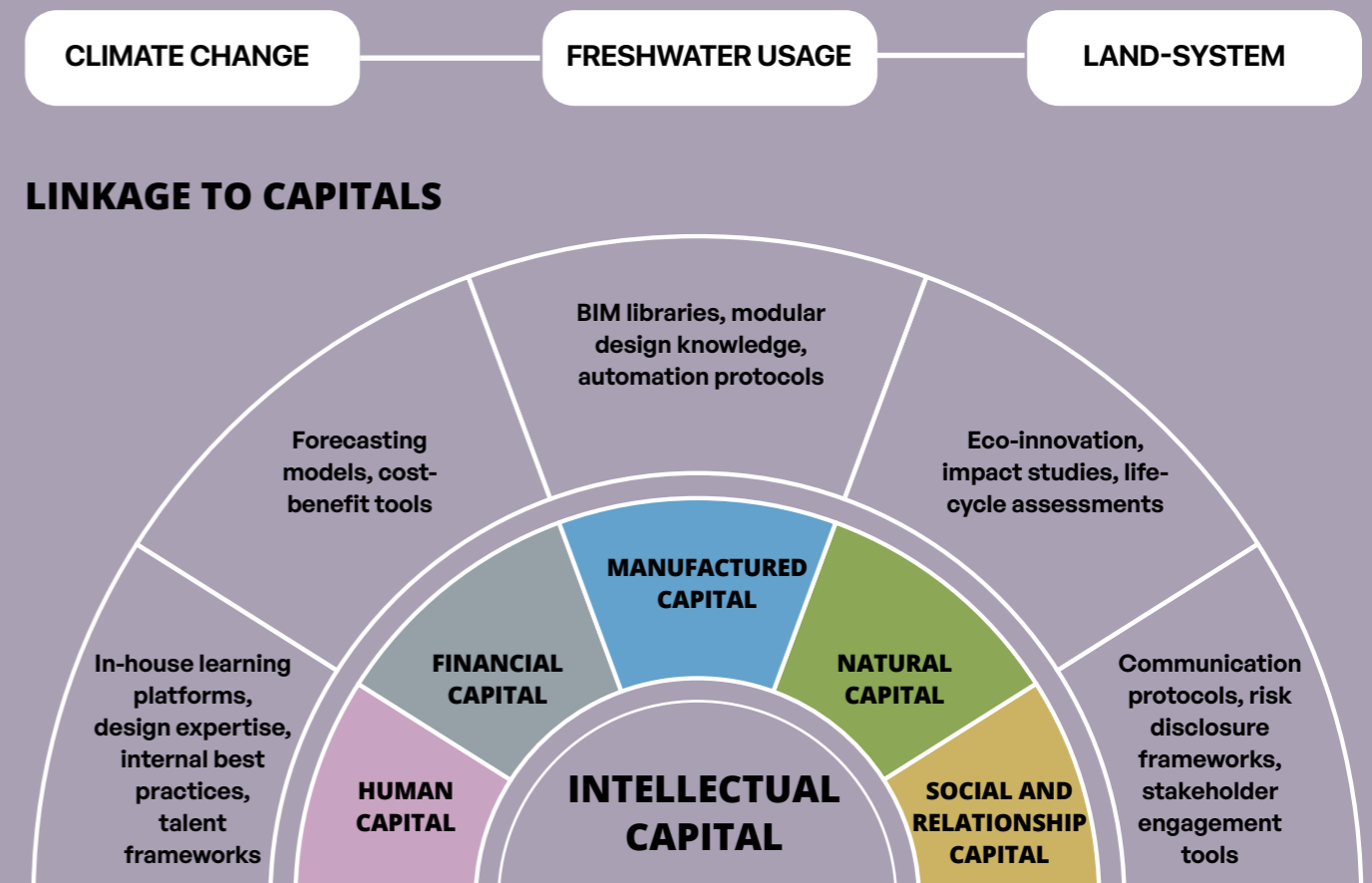


“ Knowledge-Led, Insight-Driven and Future-Shaping.”

Data-driven design, innovation, and knowledge systems empower Oberoi Realty to plan developments that are low-impact and resource-efficient.

## IN THIS SECTION

- Demonstrating Leadership in Integrated Management Systems
- Quality Management
- Strengthening Governance Through Integrated Project Planning and Monitoring
- Transformative and Digital Innovation
- Impact of Technological Integration



# Intellectual Capital

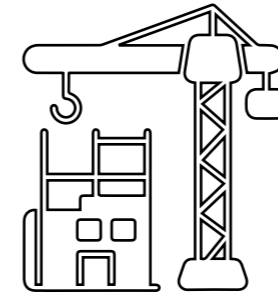
We draw strength from our people, capabilities, and knowledge systems that power the continuous expansion of our product and service portfolio. Our reputation rests on delivering products of high quality, backed by a strong brand presence and operational discipline

Targeted investments in this area are designed to build long-term value for all stakeholders and keep us ahead in a fast-moving market. Our focus remains on strengthening our internal expertise, deepening customer understanding, and setting new benchmarks in design and delivery.

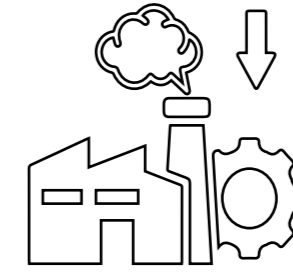
**We are committed to refining our capabilities to create advanced products that contribute to thriving communities and meet rising customer expectations.**

## LOW CARBON PRODUCTS: A PRIORITY FOR THE FUTURE

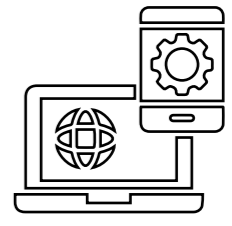
Real estate investors globally are turning attention toward reducing emissions from built assets. We share that focus. Our approach addresses emissions across:



**CONSTRUCTION, OPERATIONS, AND MAINTENANCE THROUGH SMARTER DESIGNS**



**RESPONSIBLE MATERIAL CHOICES**



**TECHNOLOGY-LED INTERVENTIONS**

## LOW CARBON PRODUCTS

### Process/ Technology

**High performance double glazing and windows system.**

### Impact

Reduces heat gain, lowering the demand on air conditioning and cutting energy use for cooling.

### Shaping everyday actions of our stakeholders

At Oberoi Realty, we are encouraging residents to rely less on mechanical cooling by creating naturally comfortable indoor environments.

### Process/ Technology

**Rooftop solar photovoltaic panels**

### Impact

Supports approximately 18-20% of common area load at residential buildings to reduce the dependency on grid electricity.

### Shaping everyday actions of our stakeholders

We are fostering awareness among communities about the benefits of decentralized energy by making clean power a visible, everyday reality.

### Process/ Technology

**Use of Ground Granulated Blast Furnace Slag (GGBS) in concrete mixes**

### Impact

Improves durability and environmental credentials of concrete mixes and has enabled a reduction of approximately 50% of carbon emission. For FY 2024-25 a total of 40,715.86 m<sup>3</sup> of GGBS was used in our operation.

### Shaping everyday actions of our stakeholders

Through sustainable material use, we are shaping internal practices to favour circular choices across design and procurement teams.

### Process/ Technology

**Wind energy PPA at The Westin Mumbai Garden City and Oberoi Mall**

### Impact

Wind energy PPA leading to annual energy savings of 27,33,575 kWh.

### Shaping everyday actions of our stakeholders

We are shifting daily operational behaviours by increasing our renewable energy footprint, thus reducing dependency on grid energy.

### Process/ Technology

**Water-cooled chillers and Variable Refrigerant Flow (VRF) systems**

### Impact

Enhances energy savings by allowing modular operation based on real-time needs. Fewer electrical connections reduce material use and electrical faults.

### Shaping everyday actions of our stakeholders

We are enabling smarter energy habits among occupants by providing adaptive climate control that responds to actual usage patterns.

### Process/ Technology

**Inhouse glass bottling unit at The Westin Mumbai Garden City**

### Impact

~4,38,000 glass bottles are reused resulting in reduction of 5,606 Kg of plastic waste generation.

### Shaping everyday actions of our stakeholders

Through material reuse we are promoting circular choices.

### Process/ Technology

**Use of latest technologies at The Westin Mumbai Garden City such as key cards, fan control units, motion and daylight sensors, retrofitting LEDs and lighting control units in all rooms.**

### Impact

Delivers an average daily energy saving of 665 kWh and annual saving of 2,42,161 kWh.

### Shaping everyday actions of our stakeholders

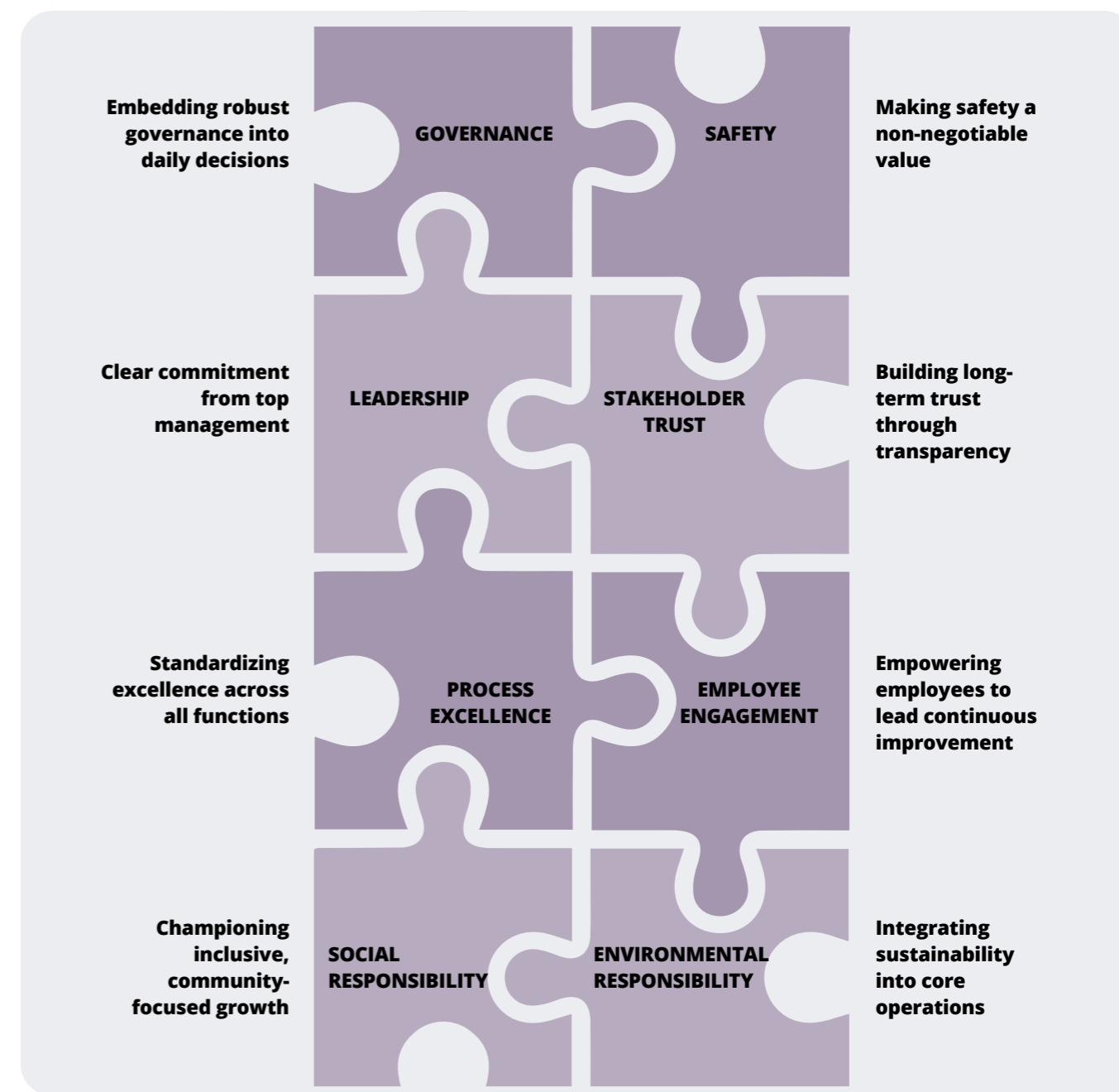
We are influencing guest habits by offering intuitive systems that make energy-saving the default choice without compromising comfort.

# Demonstrating Leadership in Integrated Management Systems

In FY 2024-25, we successfully completed the integration and external audit of Integrated Management System across our operational sites, covering compliance with ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health and Safety Management) standards. This audit was undertaken to strengthen our internal controls, enhance operational efficiency, and ensure adherence to international best practices across quality, environmental, and occupational health and safety domains.

The successful ISO IMS audit marks more than a certification—it reflects our commitment to embedding excellence into our organizational DNA. Robust governance and purpose-led leadership guide every decision we make. Environmental and social responsibility are integrated into our operations, driving

sustainability and inclusive growth. We are standardizing process excellence, nurturing a culture of safety, and empowering employees to lead improvements. Above all, we remain focused on building long-term stakeholder trust through transparency and accountability.



# Quality Management

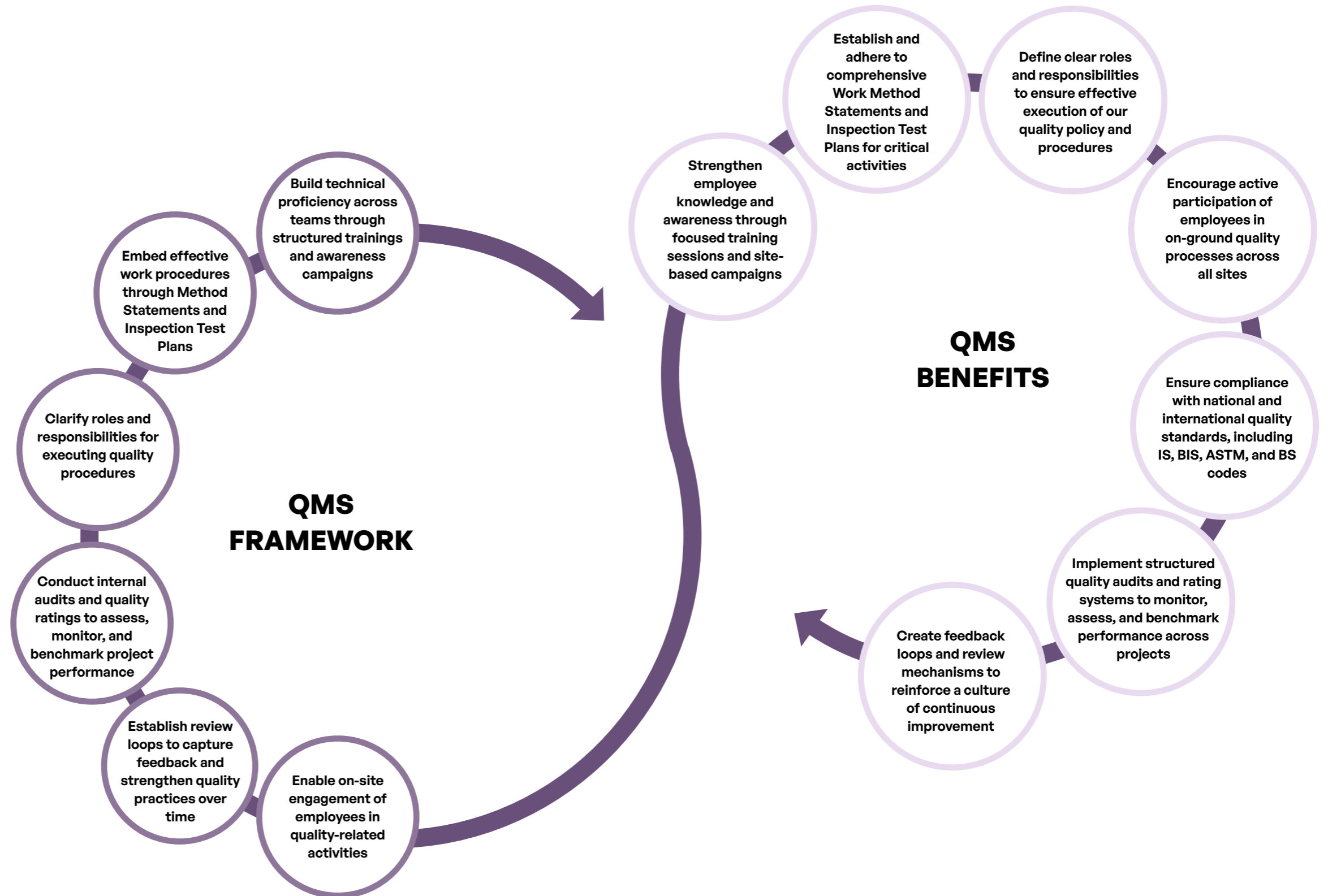
At Oberoi Realty, our commitment to excellence is deeply embedded in how we build, operate, and deliver. We are recognized as one of India's most respected real estate developers, anchored by a strong foundation of architectural distinction, sound financial judgment, and consistent project delivery.

We aim to develop spaces that elevate everyday living while nurturing trust-based relationships with all stakeholders. To that end, we maintain rigorous benchmarks across our operations, aligned with globally recognized construction and material standards.

## Quality Governance and Management Framework

The Quality Management System (QMS) applies across our project sites, departments, business partners, and vendor network. It defines the processes, responsibilities, and verification mechanisms necessary to maintain consistency and excellence throughout the lifecycle of each development.

**Our approach to quality goes beyond compliance—it is about shaping experiences and creating value that lasts.**



## Quality Targets

We are recognized as one of India's most respected real estate developers, anchored by a strong foundation of architectural distinction, sound financial judgment, and consistent project delivery.

We adopt a structured, target-oriented approach to maintain excellence across every stage of project execution. Our quality goals are clearly defined, measurable, and designed to strengthen delivery consistency and stakeholder trust.



## Quality Policy

Every member of our organization shares responsibility for upholding the rigorous quality standards that define our brand. Our quality policy serves as the foundation for delivering exceptional buildings and experiences that meet the highest expectations.

- 1** Deliver consistent quality through environmentally conscious and sustainable management practices.
- 2** Measure our performance against leading global standards and trends to provide contemporary design and superior value to our customers.
- 3** Cultivate a "first time right" mindset across all employees and partners, supported by targeted education and training programs.
- 4** Pursue ongoing enhancement of quality standards by embracing innovation, continuous recalibration, and digital tools.
- 5** Place the customer at the heart of every decision, ensuring our products and services improve their quality of life.
- 6** Adhere strictly to all relevant codes, standards, laws, and regulatory requirements.

# Strengthening Governance through Integrated Project Planning and Monitoring

Our project execution framework integrates advanced planning, schedule management, and progress monitoring practices to ensure seamless delivery of our developments, aligned with environmental and social priorities.

**Our robust governance mechanisms are the cornerstone of our commitment to transparency, efficiency, and stakeholder trust.**

## COMPREHENSIVE SCHEDULE INTEGRATION

Our planning protocols ensure that every project component — from design and procurement to construction and regulatory liaison — is included in the master schedule. The Site Planning Team is mandated to incorporate detailed execution activities, ensuring traceability of design approvals, contract timelines, vendor onboarding, and statutory compliances. This holistic scheduling approach enables proactive identification of dependencies and risks, laying the foundation for timely delivery.

To drive accountability across functions, we generate a suite of stakeholder-focused deliverables drawn from our detailed schedule. These include:

- Gantt Chart Summaries for high-level tracking,
- Vector Charts for floor-wise progress visualization,
- Dedicated Trackers for Design, Contracts/ Procurement, and Liaison Approvals, and
- The Annual Operating Plan (AOP), aligned with corporate objectives and monitored at the highest management levels.

Each of these outputs enhances internal coordination, improves visibility, and enables data-driven decision-making across the project lifecycle.

## WORKFORCE AND RESOURCE PLANNING FOR RESPONSIBLE EXECUTION

Within 30 days of baseline schedule approval, we ensure that every scheduled activity is mapped with the required manpower and quantity inputs. This not only facilitates realistic progress analysis and resource optimization but also allows us to forecast workforce deployment and material demand, enabling better ESG alignment in terms of labour welfare, safety, and material sourcing.

In line with our governance practices, any significant deviation from key project milestones or scope changes prompts a review and formal revision of the baseline schedule. Such changes are reviewed by cross-functional stakeholders and submitted for management approval with a rationale, ensuring transparent impact assessment and corrective action planning.

## STRUCTURED REPORTING TO DRIVE ACCOUNTABILITY

A tiered reporting mechanism facilitates transparent communication across all stakeholder levels:

- **Daily Reports:** Capture on-ground progress, workforce deployment, and equipment utilization.
- **Weekly Progress Reports:** Provide a comprehensive review of milestones, variances, trade-wise performance, and floor-wise progress via Vector Charts.
- **Weekly Executive Summaries:** Curated by the CPO Planning Team for decision-makers, offering a synthesized view of schedule health.
- **Power BI Dashboards:** Developed by the Strategy Team and presented to the CMD, aligning real-time performance with the AOP.
- **Dedicated Trackers:** Weekly updates for Design, Contracts, Procurement, and Liaison deliverables include pending items, one-month look-aheads, and closure forecasts, ensuring timely follow-through and issue resolution.

## REAL-TIME MONITORING FOR PROACTIVE GOVERNANCE

Our approach to progress monitoring is rooted in real-time data collection, dynamic scheduling, and periodic reviews. Construction schedules are updated in Primavera P6, with logic and links revised as necessary to reflect current site realities. All updates and changes are systematically documented and reviewed in coordination with the CPO Planning Team, enabling a clear audit trail and effective governance oversight.

Each schedule update is analyzed to identify critical path activities, and corrective actions are communicated swiftly to relevant stakeholders. These insights help ensure minimal slippage and reinforce our focus on timely and responsible project delivery.

## MONTHLY AND REGULATORY REPORTING

A structured monthly reporting cadence enhances project governance:

- Monthly Progress Reports are submitted by the 5th of every month.
- Delay Event Registers track all delay incidents with chronology, root cause, and mitigation status — enabling continuous improvement and transparency.
- RERA Reports are submitted quarterly, fulfilling our statutory obligations and reinforcing our regulatory compliance posture.

## INSTITUTIONALIZING REVIEW MECHANISMS

Monthly Management Review Meetings provide a platform for cross-functional evaluation and strategic oversight, including presentation of Power BI performance dashboards. In parallel, site coordination meetings ensure operational alignment, target setting, and collaborative decision-making. All discussions are documented through MoMs for traceability and learning.

# Transformative and Digital Innovation

At Oberoi Realty, we recognize the strategic importance of embedding digital technologies across our operations. Our digital programs are designed to reimagine processes, elevate safety and quality, and meet the evolving expectations of our stakeholders. With technologies such as Artificial Intelligence, Machine Learning, and the Internet of Things becoming deeply integrated into modern workflows, we continue to reshape the way our teams plan, execute, and monitor construction and project activities.

## Digital adoption has allowed us to:

- Strengthen site management practices with real-time visibility and data-led interventions
- Accelerate contract review and clearance timelines
- Improve safety protocols through predictive monitoring and smart automation
- Continue to strengthen our digital journey by building systems that are proactive, agile, and customer aware.

## Key Focus Areas:

- Regular assessment of digital infrastructure to ensure alignment with current business requirements
- Timely upgrades to tools and systems based on performance diagnostics
- In-depth customer studies to gather actionable insights on preferences and service experiences
- Benchmarking against sector leaders to remain competitive and forward-looking
- Monitoring quality metrics to uncover opportunities for continuous improvement

## DRIVING BUSINESS EXCELLENCE THROUGH DIGITAL PROGRAMS

Our digital programs are designed to strengthen business resilience, unlock data-driven insights, and enrich stakeholder experiences. By integrating advanced digital tools across functions, we are reshaping our processes to become smarter, faster, and more connected.



### CUSTOMER-CENTRIC ENGAGEMENT

#### Measures Introduced

- CRM platform integrated with core ERP
- Redesigned, interactive customer-facing website

#### Technology Used

- Salesforce ecosystem
- Chatbot-enabled website revamp

#### What Our People Say

"The CRM integration has made customer interactions seamless. We resolve queries faster and track engagement more efficiently."  
- CRM Executive



### INTELLIGENT PROJECT DESIGN

#### Measures Introduced

- Creation of "Digital Twin" for informed decision-making
- Pre-construction issue resolution through coordinated virtual models

#### Technology Used

- 5D BIM Modelling (Autodesk BIM Platform)

#### What Our People Say

"With the Digital Twin, we catch issues before they happen."  
- Senior Design Engineer



### SMART PROJECT EXECUTION

#### Measures Introduced

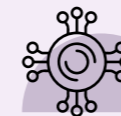
- Project planning synced with BIM
- Digital tracking of project progress and BOQ
- Paperless digital site checklists.

#### Technology Used

- Autodesk-based 5D BIM Modelling

#### What Our People Say

"Paperless checklists have made our site inspections quicker and more reliable. We save time and reduce errors"  
- Site Supervisor



### CONNECTED OPERATIONS

#### Measures Introduced

- Unified digital workspace with cross-functional data access
- Self-service dashboards for performance monitoring.

#### Technology Used

- Microsoft Power BI
- Microsoft Business Intelligence Platform

#### What Our People Say

"Power BI gives us a live pulse of the business. We're no longer working on assumptions but real-time insights"  
- Operations Analyst



### EMPLOYEE ENABLEMENT

#### Measures Introduced

- Digital HR processes: recruitment, onboarding, learning, performance tracking.

#### Technology Used

- SAP SuccessFactors.

#### What Our People Say

"The digital HR platform made onboarding smooth and learning modules easy to access anytime -  
New Joiner



### STREAMLINED BUSINESS PROCESSES

#### Measures Introduced

- Paperless office workflows
- Automation of repetitive tasks
- Tools to support hybrid work and collaboration.

#### Technology Used

- UiPath for automation
- Power BI
- Laserfiche

#### What Our People Say

"Automation freed up our time from repetitive tasks and let us focus on meaningful work"  
- Process Owner

## Innovating with Purpose to Meet Consumer

We bring together customer experience, technology, and sustainability to create meaningful value throughout its projects. By applying modern digital solutions, the company improves operations and maintains high quality while focusing on environmental care. This balanced approach helps Oberoi Realty deliver spaces that meet customer needs and support long-term responsible growth.

Focus Area	Key Initiatives Implemented	Technology Solutions Deployed	Impact on Customer Experience	Alignment with Sustainability
Customer Engagement	CRM platform integrated with core ERP; Interactive website redesign	Salesforce ecosystem; Website with chatbot	Personalized interactions: instant support enhances satisfaction	Oberoi Realty's digital tools significantly reduce paper consumption and overall environmental footprint.
Intelligent Project Design	Digital Twin creation for informed decision-making; Virtual pre-construction issue resolution	5D BIM modelling via Autodesk BIM Platform	Better decision-making; reduces delays	Early detection of issues through digital modeling helps us minimize material waste on projects.
Smart Project Execution	BIM-synced planning; Digital progress tracking; Paperless site checklists	Autodesk 5D BIM modelling	Real-time updates improve transparency	ORL's implementation of paperless monitoring and reporting drives a substantial reduction in environmental impact.  By enabling remote collaboration, we lower travel requirements, thereby cutting associated emissions and resource use.
Connected Operations	Unified digital workspace; Self-service business dashboards	Microsoft Power BI; Business Intelligence	Quick access to data supports faster decision-making	

Focus Area	Key Initiatives Implemented	Technology Solutions Deployed	Impact on Customer Experience	Alignment with Sustainability
Employee Enablement	Digital HR processes for recruitment, onboarding, learning, performance tracking	SAP SuccessFactors	Streamlined employee experience improves service quality	Oberoi Realty's digital tools significantly reduce paper consumption and overall environmental footprint.
Streamlined Business Processes	Paperless workflows; Automation of repetitive tasks; Collaboration platforms for hybrid work	UiPath; Power BI; Laseiche; MS Teams & Office365	Automation frees time for higher-value work	Early detection of issues through digital modeling helps us minimize material waste on projects.
Marketing Automation	Lead nurturing via customer journey analytics; Personalized website experience	Salesforce Dialer integration; Zapier	Tailored marketing enhances engagement	ORL's implementation of paperless monitoring and reporting drives a substantial reduction in environmental impact.
Booking Management	Document management; SAP ERP integration as single source of truth; Inventory & booking reporting	Salesforce; SAP ERP	Transparent booking updates build customer trust	By enabling remote collaboration, we lower travel requirements, thereby cutting associated emissions and resource use.
Post-Sales & Leasing	Customer query management; Service call recording; End-to-end leasing; Online booking portal	Salesforce Service Module	Fast query resolution boosts satisfaction	

## Digital Platforms

We focus on supporting our employees' wellbeing while employing technology to boost their productivity. Our efforts center on technology initiatives that provide competitive benefits. Significant investments have been made in building digital platforms that enhance value for all stakeholders. Some of these platforms include:

### ● CLOUD BASED

- Customer care calling systems and processes have transitioned from on-premises infrastructure to cloud-based telephony.

### ● OFFICE 365 PLATFORM

- MS Teams is extensively used for internal collaboration, enabling smooth communication and teamwork among employees.
- Employee trainings and awareness sessions were conducted before lockdown to prepare the organization for work-from-anywhere arrangements.
- Townhalls were held during lockdown using MS Teams, hosted by ORL top management.
- Secure collaboration among ORL employees and business partners has been effectively managed through Teams.
- OneDrive is employed for secure data sharing and collaboration.

### ● PRIMAVERA

- Used for project planning and scheduling to improve performance.
- Integrated with SD BIM Model for construction scheduling.
- Construction sequencing using Primavera BIM Model.
- Regular progress updates shown in BIM Models.
- Boosts planning accuracy.
- Reduces risk of schedule overruns.
- Provides visibility to identify bottlenecks and enable early corrective action.

### ● TEAMLEASE COMPLIANCE TOOL

- Acts as a centralized platform for comprehensive compliance.
- Tracks and monitors litigation across the organization.
- Incorporates modules for compliance, litigation, and licensing management.

### ● POWER BI

- Dashboards created to monitor operational and sales efficiency, marketing, construction progress, procurement and contracts, architecture.

### ● DESIGN SOFTWARES

- Design processes have been digitized by adopting advanced software such as Sketch-up, Revit, and the Autodesk Construction Cloud (ACC) rendering engine.

### ● LASERFICHE

- Streamlines several business processes, including 24 IOM processes, CCD, MMS processes.
- Manages software change requests.
- Handles investment approval processes.
- Manages PO approval processes (both standalone and integrated with SAP).
- Oversees invoice processing for projects and non-projects.

### ● SALES FORCE(SFDC)

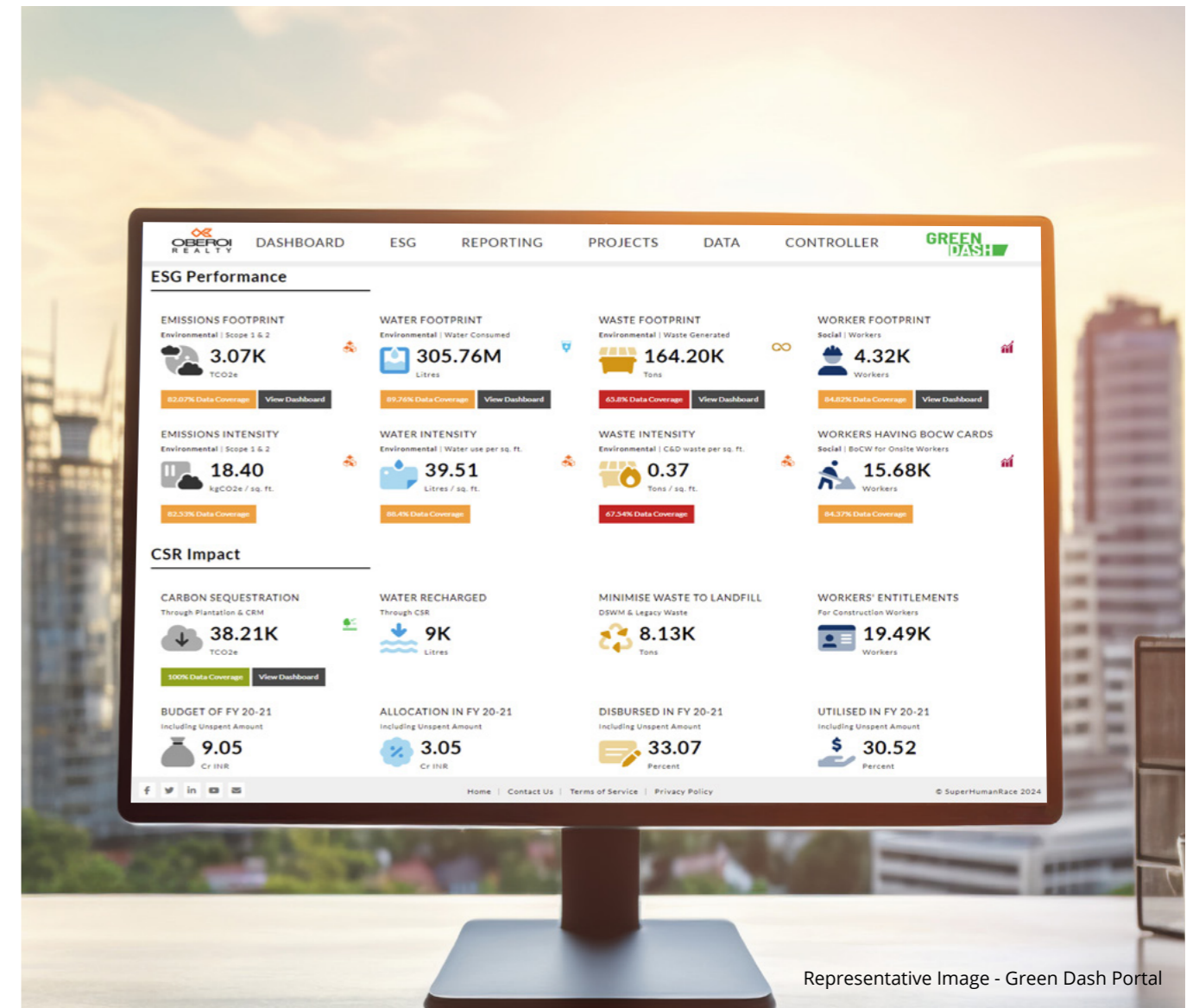
- Streamlining customer relationship management, enhancing sales and marketing efforts.
- Pre-Sales Module - Lead Management.
- Sales Module - Opportunity Management.
- Quotation and Booking Process.
- SAP-SFDC Integration.
- Case Management.
- Standardized Email Drafts.
- Document Generation.
- Expression of Interest - Launch Bookings.

### ● GREENDASH

- Provides a comprehensive platform for ESG (Environmental, Social, and Governance) management.
- Offers an ESG data monitoring portal.
- GHG emissions data accounting.
- Maintains an evidence repository.
- Provides dashboard analytics for performance monitoring.

### ● NIMBLE

- Builds stronger client connections through simplified contact management.
- PO-based invoice processing.
- Project PO.
- Project WO.
- Non-Project PO.
- Non-Project WO.
- Nimble Supply Portal



Representative Image - Green Dash Portal

# Impact of Technology Integration

## SOURCING PROCESS DIGITALIZATION

Sourcing from indent to RFQ approval; vendor onboarding included

**1,370 Cr INR**

Worth RFQs approved through the system

**1,400+**

Total RFQs handled

## INTERNAL APPROVALS WORKFLOW

Internal processes and approvals through digital workflows

**12,900+**

Documents generated and approved



## BIM-BASED PROJECT PROCESSES

Design, quality, and site execution digitized and mobile-enabled

**1.8L+**

Checklists

**52,000+**

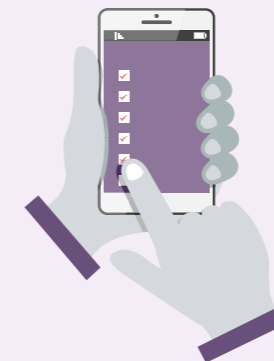
Site issues

**2,700+**

RFIs

**65,000+**

Transmittals and submittals



## EXPENSE MANAGEMENT

Employee expense management digitalized and integrated with ERP

**43,000+**

Expense transactions handled

**19+ Cr INR**

Worth transactions handled



## INVOICE PROCESSING

Invoice processing enabled through digital channels

**68,000+**

Invoices processed

**2,500 Cr INR**

Total value



## CONTRACT MANAGEMENT

Automated contract documentation integrated with Salesforce

**55,000 +**

Workflows executed

## IT HELPDESK SERVICES

IT helpdesk and support services digitalized

**26,800+**

Support tickets

**5,800+**

Checklists handled

# Manufactured Capital

Adopting responsible and sustainable manufacturing practices is seen as essential to maintaining long-term resilience and staying competitive in a market increasingly shaped by sustainability priorities. These practices are integrated into our core operations to ensure continued relevance and performance.

## PERFORMANCE HIGHLIGHTS IN FY 2024-25

- LEED O+M Platinum: Commerz-I, Commerz-II, Oberoi Mall, Westin Hotel
- LEED CS Gold: Oberoi International School (JVLR)
- LEED Pre-Certified Projects: Commerz-III (Platinum), SkyCity Mall, Three Sixty West (Towers A & B), Enigma, Eternia, SkyCity – all LEED Gold
- 30% of parking capacity EV-enabled across residential developments
- 87.75% of built projects are pre-certified or certified under credible rating systems (LEED, IGBC) with a minimum Gold rating.

## SDG LINKAGES



“ Built to Last, Designed for Impact and Enhancing Quality of Life

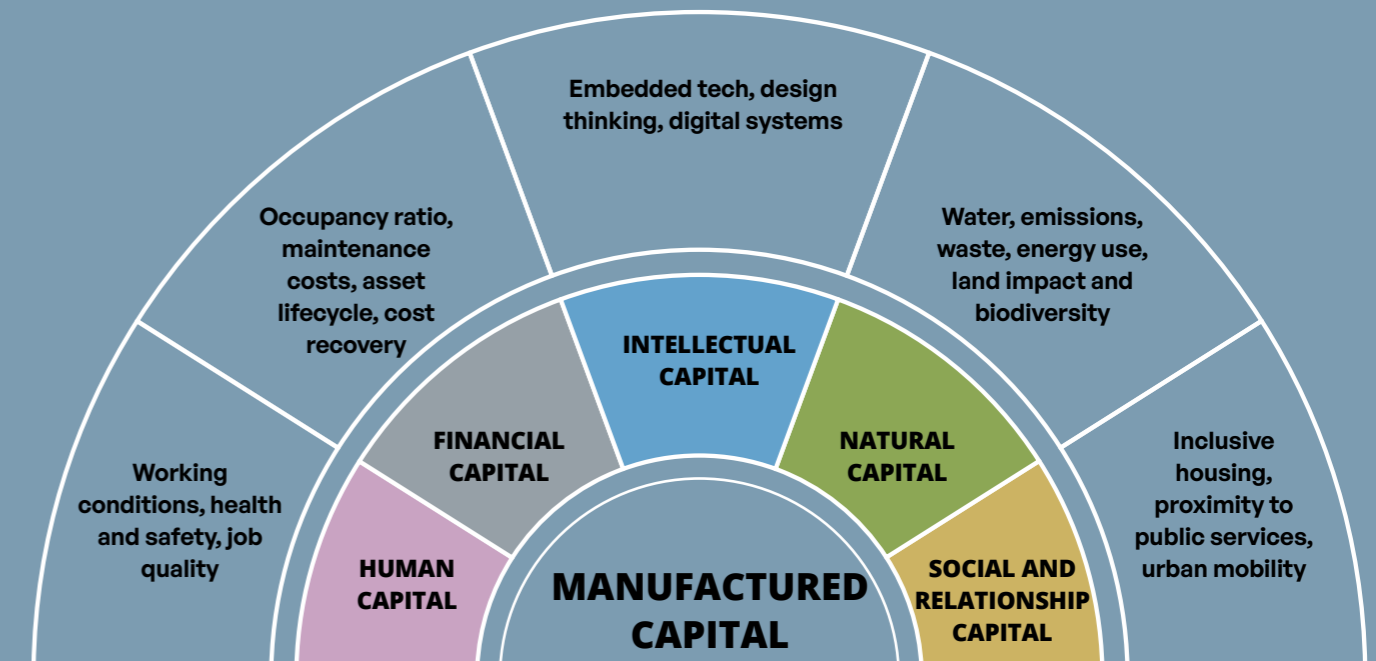
The construction and operation of buildings involve energy-intensive materials and processes that release greenhouse gases and particulate matter and disrupt natural nutrient cycles. Manufactured capital is therefore a major driver of environmental where we focus on optimizing design, material use, and sustainable construction.

## IN THIS SECTION

- Green Buildings
- Sustainable Stewardship
- Business Portfolio



## LINKAGE TO CAPITALS



# Manufactured Capital

Real estate developers are focusing on areas such as responsible use of natural resources, energy conservation, and improved waste management. Construction methods are being reviewed to reduce material use and improve durability, while design principles are being adapted to suit changing environmental needs.

This ongoing shift towards more mindful development not only responds to today's challenges but also prepares businesses to meet future expectations with greater confidence. Building in a way that respects both the environment, and the communities involved can lead to stronger project outcomes and a more stable growth path over time.

**At Oberoi Realty, we recognize the need to adopt responsible and sustainable manufacturing practices as essential for maintaining long-term strength and staying competitive in a market that is increasingly shaped by environmental concerns.**

## OUR PROJECTS THAT HAVE BEEN CERTIFIED



**LEED O+M PLATINUM**  
Commerz and The Westin MGC



**LEED CS GOLD**  
Oberoi International School - JVLR



**LEED O+M PLATINUM**  
Commerz-II



**LEED O+M PLATINUM**  
Oberoi Mall

## OUR PROJECTS THAT HAVE BEEN PRE-CERTIFIED



**LEED GOLD**  
Sky City Mall



**LEED PLATINUM**  
Commerz-III



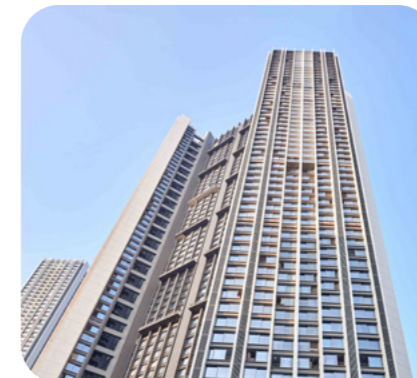
**LEED GOLD**  
Three Sixty West -  
Mixed Use Tower A



**LEED GOLD**  
Three Sixty West -  
Residential Tower B



**LEED GOLD**  
Enigma by Oberoi Realty



**LEED GOLD**  
Eterna by Oberoi Realty



**LEED GOLD**  
Sky City by Oberoi Realty

# 87.75%

**OF OUR PROJECT PORTFOLIO IS PRE-CERTIFIED/CERTIFIED UNDER LEED/IGBC WITH MINIMUM GOLD RATING LEVEL**


\*Remaining new/upcoming projects are registered under credible green building rating systems like LEED/IGBC and in process of achieving the pre-certification / certification status.

# Green Buildings


We are focused on addressing climate change through responsible manufacturing practices and the adoption of green building features across our projects. We aim for all new and ongoing developments to achieve at least a Gold rating or an equivalent certification from recognized rating bodies such as LEED (Leadership in Energy and Environmental Design), IGBC (Indian Green Building Council), or similar authorities.

One of the key sustainability features in our projects is the façade management system, which uses a high wall-window ratio and carefully selected glass to balance daylight access while limiting indoor heat gain. Material use is carefully planned through stress assessments and structural evaluations to ensure responsible consumption during construction. Environmental factors such as daylight, shadow patterns, wind loads, and the heat island effect are studied in the early stages of each project to support climate-conscious design. These efforts are guided by the company's "Environmental Sustainability Policy" and "Green Building Guidelines."


**Our company has developed a considerable green building portfolio in recent years which has enabled us to reduce the carbon footprint of our buildings and its occupants.**

- 


**SUSTAINABLE SITES**  
Design spaces that protect and enhance the natural environment.

  - Promoting biodiversity
  - Reducing heat island effect with green roofs and reflective materials
- 


**WATER EFFICIENCY**  
Conserve and reuse water through intelligent, efficient systems.

  - Using low-flow fixtures and water-efficient landscaping
  - Implementing rainwater harvesting systems
- 


**ENERGY & ATMOSPHERE**  
Maximize energy efficiency and reduce carbon emissions.

  - Incorporating energy-efficient HVAC, lighting, and appliances
  - Conducting energy modeling and commissioning
- 


**MATERIALS AND RESOURCES**  
Choose responsibly sourced, low impact building materials.

  - Selecting recycled, renewable, and low-emitting materials
  - Reducing construction waste through reuse and recycling
- 

**INDOOR ENVIRONMENTAL QUALITY**  
Create spaces that support occupant health and comfort.

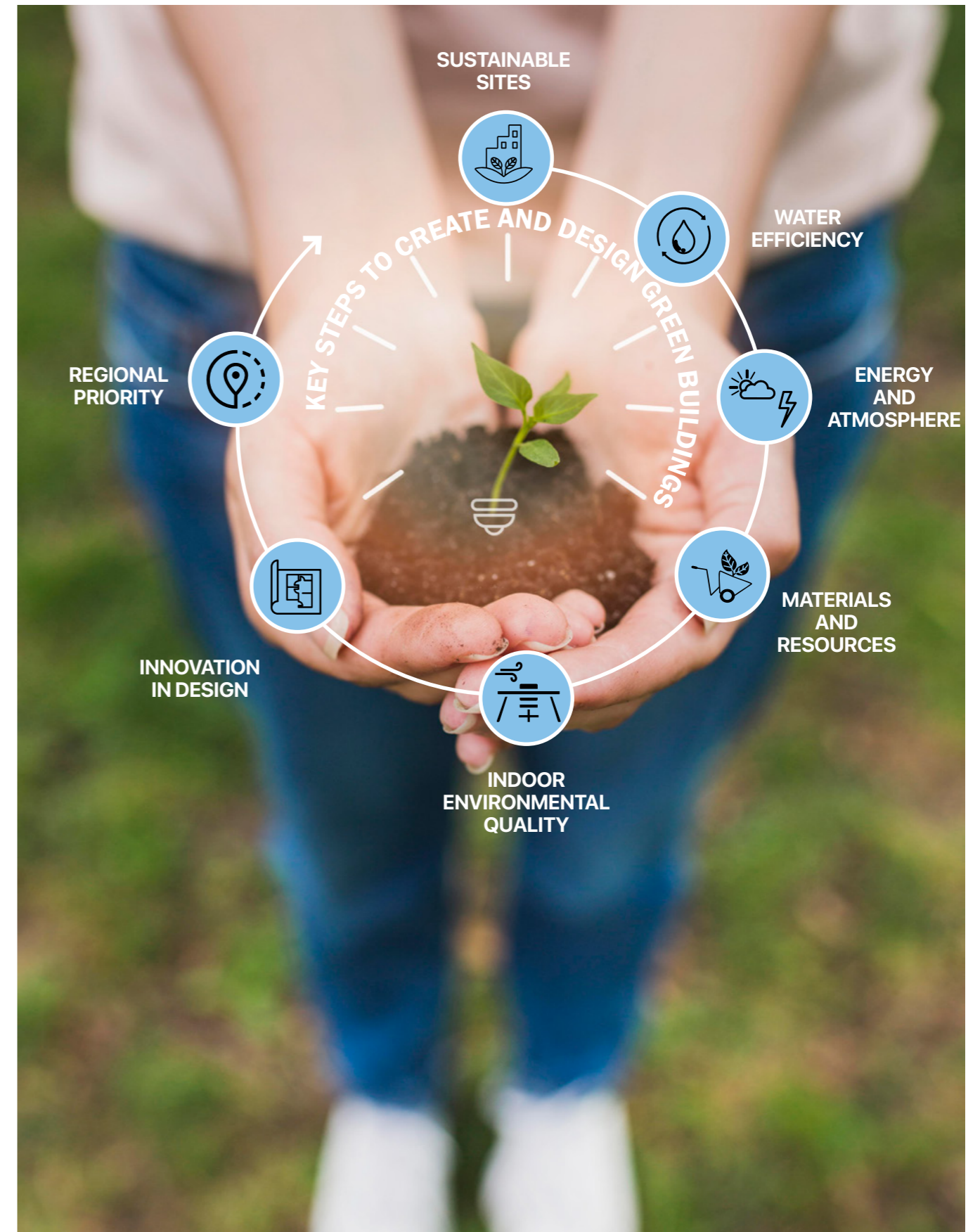
  - Maximizing natural daylight and ventilation
  - Using non-toxic, low-VOC paints, adhesives, and furnishings
- 

**INNOVATION IN DESIGN**  
Incorporate cutting-edge, sustainable, and creative solutions.

  - Implementing unique strategies beyond existing standards
  - Applying cutting-edge technology and design solutions
- 

**REGIONAL PRIORITY**  
Tailor strategies to regional and community needs.

  - Focusing on region-specific challenges
  - Aligning with local codes & priorities





Actual Image - Exquisite by Oberoi Realty, Goregaon



Actual Image - Oberoi International School, JVL R

We continue to apply Building Information Modelling (BIM) across all active projects, covering the full cycle from design to handover. This digital approach supports coordination among our consultants and construction partners. BIM has helped achieve conflict-free designs, appropriate space planning for interiors and exteriors, and better planning for both occupants and systems. Project tracking, budgeting, site execution, and improvements in quality and safety are also supported through mobile tools that improve day-to-day operations.

Management dashboards and reports are regularly generated to support planning and review. BIM is also being used for budgeting and estimation. A Common Data Environment (CDE) platform supports BIM by improving collaboration across internal teams and external partners during the design and construction phases. This approach has been adopted in several of our projects, including Elysian, Sky City, Commerz-III, Forestville Eterna, and Enigma by Oberoi Realty.

## BIM TECHNOLOGY VALUE ADDITION

### RESOLUTION OF CLASHES

Identification and elimination of design and construction conflicts at an early stage, reducing rework and delays on-site.

### BIM-DRIVEN DESIGN DECISIONS

Informed decision-making during design development through accurate visualizations, simulations, and data-driven insights.

### CONSTRUCTION PROJECT TRACKING

Real-time monitoring of project milestones, resource deployment, and site progress through integrated digital workflows.

### PRECISE QUANTITY AND COST RECONCILIATION

Accurate estimation of material quantities and associated costs, enabling better budget control and planning.

# Social Integration



## INCLUSIVE DESIGN

- All projects are planned using universal design principles that support accessibility for people of all abilities, including individuals with physical challenges.
- Mixed-use developments bring together residential, commercial, and recreational spaces, encouraging social interaction and the formation of diverse communities.
- Walkways, ramps, and public entrances are designed to accommodate wheelchair users, elderly residents, and parents with strollers.



## SOCIAL INFRASTRUCTURE

- Key facilities such as schools, healthcare centers, and community halls are included within our projects to meet the essential needs of residents and enhance everyday living.
- Open green areas, walking paths, and recreation zones are designed to encourage gatherings, promote well-being, and support a stronger sense of community.
- Early planning includes consultation with local stakeholders to assess and prioritize community needs.
- Daycare centers, and senior-friendly areas are added to promote learning, care, and intergenerational interaction.



## SAFETY AND SECURITY

- Public spaces are designed with adequate lighting and controlled access points to support a secure and comfortable environment.
- We work with local law enforcement through community-based initiatives to help improve safety within the surrounding neighborhoods.
- Surveillance systems are installed in key locations to support monitoring and response efforts.
- Emergency response systems and evacuation routes are built into the design to improve preparedness during critical situations.
- Buildings are installed with fire-fighting equipment like fire hose reels, sprinklers, fire extinguishers, fire chutes and refuge floors to protect people in fire emergencies.



## CULTURAL INCLUSION

- Community spaces are designed to host events, festivals, and social functions that reflect and celebrate local culture and traditions.
- Public art installations and design elements often incorporate regional identity, helping to build a sense of pride and belonging.
- Open spaces are made adaptable for seasonal celebrations, promoting inclusion of diverse cultural practices.
- Local artists and crafts people are engaged during cultural events planned across our commercial and mall spaces.



## ACCESS TO PUBLIC SERVICES

- Our project locations are selected to ensure residents have convenient access to public transport, utilities, and civic services.
- Efforts are made to improve connectivity within and around the site to support ease of movement for all users.
- Walking and cycling infrastructure is provided to encourage sustainable and accessible modes of transport.
- Coordination with municipal authorities helps ensure proper drainage, waste management, and water supply systems are in place.

## IMPLEMENTATION AND MONITORING

### Due Diligence Checklist

- Social inclusion forms a part of our due diligence process, with clearly defined criteria that ensure each project supports inclusive growth and community building.

### Planning and Development

- Considerations related to social impact are included in decisions around site selection, project layout, and the range of amenities offered.
- Regular assessments are carried out to review outcomes and make adjustments where needed, helping to strengthen the long-term social impact of each development.



## ENHANCEMENT OF LIFESTYLE:

- Developments include facilities such as fitness centers, landscaped gardens, entertainment zones, and leisure areas that contribute to a balanced and fulfilling lifestyle.
- Our focus remains on creating active and connected communities that support physical health, social well-being, and recreational engagement.
- Dedicated zones for children and senior citizens are incorporated to serve the specific needs of different age groups.
- Community engagement programmes such as wellness workshops, indoor sports & fun events, and cultural gatherings are regularly planned across our commercial and mall premises to foster participation.



## ECONOMIC OPPORTUNITIES

- Construction activities create job opportunities for the local workforce, supporting livelihoods and contributing to regional economic development.
- Our procurement practices give preference to local suppliers and service providers, helping to strengthen ties with nearby communities.
- Skill development and training sessions are arranged for construction workers deployed at under-construction sites to enhance their employability.
- Facilitating access to social protection schemes for construction workers through awareness drives and registration camps in collaboration with NGO partners.

## Oberoi Garden City – A Benchmark in Integrated Urban Development

At Oberoi Realty, we view real estate as a catalyst for building vibrant, inclusive communities. Our focus on integrated developments, combining commercial, residential, retail, hospitality, and social infrastructure aims to create walkable, connected urban ecosystems that enhance social interaction, equity, and well-being. This philosophy is embedded across both new developments and redevelopment projects, aligning with our broader ESG commitment to foster social value and long-term community resilience. The following case study of Oberoi Garden City illustrates this approach in action.

### Overview

Oberoi Garden City (OGC), spanning approximately 80 acres in Goregaon East, Mumbai, exemplifies Oberoi Realty's vision to create spaces that enhance the quality of life. Conceived on the principles of new urbanism, OGC integrates residential, commercial, retail, hospitality, and social infrastructure, fostering a self-sustained urban ecosystem.

### Design Ethos and New Urbanism Principles

OGC embodies Oberoi Realty's design philosophy grounded in new urbanism—fostering walkable, human-scale neighbourhoods with mixed-use functionality. The integration of work, live, learn, shop, and play experiences within one precinct reduces dependency on vehicular mobility, encourages community interaction, and promotes a balanced urban lifestyle. Thoughtful placemaking, seamless pedestrian connectivity, and a vibrant public realm further reinforce OGC's identity as a holistic destination.

### Sustainability Leadership

OGC's operational assets—Commerz I, II, III, and Oberoi Mall—reflect Oberoi Realty's steadfast focus on environmental stewardship through ongoing monitoring, optimization, and sustainable operations aligned with global green building standards.

### Impact and Recognition

By transforming Goregaon East into a thriving urban hub, Oberoi Garden City has become a benchmark for integrated, sustainable development in India. The project demonstrates how visionary design, ESG integration, and stakeholder-centric planning can collectively drive the creation of differentiated urban destinations that elevate quality of life.



Actual Image - Oberoi Garden City, Goregaon

## Integrated Development Components

**Retail and Entertainment:** Oberoi Mall serves as one of Mumbai's premium retail and entertainment destinations. With a curated selection of global and Indian brands, diverse dining options, and experiential entertainment, Oberoi Mall enhances the vibrancy of the OGC community. The mall is also LEED Platinum O+M certified, ensuring sustainable operations aligned with best-in-class environmental standards.

**Hospitality:** The Westin Mumbai Garden City hotel, a leading luxury hospitality destination within OGC, offers world-class accommodations, wellness experiences, and culinary excellence—seamlessly integrated into the fabric of this mixed-use development.

**Luxury Residential:** OGC's luxury high-rise residential offerings—Esquire, Exquisite, and Elysian—provide thoughtfully designed living spaces that balance comfort, aesthetics, and community living. These developments feature expansive green areas, pedestrian-friendly design, and comprehensive lifestyle amenities.

**Social Infrastructure:** The integrated masterplan of OGC also prioritizes social infrastructure, with the Oberoi International School - OGC Campus providing globally benchmarked educational opportunities to residents and the surrounding community. The school enhances the livability quotient of the development by meeting the educational needs of families within a safe, walkable environment.

**Grade A Commercial Spaces:** The International Business Park within OGC houses Commerz I, II, and III—landmark Grade A office towers that cater to leading Indian and global corporations. These commercial assets exemplify state-of-the-art design, operational efficiency, and environmental sustainability. Notably, Commerz I, II, and III have achieved LEED Platinum certification under the Operations and Maintenance (O+M) category, reflecting adherence to the highest standards of environmental performance.



Actual Image - Oberoi Garden City, Goregaon

# Sustainable Stewardship

We recognize our responsibility toward the environment we operate in and accept the role our company and industry must take in addressing climate change and supporting the shift to a low carbon future.

We take measured steps to reduce our environmental impact through responsible resource use, water management, and emissions control. Our practices reflect a deeper commitment to caring for natural systems while supporting long-term business continuity. These efforts form a key part of our approach to sustainable stewardship, where environmental care and operational responsibility go hand in hand.

## Attributes of Building Materials

We are conscious of the long-term environmental and health impacts of materials used across its projects. The company's approach focuses on informed selection and greater transparency, aiming to reduce harm to people and the planet through responsible choices in sourcing, composition, and performance of building materials.

## Environmental Product Declaration

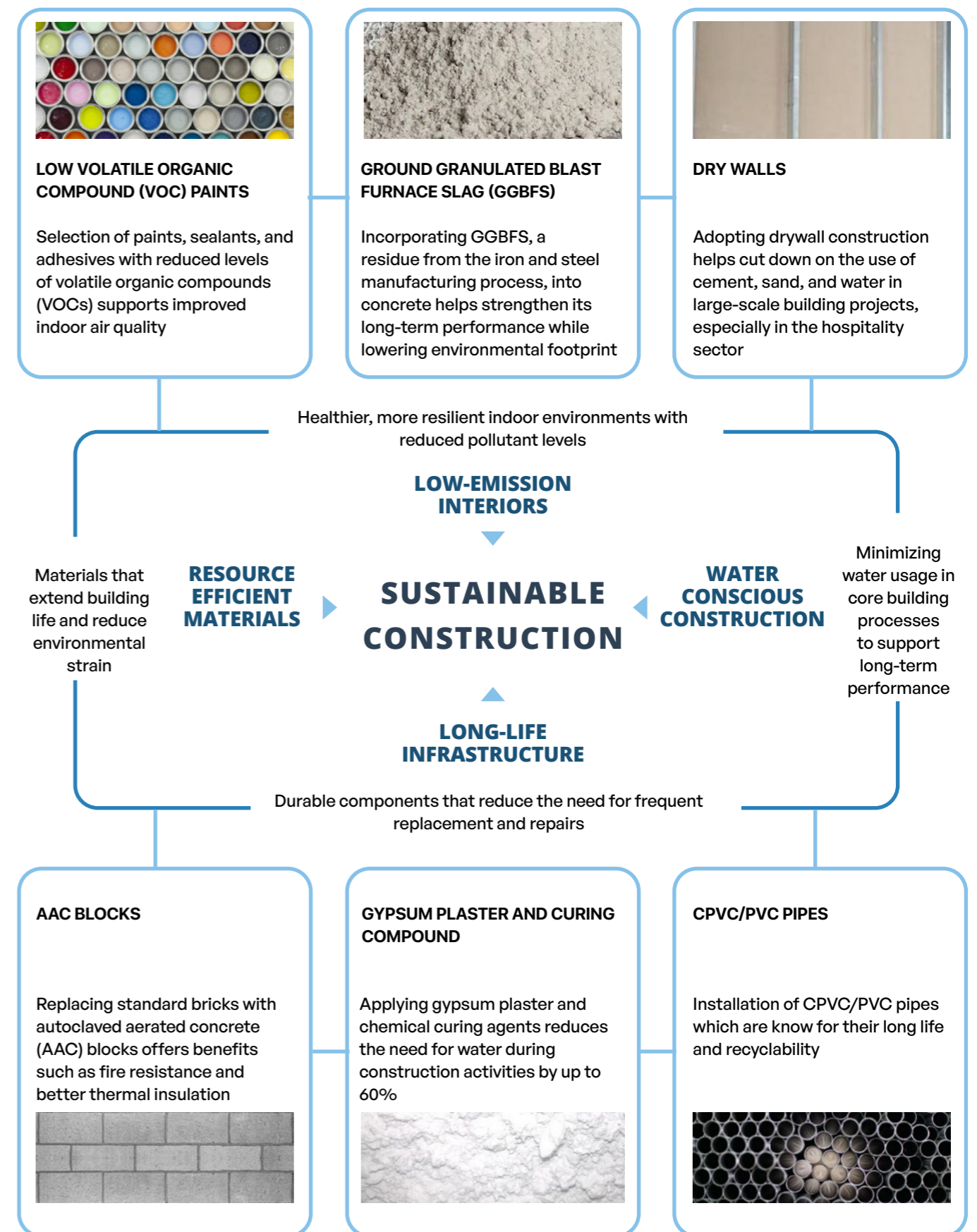
We have ensured that Environmental Product Declaration(s) are available at our project sites, detailing the life cycle environmental impacts of key building materials used in its projects.

## Health Product Declaration

Health Product Declaration(s) are available at our project sites, highlighting the material contents and associated health information based on established hazard lists.

The provided characteristics specification of building materials include:

- Prioritize the use of locally extracted or recovered materials to reduce transportation emissions and support the local economy.
- Adopt low embodied carbon materials to minimize the overall carbon footprint of its construction activities.
- Use low-emitting VOC materials to improve indoor air quality and ensure healthier built environments.
- Integration of renewable materials and those with recycled content to promote sustainable resource use.
- Oberoi follows the exclusion of "Red list" materials to safeguard both human health and environmental safety.
- Use third-party certified wood-based materials and products to ensure responsible sourcing and forest stewardship.
- Use of green certified material on all our projects
- Use of water fixtures that are designed to use less water than average water fixtures
- We ensure that a minimum of 30% of the total parking capacity has EV infrastructure In our residential developments



# Business Portfolio

**Oberoi Realty has built a well-established presence in Mumbai with about 50 projects across key locations in the city.**

Oberoi Realty continues to hold a strong position in Mumbai's real estate market, having almost 50 projects across the city. These developments, which include contributions from the company and the promoter group, together account for approximately 15.9 million square feet of constructed space and 34.4 million square foot in the making as of March 2025. Our ongoing goal is to shape urban environments that are safe, functional, and well-suited to the needs of a growing population.

Building on the experience of over four decades, the company is now focused on expanding into new locations within Mumbai as well as neighbouring areas. This effort reflects our long-term vision to meet demand while maintaining high construction standards.

The quality of our built assets is closely linked to long-standing collaborations with architects, designers, contractors, and other key partners. We place strong emphasis on these relationships, as they support the delivery of projects at scale and contribute to steady progress across our construction portfolio.

Clear and timely communication remains a key part of our approach. We continue to share quarterly updates for ongoing projects through the MahaRERA platform, in accordance with the Real Estate (Regulation and Development) Act, 2016. These updates provide reliable information to customers and support transparency in all project stages.

Oberoi Realty operates across a wide spectrum of real estate segments, each carefully designed to address the diverse needs of modern urban living. Our projects reflect thoughtful planning, consistent execution, and a focus on creating meaningful spaces that cater to individuals, businesses, and communities.



## RESIDENTIAL

Our residential developments bring together thoughtful design and well-planned amenities to offer comfortable living experiences. These projects are located in key neighborhoods and aim to meet the expectations of a wide demographic of homebuyers.



## COMMERCIAL

The commercial portfolio features premium office spaces built with a focus on functionality and design. These developments are located in business-friendly areas and cater to a broad range of enterprises, from emerging startups to established firms.



## RETAIL

Our retail projects provide a comprehensive shopping and lifestyle experience. Positioned in high-footfall zones, they bring together a mix of local and global brands, food and beverage options, entertainment facilities, and well-managed common areas.



## SOCIAL INFRASTRUCTURE

As part of our commitment to creating self-contained urban ecosystems, we have developed educational and recreational spaces. These include facilities such as the Oberoi International School campus, which serve not only the residents of our developments but also the wider community.



## HOSPITALITY

The hospitality segment includes premium hotel offerings that combine high service standards with contemporary design. These developments cater to business and leisure travelers and contribute to the city's growing demand for quality hospitality experiences.

### a) Oberoi Garden City - Goregaon (East)

Situated in the western suburbs of Mumbai, Oberoi Garden City is the Company's flagship mixed-use development. Spread across approximately 83 acres, the project is located adjacent to the Western Express Highway and enjoys scenic views of Aarey Milk Colony. The site offers convenient access to key parts of the city and is approximately 10 kilometers from the international airport. The development combines residential, commercial, retail, hospitality, and educational facilities within a single integrated space.

### b) Eternia and Enigma – Mulund (West)

Eternia and Enigma are two premium residential towers being developed on adjoining land parcels of about 9 acres each in Mulund (West), a central suburban location in Mumbai. The site is positioned along LBS Marg, with open views of the Eastern Express Highway to the east and Yeoor Hills and Sanjay Gandhi National Park to the west. This is Oberoi Realty's first residential project in the eastern suburbs, offering a range of thoughtfully planned 3 BHK and 4 BHK configurations.

### c) Sky City – Borivali (East)

Sky City is being developed across an estimated 25-acre parcel in Borivali (East), with a projected carpet area of around 4 million square feet. Located just off the Western Express Highway, the project is well connected through a network of roads and public transport systems, allowing easy access to different parts of Mumbai. The development includes a collection of residential towers, a mall and a hotel planned around landscaped open spaces and modern amenities. It provides direct access to Devipada metro station.

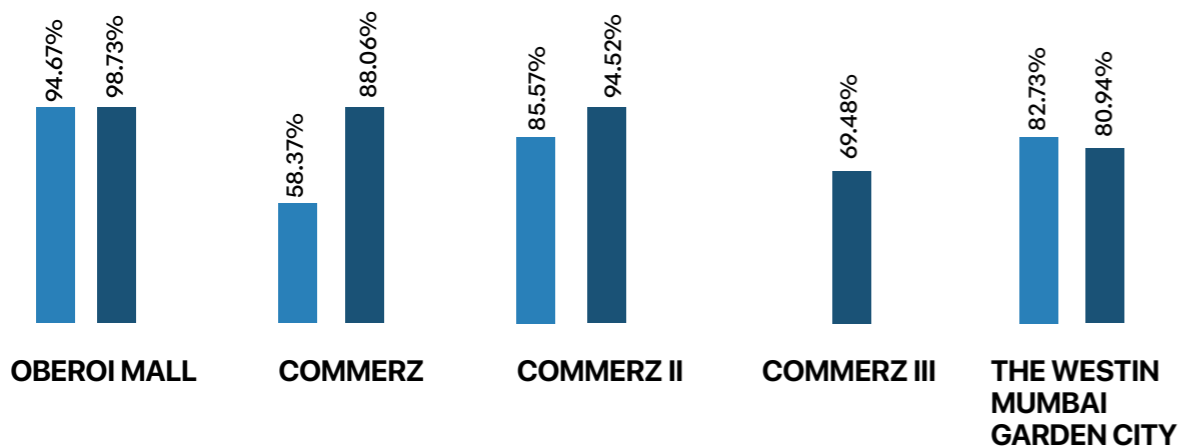
### d) Forestville – Kolshet, Thane

Located on an 18-acre plot in Kolshet, Thane, Forestville is a residential project inspired by the principles of Biophilia, focusing on natural elements such as light, water, and air. With an estimated carpet area of around 1.8 million square feet, the project seeks to offer residents an environment that supports overall physical and mental well-being, blending thoughtful design with open green areas and nature-oriented living.

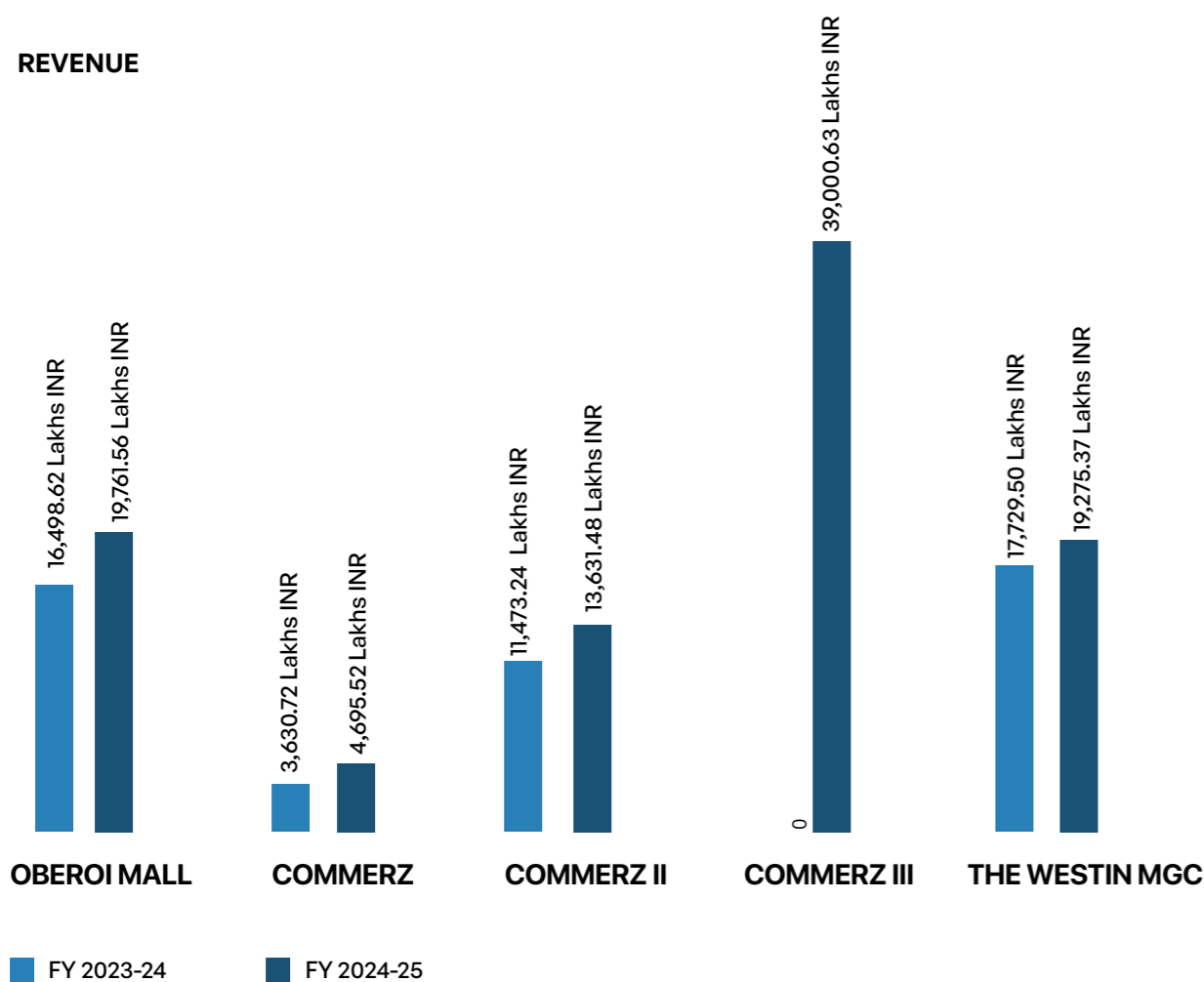
### e) Three Sixty West – Worli

Three Sixty West is a high-rise mixed-use development located on Annie Besant Road in Worli. The project comprises two towers, one residential while another is mixed used – residential and hotel. Designed to reflect international standards, it brings together spacious residences and premium hospitality in one of Mumbai's most sought-after addresses. From inception, the project aimed to set a new benchmark for high-end living in the city.

### OCCUPANCY



### REVENUE



### TOTAL RESIDENTIAL UNITS SOLD WITH SALES VALUE

#### ELYSIAN



Cumulative units sold:  
**680**

Total Sales Value:  
**5,34,406.80 Lakhs INR**

Revenue till FY 2024-25:  
**1,98,235.32 Lakhs INR**

#### ETERNIA



Cumulative units sold:  
**855**

Total Sales Value:  
**2,24,232.78 Lakhs INR**

Revenue till FY 2024-25:  
**2,56,421.50 Lakhs INR**

#### ENIGMA



Cumulative units sold:  
**542**

Total Sales Value:  
**2,21,497.05 Lakhs INR**

Revenue till FY 2024-25:  
**2,51,263.49 Lakhs INR**

#### SKY CITY



Cumulative units sold:  
**2,453**

Total Sales Value:  
**7,15,435.29 Lakhs INR**

Revenue till FY 2024-25:  
**6,31,229.73 Lakhs INR**

#### FORESTVILLE



Cumulative units sold:  
**240**

Total Sales Value:  
**43,460.91 Lakhs INR**

Revenue till FY 2024-25:  
**8,146.14 Lakhs INR**

#### THREE SIXTY WEST

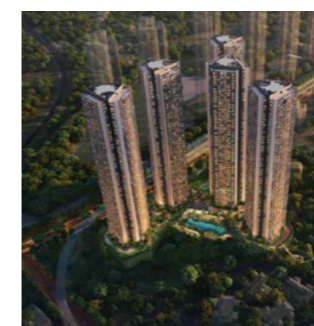


Cumulative units sold:  
**28**

Total Sales Value:  
**2,67,187.67 Lakhs INR**

Revenue till FY 2024-25:  
**2,16,222.41 Lakhs INR**

#### JARDIN



Cumulative units sold:  
**482**

Total Sales Value:  
**1,38,749.79 Lakhs INR**

Revenue till FY 2024-25:  
**6,226.56 Lakhs INR**

# Natural Capital

Our approach to natural capital is shaped by responsible use and preservation of environmental resources across all operations. This includes a clear emphasis on sustainable construction practices, efficient energy and water use, active efforts to minimize ecological impact, protecting biodiversity, maintaining green spaces and managing waste responsibly.

## PERFORMANCE HIGHLIGHTS IN FY 2024-25

- 7,893 Trees planted in FY 2024-25 with a survival rate of 100%
- Achieved 11,826 kWh energy savings through VFD installation in kitchen exhaust systems
- Reduced PNG gas usage by 6,546 SCM via steam pressure modulation in laundry
- Saved 17,714 kWh by replacing fluorescent lights with LEDs
- Achieved zero liquid discharge across operations
- 29.6% reduction in Scope 1 GHG emissions from FY 2023-24
- 60% water savings during construction by using chemical curing compounds
- Recycled 1,20,106 KL of water (48% of total consumption) in FY 2024-25 through advanced STPs
- 0 sites in eco-sensitive or protected zones

## SDG LINKAGES



“ Smart spaces, Seamless Systems and Sustainable Outcomes

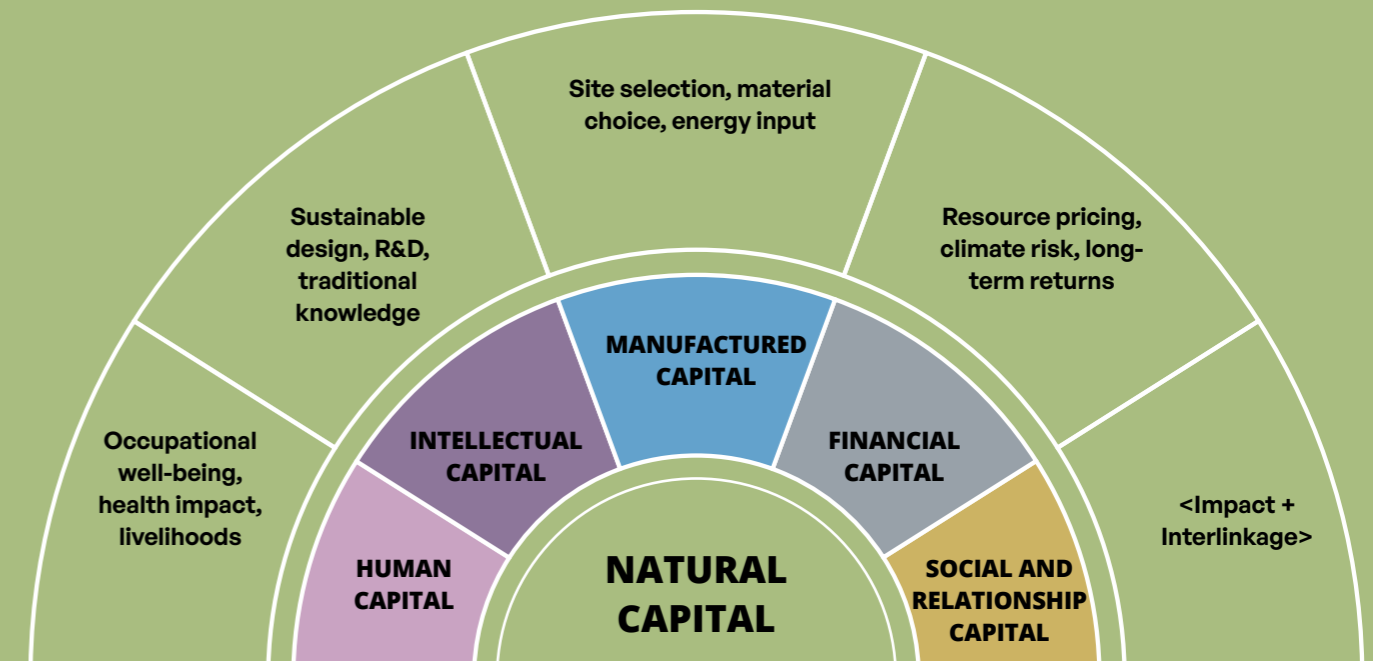
Natural ecosystems such as land, water, and raw materials form the foundation of Oberoi Realty’s developments. Responsible use of these resources enables the company to reduce emissions, preserve ecological balance, and minimize its impact on land and water systems.

## IN THIS SECTION

- Environmental Governance
- Material Management
- Energy Consumption
- Emission Reduction
- Physical and Transition Climate Risk Assessment
- Water Stewardship
- Waste Management
- Product Stewardship
- Biodiversity

CLIMATE CHANGE — FRESHWATER USAGE — BIOGEOCHEMICAL FLOWS — LAND-SYSTEM

## LINKAGE TO CAPITALS

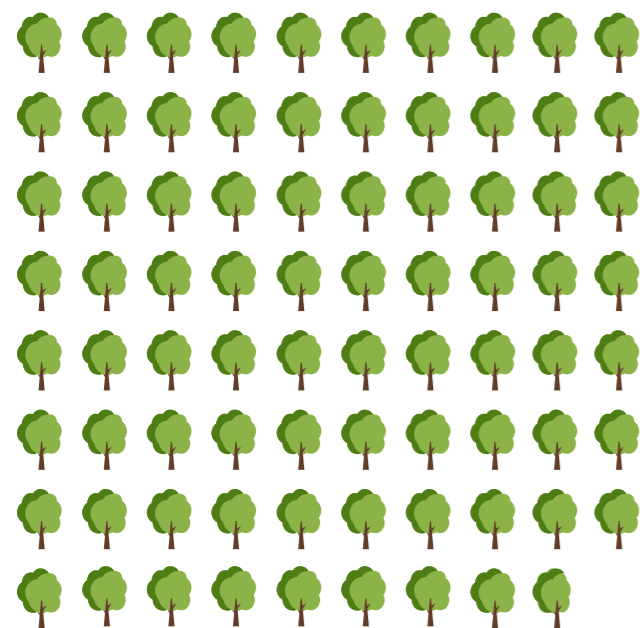


# Natural Capital

# 7,893

TREES PLANTED IN FY 2024-25 WITH A SURVIVAL RATE OF 100%<sup>31</sup>

 = 1,000 Trees

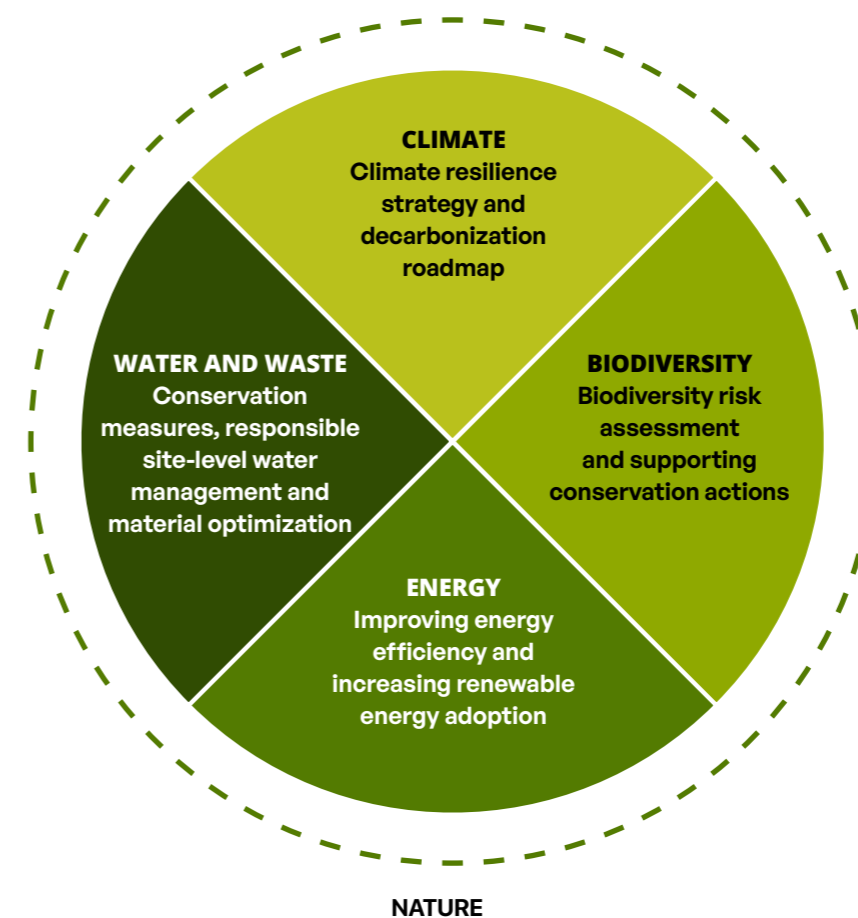


<sup>31</sup>GRI 305-5





The rising impact of climate change, along with growing concerns related to pollution, depletion of natural resources, and improper waste handling, is shaping the way the real estate sector approaches development and investment. The increasing frequency and intensity of extreme weather conditions have led to a broader range of risks for companies, including greater exposure to physical damage, rising insurance expenses, market uncertainties, and regulatory pressures. As environmental and social expectations continue to evolve, it is becoming increasingly necessary for businesses to adopt comprehensive measures that address these challenges while supporting long-term value creation.

Oberoi Realty's sustainability strategy reflects a comprehensive approach to managing its environmental impacts and dependencies across the real estate value chain. Our focus is on energy efficiency, lowering carbon footprint, climate-resilient strategy, sustainable water use, responsible waste management and biodiversity preservation—embedding these principles into construction, operations and stakeholder engagement.

**Compliance with environmental regulations is a key part of Oberoi Realty's approach to responsible growth. By meeting legal standards across all projects, the company reduces risks and builds trust with stakeholders.**







## EXEMPLARY IMPACTS AND DEPENDENCIES ON NATURE FOR REAL ASSETS

-  **Climate**  
Carbon Footprint, Resilience, Compliance
-  **Energy**  
Consumption, Efficiency, Renewables
-  **Water and Waste**  
Consumption, Discharge, Quality, Construction Waste
-  **Biodiversity**  
Land Use, Habitat

### ▲ ORL'S IMPACTS ON NATURE

### ORL'S DEPENDENCIES ON NATURE ▼

-  **Climate**  
Climate Risks, Climate-Smart Design
-  **Energy**  
Energy Mix, Construction Materials
-  **Water**  
Water Availability, Water Systems
-  **Biodiversity**  
Green Cover, Local Ecosystems



Identifying and addressing environmental risks plays an essential role in ensuring business continuity and long-term resilience. With climate-related risks becoming more frequent, early action is a key part of our strategy. All project sites undergo Environmental Impact Assessments during the planning and design phase. These assessments allow us to create specific mitigation plans, which are incorporated into our overall disaster preparedness measures.

We have expanded our focus to include environmental responsibility within our supply chain. Vendors are required to meet defined environmental expectations before being approved as partners. These include the presence of structured environmental management processes, adherence to all relevant laws and regulations.

Our approach reflects a continued commitment to building responsibly, reducing risk, and creating lasting benefits for the environment and the communities we serve.

At Oberoi Realty, we are committed to responsible development practices that respect and preserve the natural surroundings of our project sites. Every project is planned with attention to ecological balance, helping maintain the character of the local environment while delivering high-quality infrastructure.

#### **PRESERVING EXISTING GREEN COVER**

We make consistent efforts to retain a substantial portion of the original landscape during the development phase. In most cases, around 10-25% percent of the natural terrain is preserved, allowing native vegetation and local topography to remain an integral part of the final development.

#### **PROTECTING TREE COVER THROUGH TRANSPLANTATION**

In line with our approach to minimize environmental impact, we aim to transplant approximately 40-50% of existing trees to suitable locations either within the same site or nearby areas wherever required and possible.



# Environmental Governance

## Management Review and Control Process

To maintain high standards of accountability and performance, our organization has put in place a structured management review and control process that includes both internal and external evaluations.

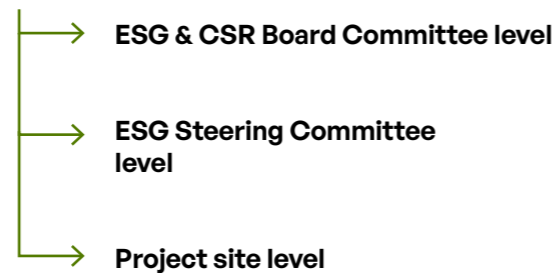
### Robust Audit Mechanism

- At least three internal audits are conducted at every site, annually, to assess compliance, monitor progress, and identify areas for improvement.
- One external audit is carried out at all sites to ensure adherence to statutory requirements and independent verification of environmental and governance practices.

**Our Environmental Management System provides a clear and organized approach to identifying and addressing environmental impacts, reducing associated risks, and supporting ongoing improvement in our environmental practices and performance.**

<sup>32</sup>GRI 2-27

## QUARTERLY MANAGEMENT REVIEW MEETINGS



These regular reviews help maintain transparency, support decision-making, and ensure the smooth execution of sustainability objectives across all projects.

At Oberoi Realty, we maintain a strong focus on environmental responsibility across all aspects of our work in real estate development. We have introduced a structured Environmental Management System guided by our Environmental Sustainability Policy and designed in line with ISO 14001 guidelines, to help us identify, assess, and respond to environmental concerns while keeping our practices in line with globally accepted standards.

We have established a compliance tracking mechanism to closely monitor environmental compliance. During the last financial year, there were no reported violations or lapses related to environmental standards<sup>32</sup>. For every applicable project, an Environmental Impact Assessment is conducted before any construction activity begins, aligned to MOEFCC requirements. This step ensures that we understand the potential environmental effects of our projects in advance and can plan accordingly.

During construction, we work closely with all contractors to make sure their work complies with environmental rules and standards. This includes regular monitoring and encouraging the use of responsible practices related to the use of energy and water, the handling of waste, maximize use of recycled or green certified materials and the control of pollution throughout every stage of development across our project locations and operational sites.

Our goal is to reduce negative environmental effects while maintaining the quality and safety of our developments. This is highlighted through our internal mandate to achieve a minimum Gold rating under credible green building rating systems such as the Indian Green Building Council and the Leadership in Energy and Environmental Design, or other equivalent benchmarks.

Our efforts to manage waste are applied across both projects under development and operational leased spaces. We are working toward the long-term goal of reducing waste sent to landfills. To support this, we have installed dedicated collection and segregation area for multiple types of dry waste including plastic, along with an Organic Waste Converter for wet waste, at all our commercial and retail malls, ensuring segregation of waste at the point of disposal. We have established partnerships with authorized waste collection and recycling service providers who handle and treat the separated waste responsibly. In our completed residential properties, we encourage residents to take part in waste segregation by providing them with dedicated waste collection and segregation facility.

To ensure consistent awareness and cooperation, we regularly provide updates, training material and best practice guidelines for our property managers and

tenants. These materials help keep all stakeholders informed of current procedures and relevant regulatory changes.

Based on our understanding of the environmental aspects of our work, we have defined a set of measurable objectives that reflect our intention to reduce negative impacts and are thus reviewed periodically to track progress. We have introduced Green Dash, a digital platform that gathers and analyses environmental data using artificial intelligence and machine learning methods. This platform helps us view and manage the environmental performance of our entire built portfolio and offers insights on trends, areas of concern, and opportunities where timely action can improve environmental results.

Through these ongoing efforts, Oberoi Realty remains committed to responsible environmental practices while building long-term value for our customers, partners, communities and investors.

“

*We use Green Dash to capture over one million ESG data points each year, supporting improved asset performance and operational outcomes across both environmental and financial metrics.*



### Scope 1 & 2 Emissions Footprint

(tCO<sub>2</sub>e)

**26,899.18**

Total emissions

### Emissions Intensity

(tCO<sub>2</sub>e / sq.ft.)

**0.018**

Emissions relative to sq.ft. built-up office area and leased common areas



### Budget and Allocation (FY 2024-25)

(Lakhs INR)

**3,967.50**

Annual CSR budget which is allocated to identified and approved projects\*

### Utilized (FY 2024-25)

(Lakhs INR)

**1,309.74**

Funds spent\*

\*Most of the allocated fund is for multi-year projects and thus the amount utilized is less.

### Waste Footprint

(Metric tons)

**3,45,999.04**

Total waste generated

### Water Footprint

(KL)

**1,21,369.00**

Total water consumed

### Minimize Waste to Landfill (through CSR)

(Metric tons)

**1,297.78**

Waste diverted from landfills

### Workers' Registered for Social Entitlements

**29,000**

Social welfare beneficiaries



### Waste Intensity

(Metric tons / sq.ft.)

**0.23**

Waste generated per unit area

### Water Intensity

(KL / sq.ft.)

**0.08**

Water consumption per unit area



### Carbon Sequestration

(through CSR)

(tCO<sub>2</sub>e)

**737.91**

Environmental initiative



### Workforce Footprint

(tCO<sub>2</sub>e/ FTE)

**18.15**

Emissions relative to permanent workforce

## Environmental Sustainability Policy

Oberoi Realty has a publicly available group-wide Environmental Sustainability Policy that reflects the company's continued focus on responsible growth, environmental stewardship, and sustainable development. This policy outlines a clear direction for minimizing the environmental impacts of our business activities and reinforces our long-term commitment to sustainability across our operations and value chain. The environmental sustainability policy is publicly accessible on our corporate website: [Environmental Sustainable Policy](#)

### Policy or Commitment Aspects

- Establishing clear accountability for policy implementation by defining specific responsibilities across departments and business units
- Ensuring continuous improvement of environmental performance by periodically reviewing environmental practices and identifying areas for enhancement
- Setting targets and objectives to reduce environmental impacts in key areas such as energy consumption, greenhouse gas emissions, water usage, and waste generation
- Consulting external stakeholders in the development or implementation of the environmental policy, including government bodies, sustainability professionals, environmental consultants, and community representatives
- Providing training for employees to understand the impact of the company on the environment, which is embedded in our Environment, Health, and Safety (EHS) training plan

### Scope of the Policy or Commitment

- Own Operations: All construction sites, development projects, and property management operations
- Suppliers: Contractors, vendors, and material suppliers are expected to align with our environmental standards as part of our procurement and contractor engagement processes
- Partners: Joint ventures and business alliances

are encouraged to adopt similar environmental values and standards in line with the company's sustainability approach.

### Policy or Commitment Endorsement and Oversight

- Board of directors: Provides strategic oversight and reviews progress against environmental goals.
- Executive management: Ensures that the policy is implemented effectively and integrated into business decisions and operational strategies.

### Environmental Management Systems Verification

Oberoi Realty has adopted an Environmental Management System (EMS) that is verified through internationally recognized standards and regularly audited to ensure its effectiveness. The EMS has been developed in alignment with ISO 14001:2015 and applies across multiple operational sites. This system is intended to guide the company's approach to identifying, managing, and improving its environmental performance. The certification and audit processes are conducted both by independent third-party agencies and internal teams based at the headquarters. These assessments ensure compliance with applicable regulations and help monitor progress on environmental targets.

The current EMS covers 100% group-wide operations and construction sites. Internal audits are conducted quarterly by the Environment, Health, and Safety (EHS) team based at Oberoi Realty headquarters to monitor compliance and performance trends. Details of the EMS certification, including scope and supporting documents, are made available publicly through our corporate website.

### Environmental Programs for Real Estate Portfolio

Oberoi Realty has in place structured corporate environmental programs that address key areas of environmental responsibility across its operations. These programs are designed to manage environmental risks, improve sustainability performance, and support responsible growth. As part of our approach, we conduct due diligence at pre-purchase, acquisition, investment,

and mergers stage comprising an internal assessment of each new property to identify potential concerns and compliance requirements, including environment. At the pre-purchase, acquisition, investment or planning stage, we also focus on establishing baseline environmental performance to set a foundation for future improvement. Post-acquisition, our design and ideation stage have a strong focus on environmental performance and resource efficiency, helping to manage environmental impact across our projects.

To ensure alignment across all stakeholders, we share guidelines, training, and newsletters to keep property managers and tenants up-to-date on emerging best practices and regulatory developments. We also incorporate green leases or ESG specific requirements in lease contracts to reinforce our commitment to sustainability across our leased portfolio.



Actual Image - Eternia by Oberoi Realty, Mulund

# Material Management



Actual Image - Enigma by Oberoi Realty, Mulund

The growing pressure on natural resources, driven by rising consumption, and unsustainable management practices, presents a serious and far-reaching environmental challenge. As the demand for key raw materials continues to outpace their natural availability, many businesses are beginning to face disruptions due to material shortages. These disruptions are not limited to supply delays but also affect production costs, operational planning and long-term growth prospects. Looking ahead, the strain on resources is expected to grow stronger, placing additional pressure on supply chains and making resource security a growing concern across industries. Responding to this challenge requires careful planning and a shift in traditional approaches to resource use. Adopting principles that promote the reuse and recovery of materials, sourcing responsibly with consideration for environmental and social impact and investing in advanced technologies that reduce resource dependence will play an important role in addressing the risks posed by scarcity.

**Oberoi Realty is focused on responsible material use by steadily increasing the proportion of recycled content in overall material consumption. We also give preference to green certified materials that support climate goals and contribute to reduced environmental impact across our projects.**

Proactive efforts in these areas can help reduce pressure on natural systems, improve business continuity and support the broader move towards responsible and sustainable development. These

measures will also help companies strengthen their ability to respond to future challenges related to environmental stress and resource availability.

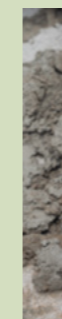
## Addressing Resource Scarcity through Responsible Material Choices at Oberoi Realty

Oberoi Realty is taking structured steps to address the growing concerns associated with the limited availability of natural resources. By focusing on thoughtful material selection and responsible sourcing across our projects, we aim to reduce environmental pressure while supporting project resilience and longevity. Below are some of the measures we have adopted:

## USE OF LOCALLY SOURCED MATERIALS

We encourage the selection of materials that are either manufactured or processed within a distance of four hundred kilometers from the project location. This practice helps reduce the emissions and fuel consumption related to long transportation routes. It also supports local suppliers and contributes to shorter delivery timelines and better project control.

## USE OF PRODUCTS WITH RECYCLED CONTENT<sup>33</sup>



We are replacing 40-70% percent of cement in the concrete mix with Ground Granulated Blast Furnace Slag based on design requirements. GGBFS is an industrial by-product from the iron and steel sector. The addition of this material improves the quality and long-term performance of concrete while lowering the environmental impact of its production, reducing carbon emissions from concrete production by nearly half.



Wherever practical, we also promote the use of materials such as UPVC, steel, and aluminum that contain recycled content. These materials are used across projects to support our resource conservation efforts.

## USE OF CLIMATE-SMART MATERIALS



We have adopted Autoclaved Aerated Concrete (AAC) blocks in place of traditional clay bricks. These blocks provide strong insulation, helping to maintain consistent internal temperatures and reducing the load on air conditioning systems. This contributes to energy savings of up to 30%, depending on usage conditions.

AAC blocks also produce less waste during handling and installation, with breakage being kept below 5%. Broken blocks from construction sites are collected and reused in backfilling and surface preparation, which supports better use of available resources and reduces disposal needs.

<sup>33</sup>GRI 301-2

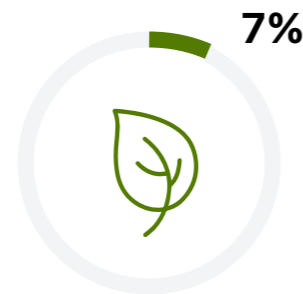
# Energy Consumption

The global energy crisis presents a growing concern for communities and industries across the world. Contributing factors such as disruptions in supply chains, ongoing geopolitical challenges, and the prolonged effects of the pandemic have added further strain to existing energy systems. In response, there is an increasing focus on accelerating the shift toward clean energy alternatives. This includes greater investment in renewable sources, expansion of clean energy infrastructure, and adoption of practices that reduce overall energy use.

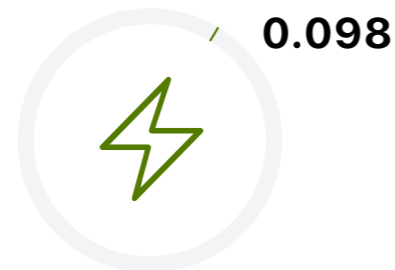
As part of our ongoing efforts, we have taken meaningful steps to improve the quality and composition of our energy use. These include increasing the contribution of renewable sources to our overall energy consumption and introducing structured programs that support lower energy use across operations. Through these actions, we aim to reduce our environmental footprint while continuing to build a responsible and forward-looking business.

**Oberoi Realty acknowledges the importance of responsible energy management. We have taken steps to increase the share of renewable sources in our overall energy mix and introduced several measures across our operations to reduce energy use and improve energy performance.**

**RENEWABLE ENERGY CONTRIBUTION**  
(% of total energy consumption)



**TOTAL ENERGY INTENSITY <sup>34</sup>**  
(GJ per square feet)



<sup>34</sup>GRI 302-3

Total Energy Consumed (GJ)	FY 2022-23	FY 2023-24	FY 2024-25
Diesel	633.58	823.25	460.34
PNG	15,654.80	15,410.16	15,651.08
Grid Electricity	1,49,893.67	1,14,229.73	1,19,301.95
<b>Total Non-renewable source</b>	<b>1,52,091.97</b>	<b>1,30,463.14</b>	<b>1,35,413.37</b>
Renewable Electricity	4,033.75	21,409.59	9,849.96
<b>Total renewable source</b>	<b>4,033.75</b>	<b>21,409.59</b>	<b>9,849.96</b>
<b>Total Energy consumed (Non-renewable + Renewable)</b>	<b>1,56,125.72</b>	<b>1,51,872.73</b>	<b>1,45,263.33</b>
<b>Energy Intensity (GJ/sq.ft of ORL owned office areas)</b>	<b>0.120</b>	<b>0.110</b>	<b>0.098</b>

\*100% of ORL's operations are considered for data coverage of energy consumption

## ENERGY MANAGEMENT FRAMEWORK

Oberoi Realty has adopted a structured approach to managing energy use across its operations, guided by clearly defined energy management programs. These programs reflect the company's broader goal of reducing its environmental footprint while improving operational practices.



### Energy audits:

Periodic energy audits are carried out across sites and operations to assess current consumption patterns. These audits help identify specific areas for improvement, enabling informed decisions on energy-saving measures.



### Quantified targets:

Established clear, measurable targets for energy savings. These targets guide project-level actions and help monitor progress at both operational and strategic levels.



### Use of green energy:

The company continues to increase the share of renewable sources such as solar/wind power in its energy mix. This shift supports its ongoing effort to move away from conventional energy sources and reduce emissions.



### Energy efficient training:

To strengthen awareness and accountability, the company conducts regular training programs for employees. These sessions equip staff with the knowledge and tools to actively contribute to energy-saving efforts across departments and projects.



### Progress Evaluation:

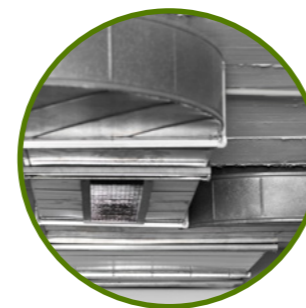
Progress towards energy reduction goals is systematically tracked and reviewed. This evaluation ensures that energy-saving actions remain effective over time and are adjusted when necessary to meet the company's performance expectations.



### Retrofitting existing systems:

Implement periodic servicing and upgradation of systems to reduce energy use. These include the installation of energy-efficient lighting, HVAC systems, and equipment, as well as improved energy monitoring practices and design interventions that lower overall demand.

## ENERGY SAVING AND ENERGY EFFICIENCY INITIATIVES/PROGRAMS



### VFD CONTROL FOR WESTIN MGC CAFETERIA KITCHEN EXHAUST AND MAKE-UP AIR UNIT

Westin MGC undertook an energy saving program by installing a control system for the kitchen exhaust and make-up air units in the cafeteria. The project replaced a 5.5 kW Direct-On-Line (DOL) motor with a 2.8 kW Variable Frequency Drive (VFD) setup, resulting in energy savings of 2.7 kW. With 12 hours of daily operation, the yearly energy savings reached 11,826 kWh. This translated to an annual cost saving of USD \$1,541. The total project cost was USD \$1,691, delivering a return on investment (ROI) of 1.1. This project reflects a practical approach to managing operational energy use more effectively.



### REPLACEMENT OF FLUORESCENT LIGHTS WITH LED FIXTURES ACROSS KEY AREAS

Oberoi Realty replaced fluorescent lights with LED fixtures across the lobby wall washers, first floor meeting rooms, and ballroom to improve lighting and reduce energy consumption. This shift led to an annual electricity saving of 17,714 kWh and a cost saving of USD \$2,308. The project, with a total cost of USD \$5,037 and a return on investment of 2.18, contributes to long-term energy saving with a warranty period of 5 years.



### PNG GAS REDUCTION THROUGH MODULATED STEAM PRESSURE IN LAUNDRY OPERATIONS

Westin MGC introduced a PNG gas saving initiative - Modulated steam pressure in laundry operations by operating the steam boiler at either 4 kg or 7.5 kg, based on demand. Wash temperatures were also optimized to reduce PNG Gas consumption. This measure helped reduce PNG gas usage while maintaining process performance. The initiative resulted in an annual saving of 6,546 SCM of PNG gas, with a cost saving of USD \$4,530.

# 8,379

USD IS THE CUMULATIVE ANNUAL ENERGY COST SAVINGS FROM THESE INITIATIVES.

**These initiatives contribute to our ongoing commitment to responsible energy use and support efforts to reduce overall consumption.**



Architect's impression - Oberoi Garden City, Thane

## CASE STUDY

# Smart Energy Control in High-Rise HVAC Operations

Oberoi Realty improved the energy performance of its HVAC system by introducing automated control between the primary and secondary chilled water zones. This initiative has resulted in daily energy savings of approximately 900 kilowatt-hours, with a capital investment of ₹5 lakhs and a return on investment within one month.

### Overview

In one of its high-rise buildings, Oberoi Realty operates a central HVAC system divided into two zones. The primary zone covers floors one to fifteen, and the secondary zone spans floors sixteen to thirty. The system uses Plate Heat Exchangers located at the sixteenth floor. Previously, the chilled water flow did not adjust with the change in cooling demand from tenants, leading to unnecessary energy consumption.

### Objective

The main goal was to improve energy control by allowing the HVAC system to respond in real time to variations in space load across the building. This included enabling communication between the two zones to better manage chilled water circulation.

### Impact

- Improved control of chilled water flow based on actual demand
- Reduction in pump and chiller run-time during periods of lower occupancy
- Daily energy savings of approximately 900 kilowatt-hours.

### Key Outcomes

- Pressure and temperature transmitters installed to monitor and manage flow
- Control valves added to regulate chilled water supply and bypass flow when needed
- Primary pump programmed to maintain minimum required flow to chiller

- Building Management System now adjusts operations based on live data
- Project paid back 5 lakhs INR invested within a month.

**We provide energy efficiency training to our employees, contractors, and workers through a structured training plan. These sessions are designed to build awareness and encourage responsible energy practices across all operational levels.**

### Energy Consumption<sup>35</sup>

#### Operational renewable energy

As part of our continued efforts to create positive environmental impacts, we have increased the share of renewable energy in our overall consumption. In FY 2024-25, renewable energy contributed 7% to our total energy consumption.

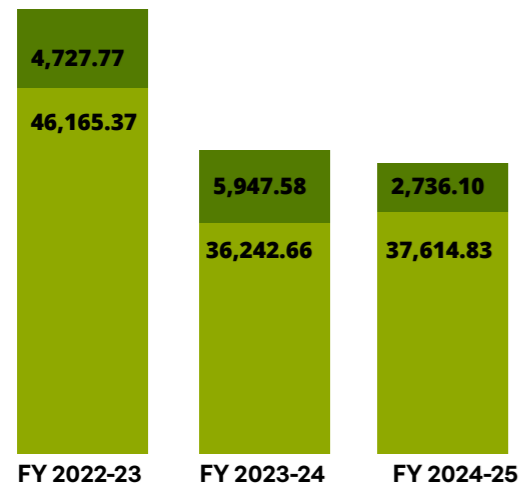
#### Energy saving and energy efficiency initiatives/ programs<sup>36</sup>

Alongside the higher use of renewable energy, we have sustained our focus on responsible energy usage through a combination of ongoing and new initiatives and programs. These efforts are aimed at managing energy consumption more responsibly and identifying areas for improvement.

#### ENERGY CONSUMPTION

(MWh)

- Total non-renewable energy consumption
- Total renewable energy consumption



\*100% of ORL's operations are considered for data coverage of energy consumption

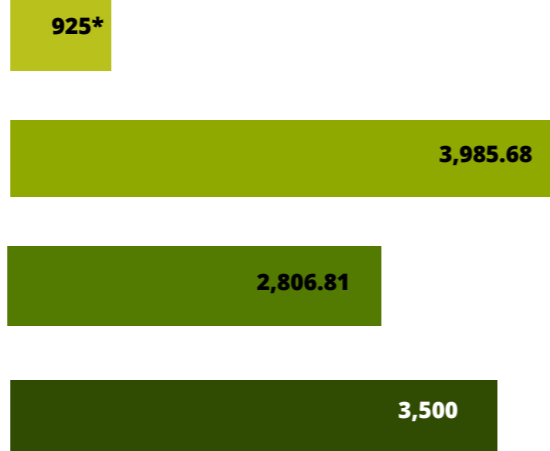
### Direct Greenhouse Gas Emissions (Scope 1)<sup>37</sup>

Oberoi Realty monitors and reports its total direct greenhouse gas emissions (Scope 1) based on a reliable and auditable data acquisition and aggregation system. These emissions are primarily from the combustion of different fuels across operations and the fugitive emissions from air-conditioning or other systems and reported annually.

#### DIRECT GHG EMISSIONS (SCOPE 1)

(metric tons of CO<sub>2</sub> equivalents)

- FY 2022-23
- FY 2023-24
- FY 2024-25
- TARGET FOR FY2025



\*100% of ORL's operations are considered for data coverage of Scope 1 emissions

\*\*FY 2022-23 value is comparatively less from subsequent years as we started accounting for fugitive emissions from FY 2023-24 onwards.

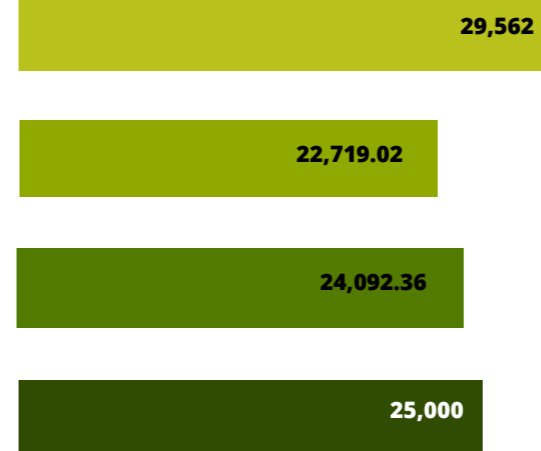
### Indirect Greenhouse Gas Emissions (Scope 2)<sup>38</sup>

Oberoi Realty tracks its Scope 2 indirect greenhouse gas emissions from purchased and reports both location and market-based emissions, as prescribed by the GHG Protocol. These emissions are primarily from electricity consumption across operations annually.

#### INDIRECT GHG EMISSIONS (SCOPE 2)

Location-based  
(metric tons of CO<sub>2</sub> equivalents)

- FY 2022-23
- FY 2023-24
- FY 2024-25
- TARGET FOR FY2025



\*100% of ORL's operations are considered for data coverage of Scope 2 emissions

### Indirect Greenhouse Gas Emissions (Scope 3)<sup>39</sup>

Oberoi Realty monitors and reports its total Scope 3 indirect greenhouse gas emissions based on the GHG Protocol Corporate Value Chain Standard. These emissions represent the upstream and downstream impacts across the company's value chain. The data provided covers all 15 categories, as applicable, outlined by the protocol. Where applicable, relevant calculation methodologies and exclusions have been specified to ensure transparency and consistency in reporting.

#### INDIRECT GHG EMISSIONS (SCOPE 3)

(metric tons of CO<sub>2</sub> equivalents)



\*100% of ORL's operations are considered for data coverage of Scope 3 emissions

<sup>40</sup>Total Scope 1 & 2 intensity for FY 2024-25 is 0.018 tCO<sub>2</sub>e/ sq.ft. of ORL owned office/ retail areas

<sup>35</sup>GRI 302-1, <sup>36</sup>GRI 302-4 and GRI 305-5

<sup>37</sup>GRI 305-1

<sup>38</sup>GRI 305-2, <sup>39</sup>GRI 305-3, <sup>40</sup>GRI 305-4

Scope 3 Category	Emissions in the reporting year (metric tonnes CO <sub>2</sub> e)	Emissions calculation methodology and exclusions
<b>1. Purchased goods and services</b>	5,30,355.76	Considering the nature of data Average data and Spend based methods are used to calculate emissions from purchased goods and services. Average data method - Emission factors were taken from India Construction Materials Database of Embodied Energy and Global Warming Potential Methodology Report for top 20 materials contributing in purchase. Spend based method - Emission factors from United States Environmentally-Extended Input-Output (EEIO) Model have been used to assign emission factors excluding top 20 materials.
<b>2. Capital goods</b>	3,663.81	To determine the total contribution from Capital Goods, the total expenditure is multiplied by the corresponding emission factor.
<b>3. Fuel-and-energy-related-activities</b>	7,509.13	Upstream Emissions of Purchased Fuels – The Well-to-Tank (WTT) emission factor of fuels consumed have been considered from DEFRA emission factors have been considered to be representative of Indian activities.
<b>4. Upstream transportation and distribution</b>	11,394.03	The emissions have been calculated for road and sea logistics involved in Raw material movement from supplier to operational sites.
<b>5. Waste generated in operations</b>	123.38	The emissions have been calculated on the basis of waste-type-specific method. This method uses emission factors for specific types of waste and waste treatment methods.
<b>6. Business travel</b>	28.50	This category encompasses all emissions from the transportation of employees for business-related activities in vehicles owned or operated by 3rd parties and Air flights.
<b>7. Employee commuting</b>	808.66	This category encompasses all emissions from the transportation of employees between their homes and their worksites. These emissions from employee commuting may arise from - Automobile travel, Bus travel, Rail travel, Air travel, Other modes of transportation (e.g., subway, bicycling, walking).
<b>11. Use of sold products</b>	1,89,197.51	This category encompasses all emissions from the use phase of flats sold. Total consumption of energy was derived with reference from Bureau of Energy Efficiency.
<b>12. End-of-life treatment of sold products</b>	77.28	In this category emissions during disposal phase of buildings were considered. We selected top two materials i.e. Concrete and Steel which will contribute maximum in the disposal.
<b>13. Downstream leased assets</b>	13,149.55	This category encompasses all emissions from operation of assets given on lease by ORL in the reporting year and not already included in scope 1 or scope 2 inventories.

Categories 8 (Upstream leased assets), 9 (Downstream transportation and distribution), 10 (Processing of sold products), 14 (Franchises) and 15 (Investments) are not applicable owing to the nature of our business.

#### Other Air Emissions <sup>41</sup>

We continue to focus on reducing other significant air emissions to help maintain healthy air quality in the areas where we operate. Preventive actions are in place to control emissions at the source. Contractors are required to conduct ambient air and noise monitoring surveys through certified agencies, first during the initial stage of the project and then every six months, in line with the standards of the State Pollution Control Board and the Central Pollution Control Board.

To further control dust and noise pollution, we have introduced several measures. These include the installation of construction vehicle tyre wash stations and regular road cleaning near construction sites, use of sprinklers and anti-smog guns, provision of green netting covering under construction buildings to reduce airborne dust, and the installation of sound barriers to limit noise exposure. We also encourage the use of low Volatile Organic Compound paints, sealants and adhesives, which support better indoor air quality

Other Emissions (non GHG)	FY 2024-25 <sup>1</sup>
NOx	0.006
SOx	0.004
Particulate matter (PM)	0.006
Hazardous air pollutants (HAP) – Carbon Monoxide (CO)	0.003

<sup>1</sup>We have started to calculate the air emissions (other than GHG) based on actual flow rate and running hours from this reporting year. All values are in tons.

#### Emission Reduction

The company's approach focuses on increasing the share of renewable energy in its operations and expanding green cover through tree plantation and transplanted efforts. These measures reflect a broader commitment to responsible resource use and environmental well-being.

Oberoi Realty acknowledges its responsibility in responding to this complex global concern. The company has introduced a range of actions to strengthen the resilience of its projects and promote environmental responsibility. During FY 2024-25, Oberoi Realty also adopted a long-term climate target that supports its emission reduction efforts and contributes to broader climate goals.

<sup>41</sup>GRI 305-7,

**We are committed to reaching Net Zero emissions for Scope 1 and Scope 2 by the year 2040.**



Dust Suppression Mist Cannons at Construction Sites

# Physical and Transition Climate Risk Assessment

The performance and compensation of our Environment and Sustainability Lead, along with selected employees from our operations and project teams, are now linked to sustainability goals set for their respective roles, departments, and functions. We are also incorporating climate resilience into our procurement processes, operational activities, and project handover procedures. Executive remuneration is further connected to progress on key targets that relate to material sustainability matters.

To address climate-related risks that continue to grow in urgency, especially within the real estate sector, we have acknowledged the need to embed climate risk assessment and disclosure into our key decision-making processes. We released our first report aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

As part of this effort, we conducted a TCFD gap assessment to understand our current position and have integrated climate-related considerations into our governance practices, strategic planning, Enterprise Risk Management framework, and environmental goals. This report reflects our continued focus on building resilience to climate risks while identifying opportunities that support our progress toward responsible real estate development.

**We are committed to improving our ESG performance. As part of this effort, we have included ESG performance indicators in our annual objectives.**

## Climate Governance

Oberoi Realty's board of directors and executive management hold clear oversight and management responsibility for climate-related issues. Our climate governance framework at Oberoi Realty includes oversight at both the Board and Management levels. The ESG and CSR Board Committee, chaired by the Chairman and Managing Director, serves as the apex body for guiding and monitoring initiatives related to climate risks and opportunities. The committee meets on a quarterly basis to evaluate performance and review progress against ESG-related goals. The Management team works in close coordination with the Board to identify climate-related risks and incorporate them into operational and strategic decision-making. This collaboration helps manage potential risks while exploring long-term sustainable opportunities.

The ESG and CSR Committee supports the Board in overseeing all matters related to climate change, environmental conservation, and supply chain sustainability. Its responsibilities include setting strategic targets, assessing climate-related risks, and advancing the company's ESG and sustainability objectives. The committee also evaluates performance against established ESG goals, examines the significance of key ESG risks, and outlines long-term business opportunities emerging from these areas. It plays a key role in shaping and drafting long-term ESG policies and identifying future priorities for sustainability across the business.

## Board Oversight

At Oberoi Realty, there is a board level committee with oversight of climate-related issues, which ensures that climate-related risks and opportunities are considered in strategic planning and corporate governance. Climate issues are included on the agenda of the board of directors, and these discussions take place at least annually. This enables informed decision-making that

supports the company's environmental objectives and its efforts to align with global climate goals.

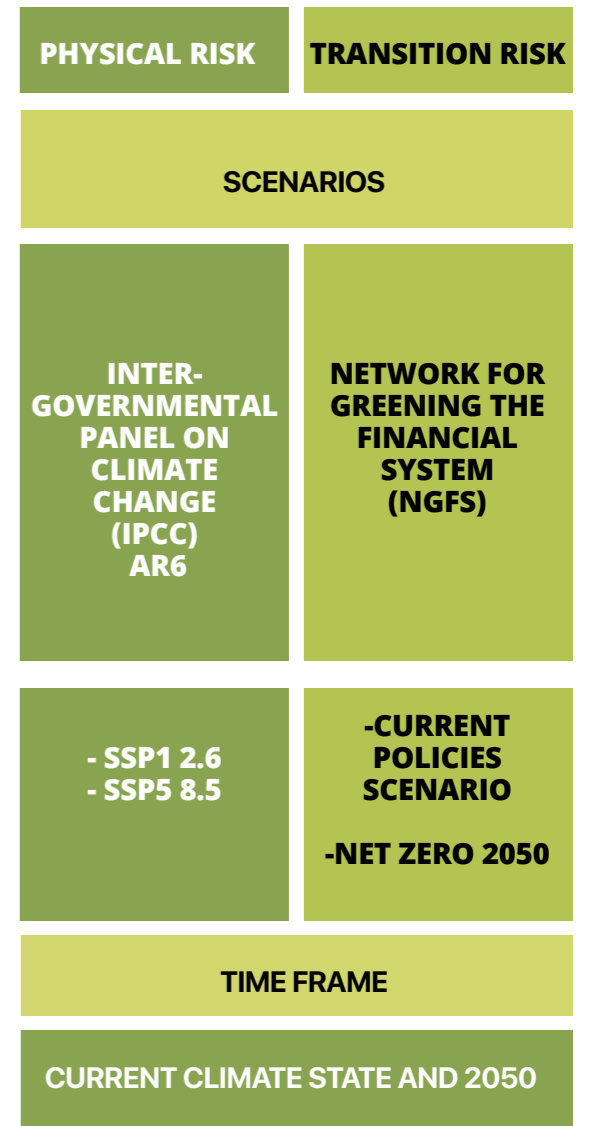
## Management Responsibility

Oberoi Realty has designated a management position and committee responsible for climate-related issues, ensuring that these matters are addressed at both strategic and operational levels. The Environment and Sustainability Lead, along with relevant teams from operations and projects, is tasked with tracking progress against environmental targets, identifying potential climate-related risks and opportunities, and supporting the integration of sustainability across functions. This approach strengthens internal accountability and helps embed climate considerations into the company's day-to-day business processes.

## Strategy

At Oberoi Realty we incorporate climate-related risks into our strategic planning to support long-term sustainability goals. This approach includes addressing both physical risks such as floods and wildfires, and transition risks linked to the shift towards a low-carbon economy.

To manage these risks, we rely on data-based scenario analysis and forward-looking planning in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Our evaluations draw from climate scenarios developed by the Intergovernmental Panel on Climate Change (IPCC) and the Network for Greening the Financial System (NGFS). These assessments help guide the development of early response strategies that support adaptability to evolving environmental conditions and strengthen the resilience of our business operations.



Our Head of Environment and Sustainability plays a central role in driving the company's ESG vision, with key responsibilities linked to developing strategic roadmaps and monitoring progress towards achieving climate change-related goals and broader sustainability targets

# TCFD Disclosure

Oberoi Realty is committed to integrating the TCFD framework into its climate-related disclosures and publicly addresses the key requirements outlined under Governance, Strategy, Risk Management, and Metrics & Targets.

We recognize the importance of aligning with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations to strengthen transparency and accountability in our climate-related practices. We have initiated several internal measures, including climate risk assessments and scenario planning.

Oberoi Realty has integrated the TCFD framework into its climate-related disclosures and is publicly addressing the following requirements.

## Governance

- a) The board's oversight of climate-related risks and opportunities is led by the ESG & CSR Board Committee, chaired by the Chairman & Managing Director. The committee meets on a quarterly basis to evaluate performance and monitor progress on climate-related goals.
- b) Management plays a key role in assessing and managing climate-related risks and opportunities. A dedicated team collaborates closely with the board to integrate these considerations into operations and decision-making processes.

## Strategy

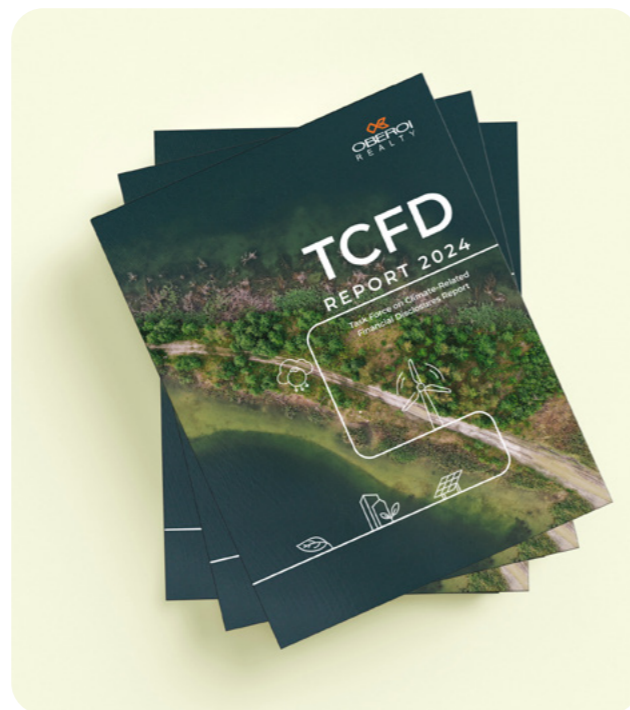
- a) Climate-related risks and opportunities have been identified over the short, medium, and long term.
- b) The impact of these risks and opportunities on Oberoi Realty's businesses, strategy, and financial planning has been evaluated and is considered during strategic planning processes.
- c) The resilience of Oberoi Realty's strategy has been tested through climate-related scenario analysis, including a 2°C or lower scenario, using guidance from the Intergovernmental Panel on Climate Change (IPCC) and the Network for Greening the Financial System (NGFS).

## Risk Management

- a) The company has defined processes for identifying and assessing climate-related risks.
- b) It has also established structured processes for managing climate-related risks across its projects and operations.
- c) These processes are integrated into Oberoi Realty's overall risk management system to ensure consistency and accountability.

## Metrics & Targets

- a) Oberoi Realty discloses the metrics used to assess climate-related risks and opportunities in line with its strategy and risk management process.
- b) It reports Scope 1, Scope 2 and Scope 3 greenhouse gas (GHG) emissions.
- c) The company has set targets to manage climate-related risks and opportunities and regularly tracks its performance against these targets.



Actual Image - Oberoi Garden City Sales Office, Thane

# Climate-Related Management Incentives

Obero Realty has linked environmental performance KPIs to annual appraisal that begin at the highest levels of management. These incentives are structured to promote accountability and support the achievement of the company's climate and sustainability objectives across different roles and functions.

A complete summary of the actions we are taking to address and prepare for climate risks is available in our TCFD Report, which can be accessed through our corporate website: [www.oberoirealty.com/Sustainability&CSR/FY2023-24\\_TCFDReport](http://www.oberoirealty.com/Sustainability&CSR/FY2023-24_TCFDReport)



Architect's impression - Club House Forestville, Thane

<p><b>Eligible Beneficiaries</b></p> <p>Business Unit Leadership</p> <p><b>Designation</b></p> <p>Project Directors &amp; Asset Managers</p> <p><b>Type of incentive</b></p> <p>Monetary – Annual Appraisal (These KPIs embedded in their annual reviews linked to their appraisals)</p> <p><b>Incentivized KPIs</b></p> <p><b>Green Building Certification Targets</b></p> <p><b>Description of the KPI</b></p> <p>Achieving green building ratings for projects, C&amp;D waste management, and sustainable material used during construction.</p>	<p><b>Eligible Beneficiaries</b></p> <p>Functional Head</p> <p><b>Designation</b></p> <p>Head – Sustainability &amp; CSR</p> <p><b>Type of incentive</b></p> <p>Monetary – Annual Appraisal (These KPIs embedded in their annual reviews linked to their appraisals)</p> <p><b>Incentivized KPIs</b></p> <p><b>Climate Strategy Implementation and ESG Ratings</b></p> <p><b>Description of the KPI</b></p> <p>Delivery of climate action roadmap, emission reduction initiatives and tracking, external ESG disclosures, and maintaining/increasing GRESB, DJSI, or MSCI ratings.</p>	<p><b>Eligible Beneficiaries</b></p> <p>Functional Head</p> <p><b>Designation</b></p> <p>Procurement Head</p> <p><b>Type of incentive</b></p> <p>Monetary – Annual Appraisal (These KPIs embedded in their annual reviews linked to their appraisals)</p> <p><b>Incentivized KPIs</b></p> <p><b>Sustainable Procurement Targets</b></p> <p><b>Description of the KPI</b></p> <p>Percentage of eco-labeled products sourced, vendor sustainability screening, and alternative material procurement.</p>	<p><b>Eligible Beneficiaries</b></p> <p>Functional Head</p> <p><b>Designation</b></p> <p>Contracts Head</p> <p><b>Type of incentive</b></p> <p>Monetary – Annual Appraisal (These KPIs embedded in their annual reviews linked to their appraisals)</p> <p><b>Incentivized KPIs</b></p> <p><b>Inclusion of ESG Clauses in Contracts</b></p> <p><b>Description of the KPI</b></p> <p>Percentage of contracts including green performance clauses, waste diversion mandates, and circular economic commitments</p>	<p><b>Eligible Beneficiaries</b></p> <p>Functional Head</p> <p><b>Designation</b></p> <p>Design Head</p> <p><b>Type of incentive</b></p> <p>Monetary – Annual Appraisal (These KPIs embedded in their annual reviews linked to their appraisals)</p> <p><b>Incentivized KPIs</b></p> <p><b>Sustainable Design Adoption</b></p> <p><b>Description of the KPI</b></p> <p>Incorporating all requirements in design to meet green building ratings for projects, like energy efficiency, water recharge and conservation measures, waste management, etc.</p>	<p><b>Eligible Beneficiaries</b></p> <p>Environment SPOCs</p> <p><b>Designation</b></p> <p>Project Managers</p> <p><b>Type of incentive</b></p> <p>Monetary – Annual Appraisal (These KPIs embedded in their annual reviews linked to their appraisals)</p> <p><b>Incentivized KPIs</b></p> <p><b>Sustainable Site</b></p> <p><b>Description of the KPI</b></p> <p>Timely monitoring and reporting of environmental and climate data for their sites</p>
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# Climate Risk Management

Oberoi Realty has embedded climate risk management into both its enterprise-wide and specific risk assessment processes. Climate-related risks and opportunities are integrated into multi-disciplinary company-wide risk management processes, ensuring that environmental considerations are part of the centralized enterprise risk framework, alongside financial, operational, and strategic risks. In addition, the company has also implemented a specific climate change risk management process to ensure dedicated attention to climate-specific threats and opportunities.

## Types of Climate-related Risk Included in Risk Assessment

Oberoi Realty's climate risk assessments cover a broad spectrum of risk categories to safeguard its business operations and value creation:

- **Current Regulation** – Risks linked to compliance with existing environmental laws, energy use norms, and emission control standards.
- **Emerging Regulation** – Anticipated future policies and regulatory changes that may impact construction methods, material use, and reporting obligations.
- **Technology Risk** – Uncertainty related to the adoption of low-emission technologies and potential obsolescence of existing systems.
- **Legal Risk** – Legal exposures due to non-compliance, stakeholder grievances, or new climate-related legislation.
- **Market Risk** – Market shifts stemming from consumer preferences, investor expectations, and broader economic transitions to low-carbon solutions.
- **Reputational Risk** – Risks associated with stakeholder perceptions, public trust, and the company's environmental credentials.
- **Acute Physical Risk** – Risks posed by extreme weather events such as floods, cyclones, and heatwaves that may damage infrastructure and disrupt operations.
- **Chronic Physical Risk** – Long-term environmental shifts like temperature rise and sea-level increase that could affect operational continuity and asset value.

## Value Chain Stages Covered by Climate Risk Assessment

The company's climate risk evaluation spans all critical stages of its value chain:

- The assessment includes our own operations – covering all construction sites, leased assets, and real estate developments.
- The assessment includes our upstream activities – involving suppliers and procurement practices that may be vulnerable to climate regulations or physical risks.
- The assessment includes our downstream activities and/or clients – addressing how climate change may affect property users, buyers, and post-handover operations.

## Time Horizon(s) Covered by Climate Risk Assessment

To ensure a forward-looking strategy, Oberoi Realty's climate risk assessment incorporates different timeframes:

- Short-term **for 10 years (up to 2035)** – covering immediate regulatory and physical threats.
- Medium-term **for 30 years (up to 2055)** – accounting for anticipated shifts in policy and technology.
- Long-term **beyond 2055** – considering prolonged climate trends and evolving stakeholder expectations that could impact future business sustainability.

## Financial Risks of Climate Change

Oberoi Realty has conducted a detailed climate change risk assessment and identified major risks driven by regulatory changes and physical climate parameters that may affect its business. The following table outlines the most significant risk under each category, the estimated financial implications, time horizon, and associated management costs, with all key terms kept unchanged as requested.



### Carbon pricing mechanisms

#### Risk Category

Risks driven by changes in regulation

#### Brief description of the most significant risk and methods to manage this risk

**Carbon pricing mechanisms:** With the anticipated introduction of carbon tax policies in India in the coming years and a projected escalation in the cost of carbon emissions—mirroring Europe's existing carbon pricing model—Oberoi Realty is expected to face increasing operational expenses. Carbon taxation is expected to progressively escalate, reaching approximately USD 816.74 per ton of CO<sub>2</sub> by 2050 (<https://climatedata.imf.org/pages/ngfs>)

#### Estimated financial implications before action

~ 2,000 - 2,500 Cr INR

#### Average estimated time frame

5 years

#### Estimated costs of actions

~1,000 - 1,600 Cr INR



### Heat Stress

#### Risk Category

Risks driven by changes in regulation

#### Brief description of the most significant risk and methods to manage this risk

**Heat Stress:** The increasing risks of heat stress due to global warming could lead to indirect challenges. According to a report by the International Labour Organization (ILO), heat stress is projected to cause productivity losses equivalent to 80 million full-time jobs by 2030, with global economic losses of around US\$2,400 billion. We rely heavily on contractors and their construction workers who are exposed to these risks. This heat stress can result in reduced productivity, and increased absenteeism among contractors, potentially leading to project delays, escalating costs, and financial penalties for delayed handovers. We closely collaborate with contractors to ensure that adequate heat stress mitigation measures, such as shaded workspaces and hydration, are implemented to maintain productivity and compliance with safety standards..

#### Estimated financial implications before action

~20-25 Cr INR

#### Average estimated time frame

5 years

#### Estimated costs of actions

~8-10 Cr INR

### Financial Opportunities Arising from Climate Change

Oberoi Realty has identified climate change-related opportunities that can support business growth, reduce operational costs, and improve long-term resilience. The most significant opportunity lies in strengthening the company's leadership in green construction and sustainable real estate. The table below outlines this opportunity along with financial estimates, time frame, and associated development costs, keeping all key words as requested.



#### Resource efficiency

##### Description

**Resource efficiency:** We recognize a significant opportunity to improve resource efficiency across its developments, driven by rising regulations and market demands for sustainable living. We are committed to reducing emissions year-on-year by investing in energy-efficient equipment and ecofriendly design strategies. By integrating nature-based solutions and low-GWP (Global Warming Potential) materials into its construction processes, we aim to lower energy consumption and operating costs, while aligning with global and national emission reduction goals.

##### Estimated annual financial positive implications of this opportunity

~1,000-1,600 Cr INR

##### Estimated time frame

20 years

##### Estimated current annual costs

~1-2 Cr INR

### Comprehensive Risk Matrix

#### Key Physical Risks and Impacts Identified

Flooding and heat stress have been identified as two of the most significant physical risks for our operations. These risks can affect both the performance and the durability of our assets, particularly in urban locations that are more vulnerable to extreme weather patterns. By closely monitoring these risks, we aim to safeguard the continuity of our business and the wellbeing of our communities.

#### Transition Risk Assessment

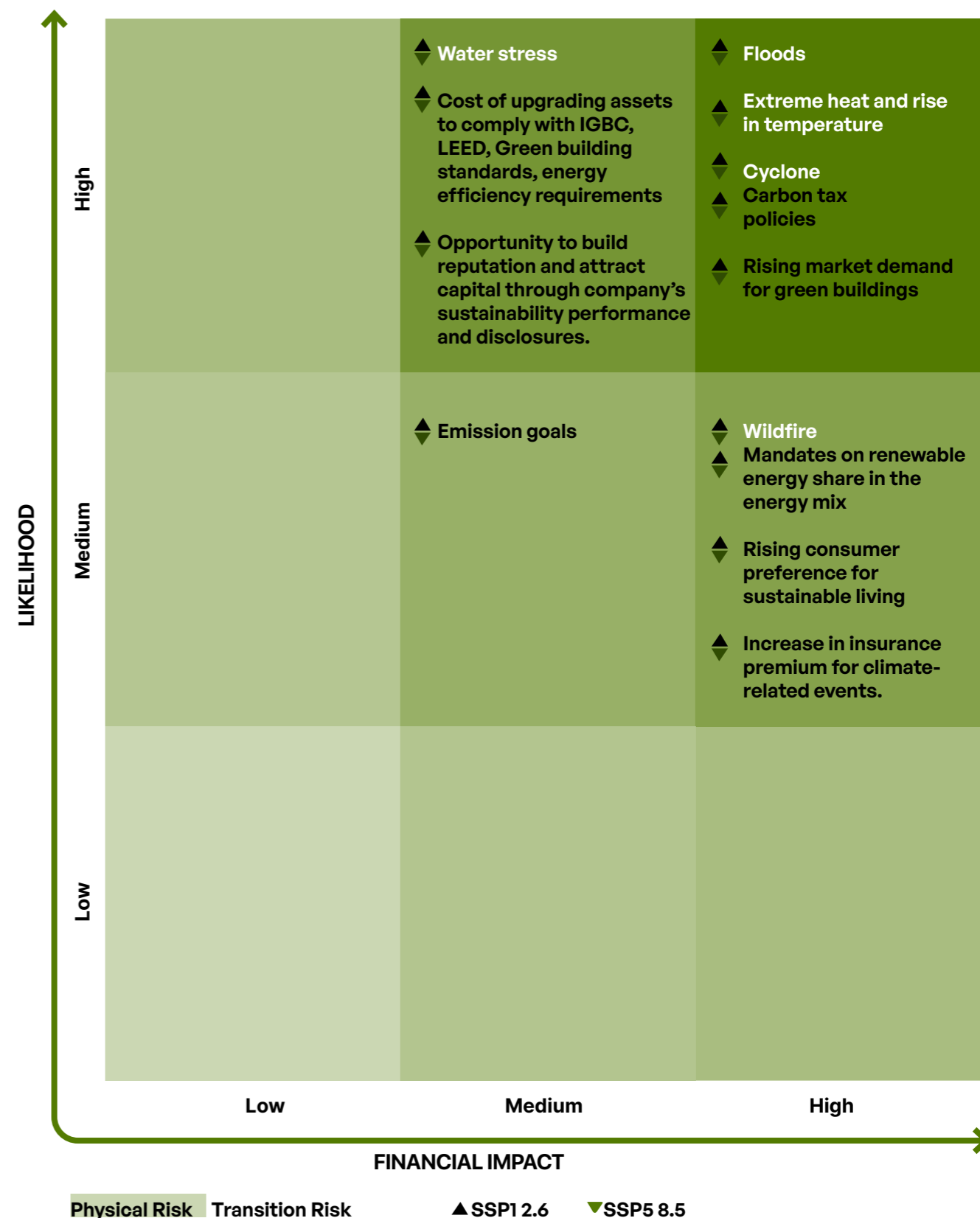
The real estate sector is experiencing a growing need to shift toward low-carbon policies in response to evolving climate-related risks. This shift includes adopting sustainable construction methods, increasing the use of energy-saving technologies, and decreasing dependence on fossil fuels. At Oberoi Realty, we recognize that adapting to this transition is critical to ensuring long-term resilience. We have examined and documented the most significant transition risks to our operations, along with their projected business and financial impacts, as part of our Task Force on Climate-related Financial Disclosures (TCFD) Report.

#### Risk Management


Incorporating climate-related risks into our company-wide real estate risk framework plays a central role in strengthening our ability to manage environmental challenges. This includes a structured approach to evaluating risks across our assets and operations, identifying areas of vulnerability, and implementing actions that address both immediate and long-term concerns. The risks reviewed include extreme weather events, rising sea levels, changes in environmental regulations, and shifting market expectations.

Oberoi Realty conducts detailed climate risk assessments, which include both qualitative and quantitative scenario analysis. These assessments guide our response strategy and shape our approach to sustainable development. We continue to advance efforts such as environmentally responsible building designs, efficient resource management, and water conservation across our properties. These initiatives support our goals of reducing climate-related vulnerabilities and enhancing the resilience of the communities we serve.

### COMPREHENSIVE RISK MATRIX



## OUR KEY TARGETS

Indicator	Our Targets
 Emissions reduction	Achieve net-zero GHG Emissions (Scope 1 and 2) by 2040
 Green Certification	100% Green Certified Projects (Minimum Gold) by 2030
 Water positivity	Achieve Water positivity by 2030
 Zero waste to landfill	Achieve Net Zero Waste to Landfill by 2030
 Sustainable Land Use	No Net Deforestation

## Net Zero Commitment

Oberoi Realty has publicly committed to reaching net-zero emissions across its value chain. Our long-term decarbonization roadmap reflects our ambition to address climate-related risks and contribute to a low-carbon future. These efforts underscore our determination to integrate climate action across the business and value chain.

To achieve ORL's Net Zero (Scope 1 and 2) target by 2040, we recognize the need for a comprehensive and integrated business strategy that supports this transition. In alignment with our commitment to the **Science Based Targets Initiative**, we are developing a structured framework built on nine core building blocks that will shape our enterprise-wide decarbonization approach. These building blocks will serve as the foundation for our long-term roadmap, guiding each phase of the transformation and ensuring alignment across functions, operations, and decision-making processes in pursuit of our net zero goal.

As part of this long-term commitment, we are currently in the process of defining a clear and structured roadmap that outlines the necessary steps to reach this milestone.

Our approach involves:

- Scaling up the use of renewable energy across our operations
- Exploring alternative fuel sources to transition away from conventional energy
- Implementing targeted energy efficiency measures, supported by periodic energy audits to identify and act on opportunities for improvement.
- Neutralizing residual emissions through offset initiatives while identifying further avenues for emission mitigation beyond our immediate value chain.

## NINE KEY BUILDING BLOCKS FOR OBEROI REALTY'S NET ZERO TRANSFORMATION

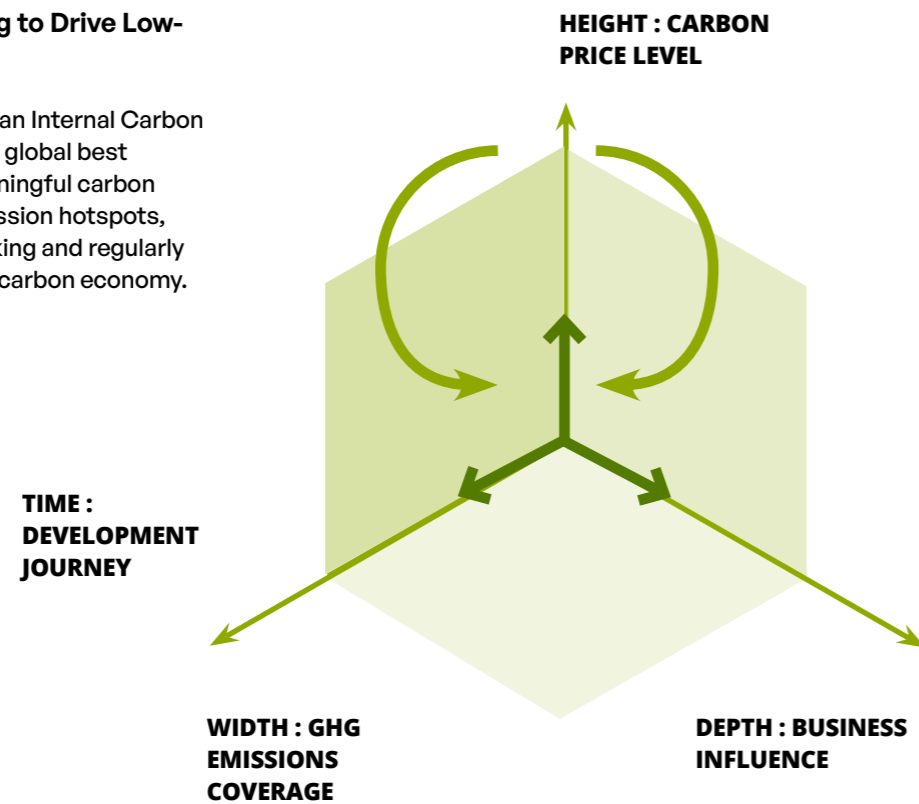
<b>AMBITION</b>  Setting science-aligned decarbonization targets consistent with a net zero pathway	<b>GOVERNANCE</b>  Establishing strong leadership, accountability and oversight mechanisms to steer the net zero agenda.	<b>CORPORATE STRATEGY</b>  Integrating net zero objectives into the core of corporate strategy and long-term business planning.
<b>4. BUSINESS MODEL TRANSFORMATION</b>  Adapting and evolving the operating model to support a low-carbon transition across the company.	<b>5. SUPPLY CHAINS</b>  Redesigning value chains to reduce emissions and foster a resilient, low-carbon ecosystem.	<b>6. INNOVATION</b>  Leveraging technologies and innovative solutions to accelerate decarbonization.
<b>7. FINANCE</b>  Mobilizing capital and aligning financial planning to support the delivery of net zero goals.	<b>8. TRANSPARENCY</b>  Providing transparent, consistent, and balanced reporting on actions taken and outcomes achieved.	<b>9. ENGAGEMENT</b>  Driving momentum through active collaboration and influence across stakeholders and broader ecosystems.



Actual Image- Splendor by Oberoi Realty, Jogeshwari

**Advancing Internal Carbon Pricing to Drive Low-Carbon Transition**

Oberoi is in the process of developing an Internal Carbon Pricing (ICP) approach that aligns with global best practices. This includes setting a meaningful carbon price, expanding coverage across emission hotspots, integrating ICP into core decision-making and regularly reviewing progress to align with a low-carbon economy.



Dimension	ICP Parameter	ORL's Practice to ICP Approach
Height	Price per ton of CO2	Rise to a carbon price capable of changing decisions in line with the ICP objectives.
Width	Coverage of GHG Emissions	Grow to cover all GHG emissions hotspots in the entire value chain that can be influenced.
Depth	ICP involvement in company's overall decision making	Become increasingly influential to have a material impact on business decisions.
Time	Development of above 3 dimensions over time	Be evaluated regularly to bring the company's business strategy in line with a low-carbon economy



Actual Image - Eternia and Enigma by Oberoi Realty, Mulund

# Water Stewardship

The company places strong emphasis on improving the reuse and recycling measures, ensuring more sustainable management of water across its operations.

Water scarcity and the decline in water quality are growing global challenges, influenced by factors such as rising population, rapid urban expansion, industrial activities, and climate change. With freshwater demand expected to rise significantly in the coming years, the pressure on already limited water resources will increase. Addressing this concern requires timely and sustained action.

The real estate sector is inherently water-intensive, with considerable water consumption during construction, landscaping, and ongoing operations. At the same time, it holds an important responsibility in addressing this challenge. By adopting responsible development strategies and incorporating environmentally conscious design principles, the industry can support efforts to reduce water stress and contribute meaningfully to sustainable water management.

As part of our continued commitment to responsible water stewardship, we have set a goal to achieve Water Positivity by the year 2030.

**Oberoi Realty is committed to responsible water stewardship by actively reducing its dependence on freshwater sources.**

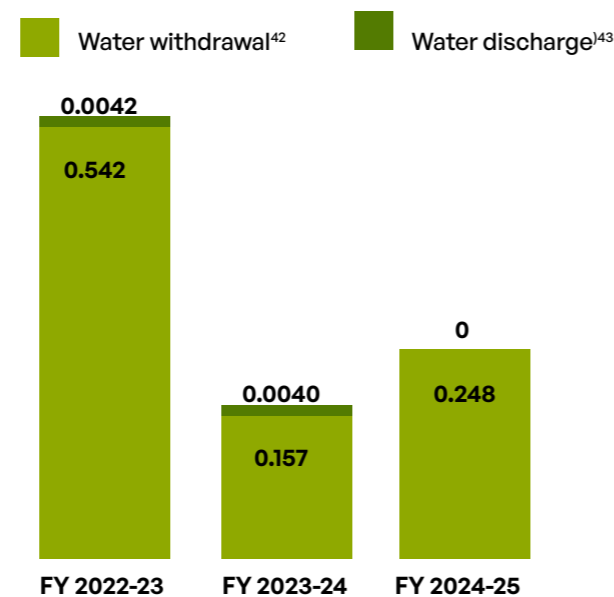
<sup>42</sup>GRI 303-3, <sup>43</sup>GRI 303-4

## Water Consumption

Oberoi Realty monitors and reports its water withdrawal and discharge metrics to track progress on its water stewardship goals. This includes total net freshwater consumption and corresponding annual targets. The data is measured and reported consistently to ensure transparency and accountability in managing water resources across operations

### WATER WITHDRAWAL AND CONSUMPTION

Million cubic meters



100% of water withdrawal is sourced through third parties. 100% of ORL's operations are included in the water data coverage. We had a target of Net Zero Discharge for FY 2024-25.

## Water Efficiency Programs for Real Estate Portfolio<sup>44</sup>

Our hospitality projects have committed to reducing the water intensity of operations by 15% by the year 2025, using 2016 as the baseline. This goal will be achieved through the use of low-flow showerheads, recycling treated water from sewage treatment plants for use in cooling towers, and adopting drip irrigation systems for gardening. These and other operational measures reflect our ongoing efforts to manage water use responsibly and support long-term sustainability.

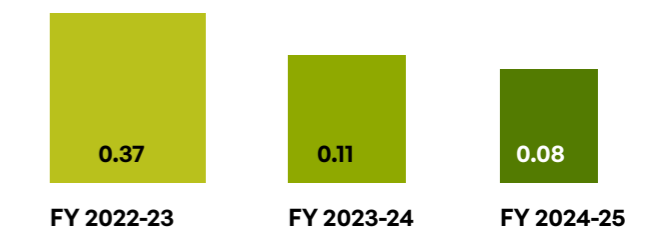
**In FY 2024-25, Oberoi Realty achieved Zero Liquid Discharge across operations.**

Type of Water Efficiency Program implemented	% of Portfolio covered (e.g. as % of total square meters, GLA, net rental income)	Estimated savings (m3)	% Estimated ROI	Description of the program
Usage of gypsum plaster and a chemical curing compound in construction projects	100%	33,292.5	150%	Usage of a chemical curing compound reduces the quantum of water required for the activity
Usage of sensor based low flow faucets in retail projects	100%	1,000	0.17%	Daily water savings of 3,000 to 4,000 liters have been realized through the installation of sensor based taps in Oberoi Mall.

<sup>44</sup>GRI 303-1, <sup>45</sup>GRI 303-5

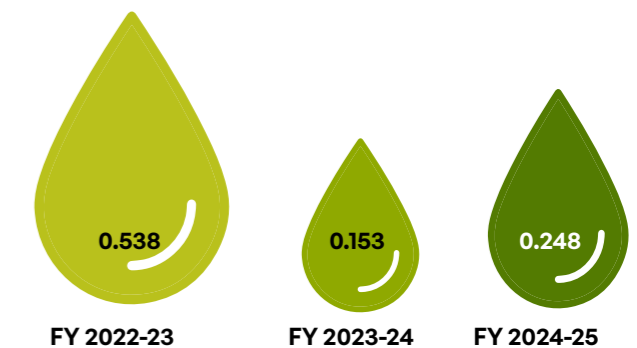
## WATER INTENSITY<sup>45</sup>

Cubic meters/Sqft



### TOTAL NET WATER CONSUMPTION<sup>45</sup>

Million cubic meters



## INITIATIVES TO OPTIMIZE WATER CONSUMPTION

### CONSTRUCTION PHASE:



Usage of a chemical curing compound instead of water and gypsum plaster, enabling a 60% reduction in water consumption.



Retrofit adoption of latest technology in sewage treatment plants, specifically compact and highly functional membrane bioreactors, has been carried out across all Oberoi Realty projects to deliver high-quality treated water, supporting domestic applications such as gardening, cleaning, flushing, and cooling operations in commercial properties. These plants recycle up to 720 kL of water per day, reinforcing our commitment to Zero Liquid Discharge<sup>46</sup>.

### OPERATION PHASE:



Rainwater harvesting has been undertaken at Oberoi Realty's project sites, enabling efficient channeling of excess rainwater into recharge pits that support groundwater recharge and long-term water availability.



In the Westin Mumbai Garden City, operational protocols ensure that minimum water levels are maintained in cisterns and water pressure is carefully adjusted. These efforts result in considerable water savings without compromising user experience.



Installation of sensor-based taps has been implemented to minimize unnecessary water flow. These taps are more effective than traditional flushing systems and help reduce daily wastage.



Installation of water-efficient and noise-reducing fittings in residential, commercial, and retail developments has contributed to measurable conservation. These fixtures are estimated to save 2.5 liters of water per flush and 40 to 50 liters per minute when used with faucets and showerheads.



Daily water savings of 3,000 to 4,000 liters have been achieved through the deployment of sensor-based taps at Oberoi Mall, showcasing the impact of focused interventions in high-footfall areas.

<sup>46</sup>GRI 303-2

## CASE STUDY

### Water Recycling and Reuse at Oberoi Realty

#### Objective

Oberoi Realty aims to reduce reliance on freshwater sources and improve water use practices across its properties. The focus has been on treating and reusing water for non-potable purposes such as landscape irrigation, flushing systems, and cooling towers. Impact:

In FY 2024-25, Oberoi Realty recycled and reused 1,20,106 kl of water, which is 48% of the company's total water consumption. This significantly reduced the demand for fresh water and helped in lowering the environmental footprint of operations.

## CASE STUDY

### Upgradation of Sewage Treatment Plant from MBBR to MBR Technology

#### Overview

Oberoi Realty Limited upgraded its existing Sewage Treatment Plant from the Moving Bed Biofilm Reactor process to the Membrane Bio-Reactor process. The earlier system was installed twelve years ago and was unable to meet the current load requirements. It had become outdated and inefficient, resulting in poor water quality, higher energy consumption, and non-compliance with regulatory discharge norms. The revamp focused on addressing these issues through a structured investment in new technology, improved operations, and better control systems.

#### Objective

The main objective was to improve the performance and reliability of the sewage treatment system, by promoting treated water reuse and reducing dependency on freshwater. This included ensuring the treated water met the regulatory standards, reducing operational costs, lowering electricity consumption, and eliminating the need for external water sourcing.

#### Impact

Before the upgrade, the plant incurred high costs in terms of electricity, maintenance, and water procurement. Due to declining performance, water tankers, potable water, and borewell water were frequently used to meet demand. The electricity consumption was significantly high due to aging pumps, and the treated water failed to meet discharge quality norms. After the upgrade, the Membrane Bio-Reactor system with new energy-saving pumps and SCADA controls reduced energy use and operational costs. The upgraded plant eliminated the need for external water sources by consistently treating water to the required standard.

From July 2023 to May 2025, the new system generated total cost savings of INR 1,02,21,439. This included reductions in electricity use and the elimination of tankers and potable water expenses. The total investment for the upgradation was INR 1,35,00,000. The remaining balance of INR 32,78,561 is expected to be recovered in the next seven months.

#### Key Outcomes

The upgraded plant now recycles, and reuses treated water for various non-potable applications across the premises. There is no longer any discharge of untreated or partially treated wastewater. Electricity bills have decreased due to new pump installations. Water demand is met without using tankers or borewell sources. Operational control is now automated, reducing the need for manual oversight and lowering downtime. The new system complies with the discharge norms set by the Central Pollution Control Board and supports green building certifications. The return on investment is progressing steadily and is projected to be fully recovered shortly.

## CASE STUDY

# Chilled Water Line Freezing – A Sustainable Solution

### Overview

Oberoi Realty undertook a critical activity to connect a chilled water header of a new building to that of an existing operational facility. This task was performed without interrupting the ongoing HVAC operations that support office spaces and server rooms, which require continuous cooling.

### Objective

The objective was to carry out the interconnection of two building systems while ensuring uninterrupted HVAC service, managing water requirements efficiently, and keeping costs within the approved budget. The company also aimed to complete the work during the weekend to ensure normal operations resumed on the first working day of the week.

### Impact

This activity helped maintain business continuity across the premises without the need for temporary cooling equipment. It prevented water wastage and avoided potential delays in operations. The successful execution demonstrated a practical solution to a complex technical challenge while supporting the company's commitment to resource conservation and responsible practices.

### Key Outcomes

The team adopted cold freezing technology using liquid nitrogen to freeze the chilled water line at the connection point. Through careful measurement, planning, and quality checks, the activity was completed in 16 hours instead of the estimated 48 hours. The company avoided the use of rental cooling units, leading to a cost saving of INR 32 lakhs. It also prevented the loss of 600 kiloliters of chilled water, supporting water conservation goals. By maintaining full system functionality during the activity, there was no impact on office or server room operations.



Actual Image - Sky City, Borivali

# Waste Management

Driven by rapid urban growth and unsustainable consumption habits, waste management has become a critical global concern. It presents environmental, social and economic challenges that require focused attention. Increasing volumes of waste contribute to pollution across ecosystems and create risks for public health and quality of life.








The real estate sector plays an important role in shaping responsible waste management practices. Waste is generated throughout the entire life cycle of real estate developments, including construction, demolition, regular operations and tenant-related activities.

Through thoughtful planning and responsible practices in design, construction and operations, the sector can contribute to improved waste outcomes. Promoting resource use efficiency along with recycling and reuse supports long-term value creation while reducing the pressure on natural resources and surrounding communities.

**Minimizing waste generation is an important factor considered while selecting resources, technologies, and processes for operational activities.**

## WASTE GENERATED

Metric Tons

	FY 2023-24	FY 2024-25
 <b>PLASTIC WASTE</b>	85.47	177.69
 <b>E-WASTE</b>	5.62	0.234
 <b>BIO-MEDICAL WASTE</b>	0.01	0.004
 <b>CONSTRUCTION AND DEMOLITION WASTE</b>	2,42,573.85	3,44,924.68
 <b>BATTERY WASTE</b>	4.24	5.37
 <b>OTHER HAZARDOUS WASTE</b>	1.87	5.57
 <b>OTHER NON-HAZARDOUS WASTE GENERATED</b>	1,367.85	885.49
<b>TOTAL WASTE GENERATED</b>	<b>2,44,038.90</b>	<b>3,45,999.04</b>
<b>WASTE INTENSITY (TONS/SQ.FT.)</b>	<b>0.17</b>	<b>0.23</b>

100% of ORL's operations are considered for data coverage of water data.

## Construction Waste Management<sup>47</sup>

The company aims to go beyond meeting regulatory requirements and aspires to set a benchmark in responsible waste management within the real estate sector. Given the nature of the industry, managing construction-related waste is a priority area.

Oberoi Realty is committed to ensuring effective segregation and responsible disposal of construction and demolition waste generated across its operations. Each project includes clearly marked waste collection zones, with separate areas for different categories such as debris, wood, plastic and metal. All sites are equipped with sufficient collection bins to support efficient waste handling. Regular checks are conducted to verify that waste segregation and recycling activities are in line with the applicable regulations laid down by regional authorities.

Oberoi Realty implements structured and responsible strategies to control and reduce the amount of construction and demolition waste across its operations. The following actions are currently being undertaken to support sustainable development and environmental responsibility across project sites:

- Robust C&D waste management has been developed and embedded across all levels of project execution. These procedures are overseen by designated personnel who are responsible for ensuring their consistent and proper execution.
- Waste management infrastructure planning is part of the project design for all 100% of projects, ensuring that waste-related aspects are addressed proactively during the design phase. This allows

for early identification of high-waste activities and opportunities for reduction.

- Project-specific target for zero waste to landfill through reduction, sending to recycling facilities or reuse are set for all projects, supporting tangible outcomes and enabling site teams to monitor and evaluate performance throughout the construction cycle.
- Incentives for contractors for recovering and recycling building materials, such as allowing contractors to retain revenues and savings from materials recovery, are set for more than 50% of contractors by value. This approach encourages participation and fosters responsible material handling and recovery practices on-site.
- 100% of the workforce at construction sites are educated on waste management techniques, through regular EHS training sessions and on-site awareness campaigns. This knowledge empowers workers to take ownership of sustainable practices in their day-to-day operations.
- 100% of contractors are educated on waste management techniques, ensuring that subcontractors and suppliers are aligned with the company's responsible construction goals and aware of site-level practices and expectations.
- Waste separation is implemented at 100% of sites, with clearly marked zones and dedicated collection points to facilitate proper segregation of materials such as debris, plastic, wood, and metal, improving recovery and reuse potential.
- The company regularly buys from or sells to recycled-products exchanges, encouraging material recovery beyond the project boundary and contributing to broader industry-level efforts towards sustainable material use.

<sup>47</sup>GRI 306-1

### Our 3R approach to waste management

#### REDUCE

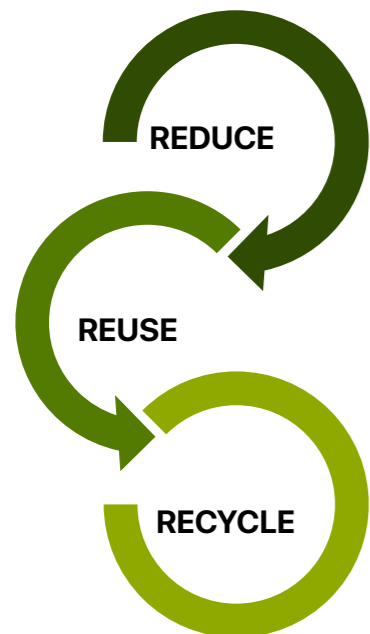
Oberoi Realty focuses on minimizing the generation of waste at the source by adopting responsible procurement strategies, optimizing material usage, and incorporating sustainable construction practices. Efforts include selecting durable, long-life materials, reducing packaging waste, and employing digital tools to lower paper consumption. These practices help lower the volume of waste sent to landfills and reduce overall environmental impact.

#### REUSE

The company encourages the reuse of materials wherever feasible across its project life cycle. Items such as formwork, wooden pallets, metal components, and excavated materials are carefully collected and repurposed across construction sites. This approach extends the life of materials, lowers raw material demand, and contributes to cost savings.

#### RECYCLE

Oberoi Realty promotes the recycling of waste through robust segregation practices and partnerships with authorized recyclers. Construction and demolition waste is sorted into specific categories such as concrete, metal, wood, and plastic, which are then processed or sent to recycling facilities. Organic waste from operations is converted into compost, while e-waste and used oil are managed through certified vendors to ensure responsible disposal.



### Waste Disposal

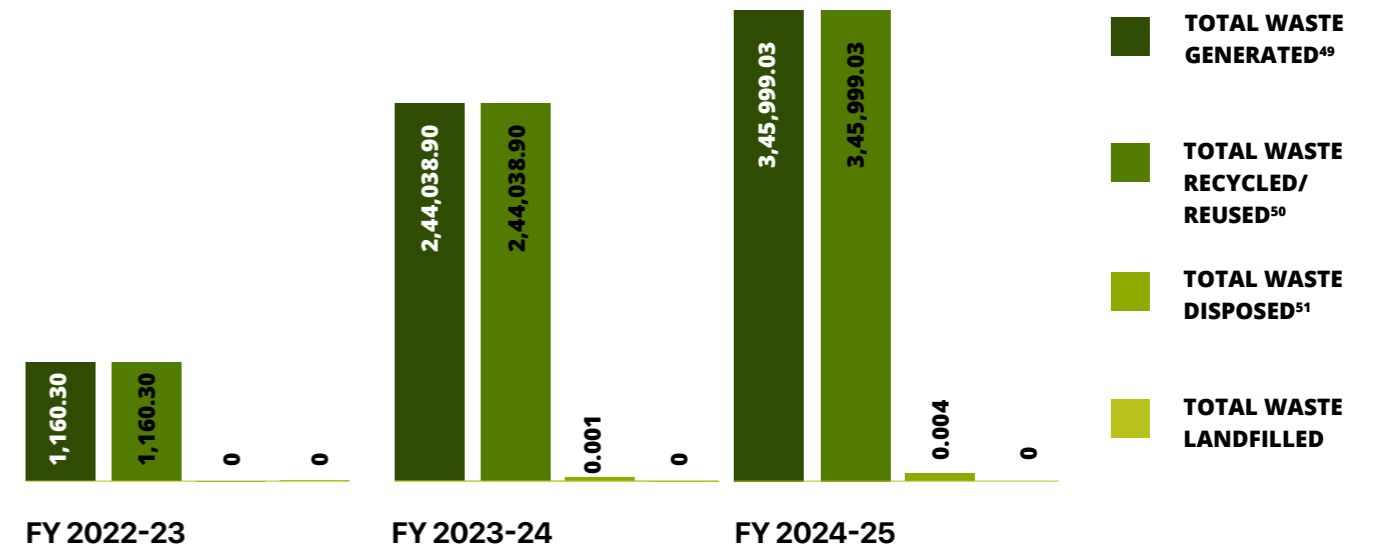
Oberoi Realty has established processes for the responsible management of biodegradable waste. Organic waste composters have been installed at nearly all operational sites to support on-site treatment of organic waste. During the financial year 2024 to 2025, these composters collectively generated approximately 47,882 kg of compost. This compost is used as a natural soil conditioner, helping to enrich soil quality across project locations and their nearby surroundings<sup>48</sup>. Excess compost manure is also packaged and given to our retail mall visitors free of cost.

The company ensures responsible handling of other waste streams such as electronic waste and used oil. These materials are disposed of through vendors who are authorized by the respective State Pollution Control Boards, in accordance with applicable environmental regulations.

### We had considered a target of Zero waste to landfill for FY 2024-25

### WASTE MANAGEMENT (GENERATED AND TREATED)

Metric Tons



\*100% of ORL's operations are considered for data coverage of water data

\*In the FY 2023-24 report, construction debris was initially categorized under landfill disposal. However, since it is being repurposed and used for backfilling at designated locations authorized by MPCB/CPCB through authorized vendors, the figures have been revised accordingly.



Actual Image - Oberoi Realty, Goregaon

<sup>48</sup>GRI 306-2

<sup>49</sup>GRI 306-3, <sup>50</sup>GRI 306-4, <sup>51</sup>GRI 306-5

# Product Stewardship

At Oberoi Realty, we recognize that shaping a sustainable economy requires consistent investment in economic activities, infrastructure and assets that improve quality of life while addressing environmental challenges. Our approach is centered on delivering long-term value by reducing emissions, limiting pollution, using resources responsibly, and supporting biodiversity and ecosystem preservation.

We are committed to embedding sustainability across the full life cycle of our products and services. This includes integrating responsible practices in design, construction, and operational phases to meet stakeholder expectations and ensure our offerings respond to the growing demand for sustainability in the market.

Our product stewardship approach focuses on minimizing risks to people and the environment by taking proactive steps at every stage of a project's development. We incorporate principles such as Life Cycle Assessments, sustainable design, maintenance strategies, reuse of materials, and safe return or recycling practices where applicable. We also engage our customers, contractors, and suppliers to promote awareness and action on responsible product usage and disposal.

Resource efficiency and circular use of materials form a core part of our operating model. By producing more while consuming less, we reduce environmental impact and operational costs. These measures improve our resilience, strengthen our market position, and prepare us to meet future environmental expectations and policy changes.

As we continue to expand our footprint, we are focused on ensuring that our business growth is tied to sustainable revenue streams. This reflects our commitment to responsible development that aligns with stakeholder priorities and reinforces our long-term

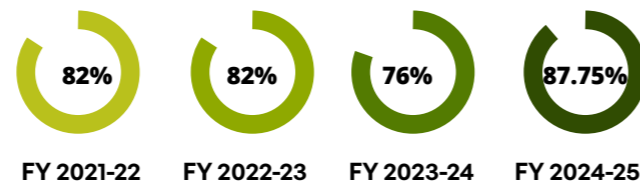
business sustainability.

## Building Certification and Benchmarking

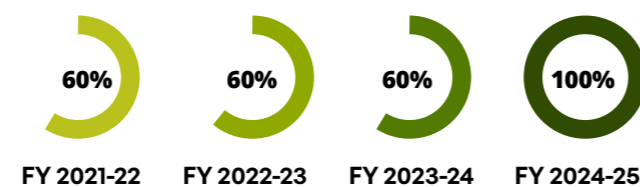
Oberoi Realty remains committed to aligning its developments with leading green building certifications to promote environmentally responsible construction and operations. Our continued efforts in embedding sustainability in the design, development and maintenance of our assets are reflected in the percentage of certified properties. We consistently adopt internationally recognized standards to ensure energy efficiency, reduced emissions, and enhanced building performance.

### TYPE OF CERTIFICATION/STANDARD<sup>39</sup>

#### BUILDING STANDARDS - NEW CONSTRUCTION/ MAJOR RENOVATIONS



#### BUILDING STANDARDS - 'IN-USE'/OPERATIONAL ASSETS (IGBC/LEED CERTIFIED WITH A MINIMUM GOLD RATING LEVEL)



## CASE STUDY

# LEED Platinum 4.1 Certified - Journey Toward Carbon Neutrality Goal

### Overview

Oberoi Realty pursued and achieved the LEED Platinum O+M Certification for Commerz 1 & Westin Mumbai Garden City building at Oberoi Garden City, Goregaon as part of its commitment to sustainable operations. This achievement reflects the company's ongoing efforts to create environmentally responsible and high-performing buildings for the occupants.

### Objective

The objective was to strengthen green building performance through measurable improvements in building design, workplace productivity, and operational transparency.

### Impact

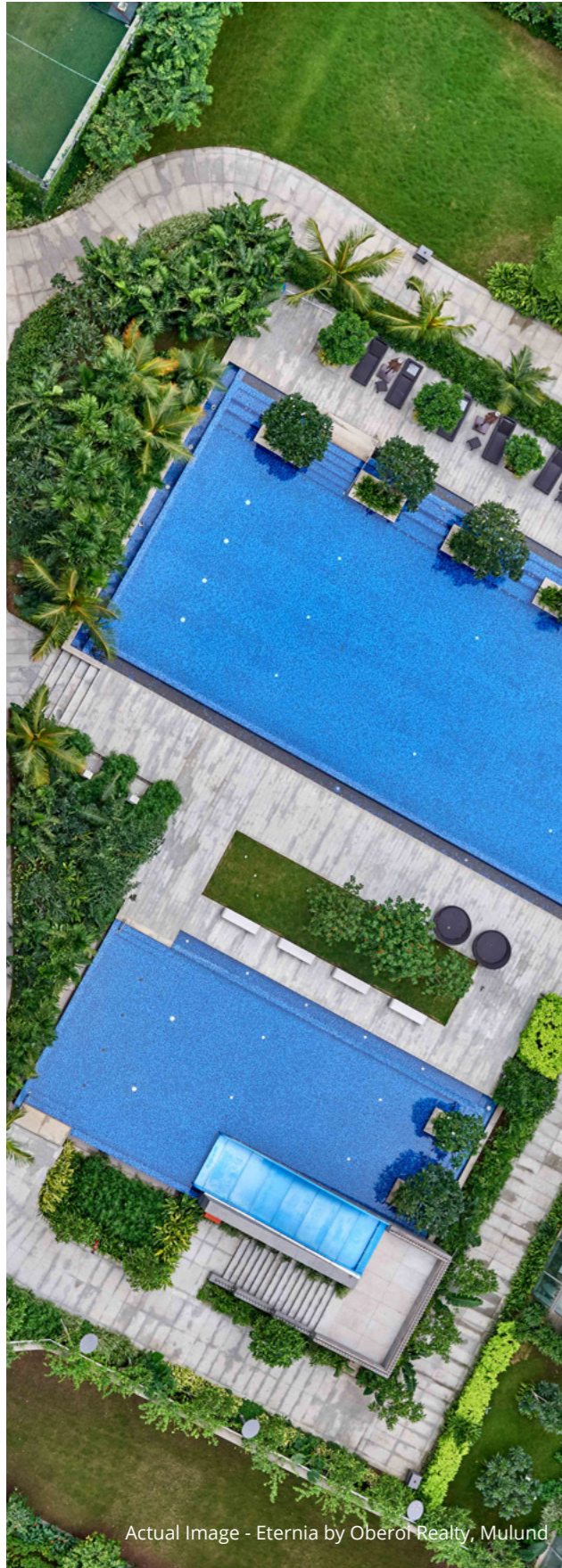
The certification process encouraged comprehensive environmental planning and helped identify practical measures to improve energy performance and resource use. Indoor quality assessments contributed to the creation of better work environments, while structured monitoring systems allowed for data-driven improvements. The project also enabled a reduction in carbon emissions associated with building operations and supported the company's broader sustainability agenda.

<sup>52</sup>GRI 306-4

## Key Outcomes

The project led to a LEED Platinum O+M certification with a total score of 86. The company strengthened its green building portfolio's performance through focused initiatives in energy, water, and waste management. Digitization of operational data allowed for better monitoring and control across systems. Indoor environment quality improvements supported employee wellbeing and helped improve productivity. The overall design improvements contributed to reduced emissions, better space performance, and improved sustainability reporting.

**100% hazardous waste has been recycled through authorized recyclers as per the applicable recycling norms and laws<sup>52</sup>**



Actual Image - Eternia by Oberoi Realty, Mulund

# Biodiversity

At Oberoi Realty, our unwavering commitment to biodiversity is an integral part of our Environmental, Social, and Governance (ESG) strategy. We understand the crucial role biodiversity plays in maintaining ecological balance and enhancing the resilience of the environments where we operate. By integrating biodiversity considerations into every aspect of our operations—from planning to implementation—we aim to create developments that not only elevate quality of life but also protect and enrich natural habitats.

Our proactive approach ensures that biodiversity is not merely an objective but a guiding principle that shapes how we create sustainable spaces for current and future generations. We have adopted global standards, ensured legal compliance, developed a corporate biodiversity policy, and conducted comprehensive biodiversity risk assessments to preserve and conserve biodiversity and ecosystems within real estate.

As a cornerstone of our commitment to sustainable development, we are committed to:

### Environmental Impact Assessments

We conduct Environmental Impact Assessments at all applicable project sites as required by the Ministry of Environment, Forest, and Climate Change (MOEFCC) regulations.

- **No Net Deforestation:** We are committed to “No Net Deforestation” across all operations
- **Operational Restrictions:** We abstain from conducting operational activities within notified eco-sensitive zones, World Heritage sites, and IUCN (International Union for Conservation of Nature) Category I-IV protected areas.
- **Biodiversity Awareness:** Fostering awareness of biodiversity and conservation issues among our employees, customers, suppliers, and other stakeholders

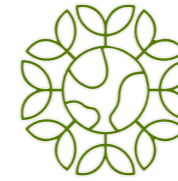
**7,893 0**

**TREES PLANTED IN FY 2024-25**

**SITES IN ECO-SENSITIVE OR PROTECTED ZONES**

## STRATEGIES TO MINIMIZE OUR IMPACT ON SURROUNDING BIODIVERSITY

### SUPPORT BIODIVERSITY INITIATIVES



Adhere to and support appropriate biodiversity and conservation initiatives and regulations.

### PROMOTE AWARENESS



Foster awareness of biodiversity and conservation issues among our employees, customers, suppliers, and other stakeholders.

### ECOSYSTEM RESTORATION



Encourage and promote the restoration of ecosystems, especially in areas where our businesses operate.

### SUSTAINABLE LANDSCAPING



Use native and drought-tolerant species in landscape design while minimizing the use of turf in our developments.

### POST-OCCUPANCY STRATEGIES



Implement post-occupancy strategies such as rainwater harvesting pits, stormwater drains with filtering media, and retaining vegetation to mitigate soil erosion and control sedimentation.

### EROSION AND SEDIMENTATION CONTROL



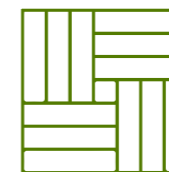
Develop and implement erosion and sedimentation control plans during construction to reduce negative impacts on the site and its surroundings.

### NATURAL TOPOGRAPHY PRESERVATION



Minimize disturbances to the natural topography of the site, promote local habitat, and enhance biodiversity to reduce long-term environmental impacts

### HEAT ISLAND REDUCTION



Design strategies to reduce heat islands by using light-coloured pavers/high SRI pavers for hardscape and high SRI paints on terraces to minimize negative impacts on the microclimate and local biodiversity

### TOPOGRAPHY AND VEGETATION PRESERVATION



Promote design with the intent to preserve existing topography wherever possible, ensuring at least 15% of vegetation has ground contact and maintaining or designing around 30% vegetation on both ground and built structures.



Architect's impression - Club House Forestville, Thane

### Integrating Biodiversity into Operations

This year, Oberoi Realty conducted a thorough analysis of our real estate operations to understand how these activities interact with biodiversity. We developed and adopted a robust biodiversity policy focusing on specific parameters, which helped us identify and implement industry best practices and align with global standards.

Oberoi Realty's Biodiversity Policy aligns with the goals of the Convention on Biological Diversity (CBD) and national and international industry standards. Our policy integrates conservation and management of biodiversity into our business strategy, establishing principles for a sustainable business model that positively interacts with nature. This reflects our ongoing commitment to ensuring alignment with Oberoi's operational and strategic goals, offering strategic insights for future disclosures.

### BIODIVERSITY POLICY



**Integrate Biodiversity conservation into business strategy**



**Align with convention on Biological Diversity Goals (CBD)**



**Adhere to national and international standards and best practices**

### BIODIVERSITY POLICY BENCHMARKING PARAMETERS

- ✓ **ENSURING LEGAL COMPLIANCE AND STATUTORY REQUIREMENTS/ FRAMEWORKS**
- ✓ **CONDUCTING BIODIVERSITY RISK ASSESSMENTS**
- ✓ **AVOID OPERATING IN CRITICAL HABITATS**
- ✓ **COMMITMENT TO NO NET DEFORESTATION**
- ✓ **PROMOTING STAKEHOLDER ENGAGEMENTS AND SUPPORTING CONSERVATION IDEAS**
- ✓ **CONTINUOUS MONITORING OF PROGRESS**
- ✓ **MINIMIZING BIODIVERSITY RISK**
- ✓ **NO NET LOSS COMMITMENT**

### BIODIVERSITY RISK ASSESSMENT



Oberoi Realty is committed to minimizing the ecological impact of its operations. In alignment with the mandates of the Ministry of Environment, Forest, and Climate Change (MOEFCC), comprehensive Environmental Impact Assessments (EIA) have been conducted for all applicable project sites.

In line with our Biodiversity Policy, we are conducting Biodiversity Risk Assessments across all operational sites to identify, assess, and manage potential impacts on biodiversity. This process includes:

- **Biodiversity Proximity and Sensitivity Analysis:** By utilizing geospatial tools such as Google Earth Pro, GIS software and geospatial databases, we are analyzing the proximity and sensitivity of our business operations to important biodiversity areas, such as Wildlife Sanctuaries, Protected Areas (PAs), Key Biodiversity Areas (KBAs), Tiger Corridors (TCs) and presence of species listed on the IUCN Red List within a 10 km radius of our operations.
- **Dependency and Impact Identification:** At both the sectoral and site levels, we are identifying the potential dependencies and impacts on ecosystem services using screening tools such as the ENCORE and the WWF Biodiversity Risk Filter. These tools provide valuable insights into how our business sectors depend on ecosystem services and how our activities, in turn, affect local ecosystems.
- **Risk Mitigation Strategy Development:** We are committed to developing comprehensive risk mitigation strategies to address identified nature risks at both the corporate and site levels.

Our ongoing efforts to assess, manage, and mitigate biodiversity risks, guided by international best practices and tools, underscore our commitment to a harmonious relationship with nature. As we advance on this journey, we remain steadfast to create a legacy of sustainable spaces that nurture both people and the planet for generations to come.

### CASE STUDY

## Enhancement of Landscaping - Environmental Sustainability and Biodiversity

### Overview

Oberoi Realty undertook a landscaping initiative aimed at improving the environmental performance of its building surroundings. The approach focused on creating a healthier outdoor environment by increasing green cover, encouraging biodiversity, and adopting resource-conscious methods of landscape development.

### Objective

The objective was to improve environmental sustainability, support the biodiversity of the site, and enhance the visual appeal and recreational quality of the surrounding areas.

### Impact

The project contributed to a healthier ecosystem by attracting pollinators, improving air quality, and conserving natural resources. It also created a more welcoming and engaging outdoor setting for occupants and visitors.

### Key Outcomes

The use of native and drought-tolerant plants led to a significant reduction in water demand. Pollinator gardens were established to support species such as bees and butterflies, promoting ecological balance. Green spaces, including gardens and vertical greenery, contributed to improved air quality and visual enhancement. Drip irrigation systems and rainwater harvesting methods supported water conservation efforts. Organic fertilizers and composting improved soil quality and reduced dependence on chemical inputs.

# Human Capital

Driven by our core values and long-term vision, our human capital strategy fosters an environment where talent thrives. By nurturing a culture of purpose, empowerment, and continuous growth, we unlock the full potential of our people to shape a future-ready workforce.

## PERFORMANCE HIGHLIGHTS IN FY 2024-25

- Great Place to Work® Certified
- Great People Manager Study 2025
- Zero fatalities and high-consequence injuries reported
- Top 50 Future Ready Employers of India 2025
- People Manager Effectiveness Index of 84
- India's Top 25 Safest Workplaces at the Kelp PoSH Awards
- 95% response rate to GPTW survey with over 900 employee participants
- Target of 30% women in the total workforce by 2030

## SDG LINKAGES



“ Inspired, Empowered, Performance-Driven Workforce ”

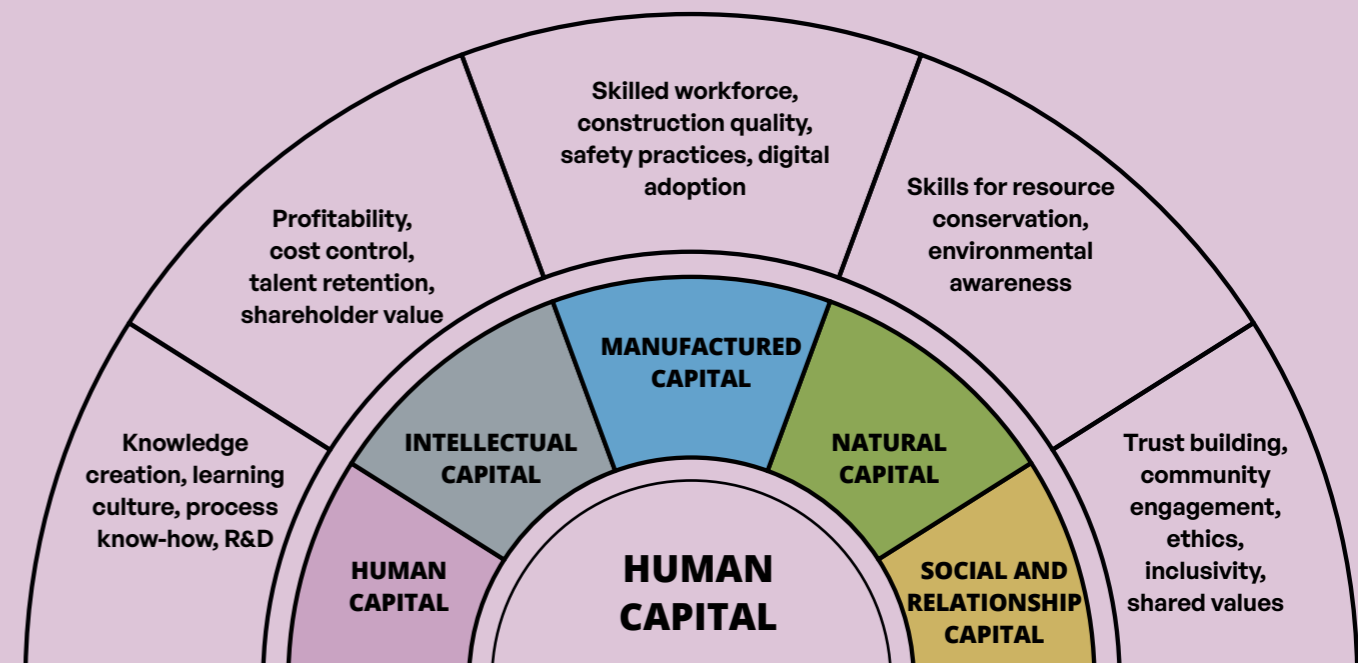
At Oberoi Realty, we realize that employee skills and awareness directly impact how sustainably projects are planned and executed. A trained and aware workforce helps the company reduce its environmental footprint and remain within planetary limits.

## IN THIS SECTION

- People First
- Diversity and Inclusion
- Employee Wellbeing
- Employee Performance Recognition
- Human Rights and Freedom of Association
- Occupational Health and Safety



## LINKAGE TO CAPITALS



# Human Capital

Our human capital management strategy emphasizes Continuous Performance Management as a dynamic framework to nurture and engage talent. This model integrates key elements such as goal setting, mid-year reviews, development plans and annual appraisals, ensuring that performance is both measurable and aligned with strategic business goals. We promote a culture of constructive feedback, active engagement and regular check-ins, enabling real-time recognition and course correction. Career Development Plans (CDPs) and succession planning further reinforce our commitment to long-term employee growth and leadership continuity. By fostering collaboration, appreciation and support, we drive high performance and professional fulfillment. This holistic approach strengthens our organizational resilience and directly supports our ESG goals through employee empowerment and sustainable workforce practices.

## Great Place to Work Certified

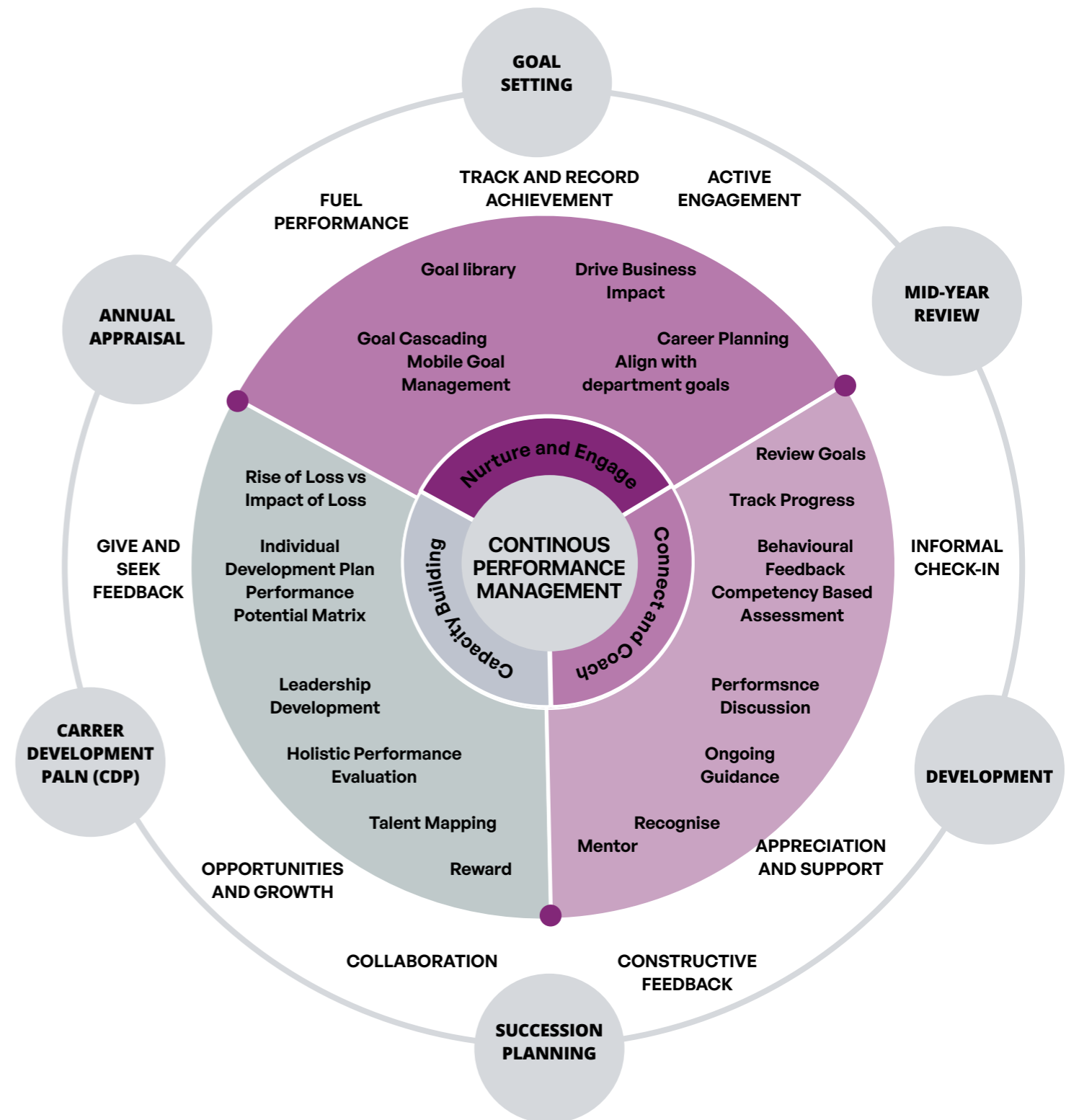
(December 2024 – December 2025)

In FY 2024–25, Oberoi Realty participated in the Great Place to Work® employee engagement survey and achieved an outstanding 95% response rate, with participation from over 900 employees. Based on the feedback received, Oberoi Realty was awarded the ‘Great Place to Work’ certification, earning an exceptional score of 92—well above the India Top 100 benchmark of 88.

This certification is a testament to Oberoi Realty’s dedication to nurturing a high-trust, high-performance workplace culture rooted in respect, collaboration, and employee well-being.



## HUMAN CAPITAL MANAGEMENT STRATEGY



**CASE STUDY**

# People First

In an evolving business environment where employee expectations, workplace dynamics, and cultural values are constantly shifting, the company recognized the need to reinforce its commitment to its people. With this vision, it launched a company-wide People-First initiative—anchored in empathy, inclusion, and collaboration. This program sought to embed a values-driven culture, starting from leadership and permeating every level of the organization, fostering a more engaged, motivated, and resilient workforce.



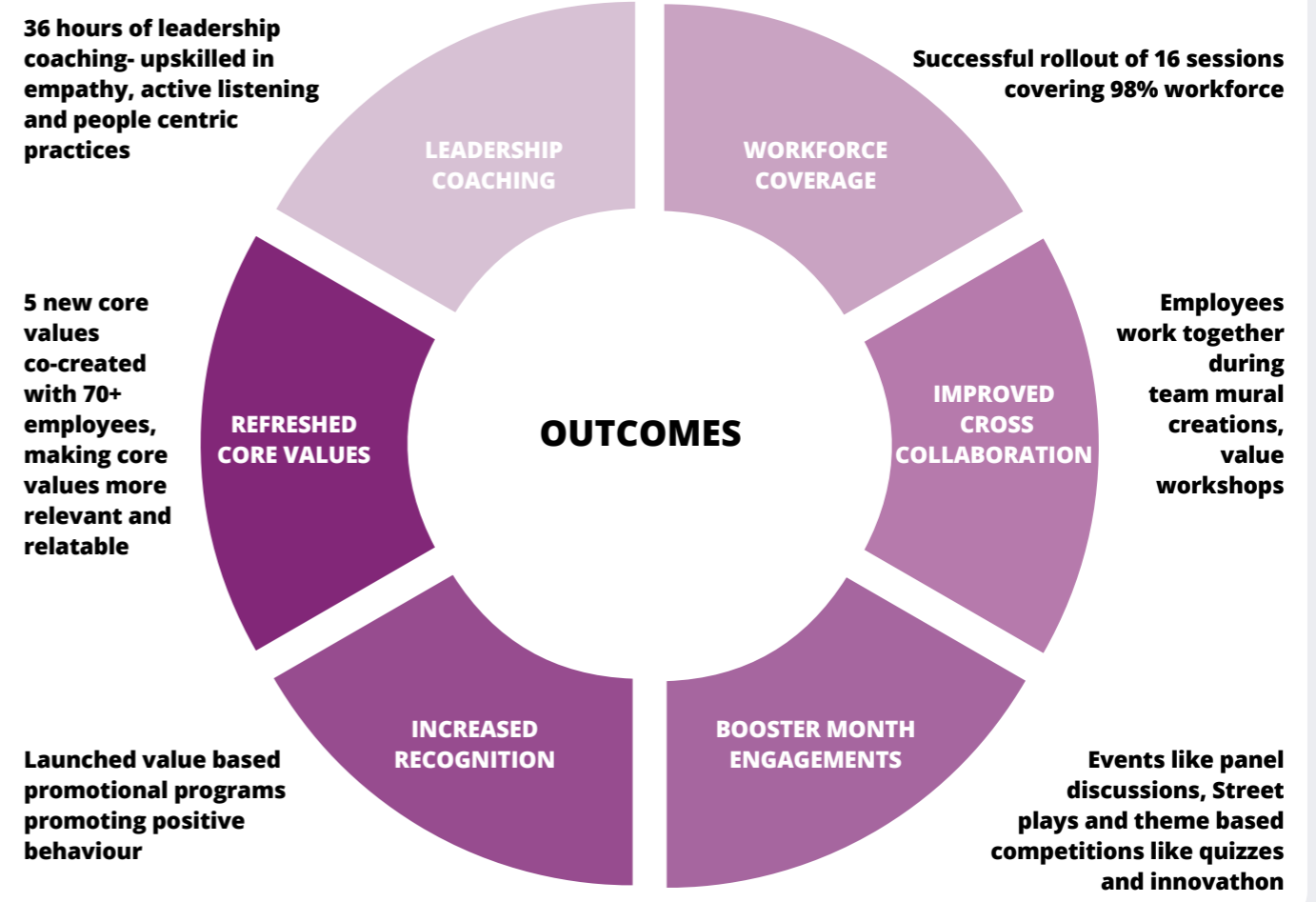
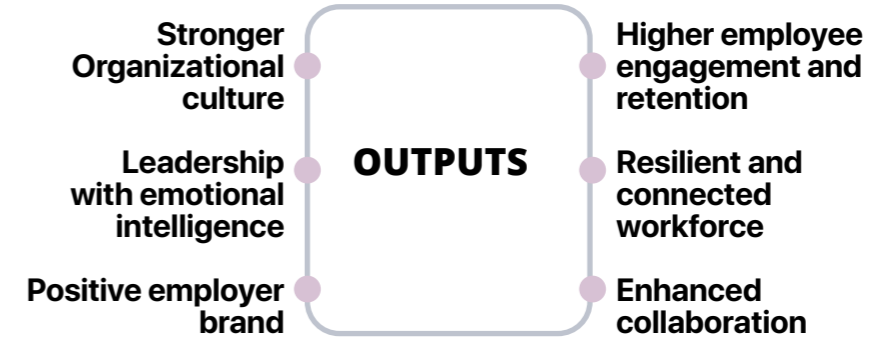
**KEY DRIVERS OF PEOPLE FIRST INITIATIVE**

**LEADERSHIP COMMITMENT**  
Executive coaching and leadership involvement set the tone at the top

**STRUCTURED CASCADING**  
Organization wide coverage through consistent sessions ensured alignment

**CREATIVITY AND DIALOGUE**  
Use of interactive and engaging formats for communicating key messages

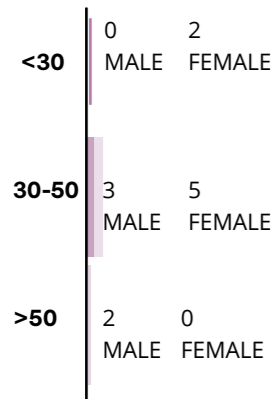
**COLLABORATIVE VALUE REDEFINITION**  
Involvement of diverse teams to drive relevance and ownership



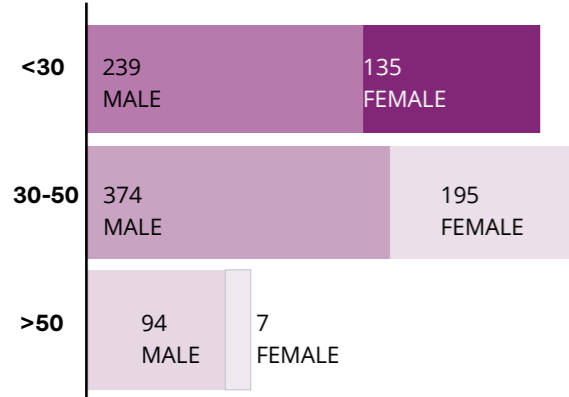
# Talent Acquisition and Retention<sup>53</sup>

Our focus is to offer a comprehensive experience to all employees across the full span of their tenure with the company. In FY 2024–2025, the total workforce stood at 1,482 comprising 1,470 permanent and 12 non-permanent employees. Our workers who are engaged through contractors and subcontractors are categorized as laborers. Approximately 14,000 laborers were employed across construction sites during FY 2024–2025. These individuals are not part of the company's direct payroll.

## CONSULTANTS



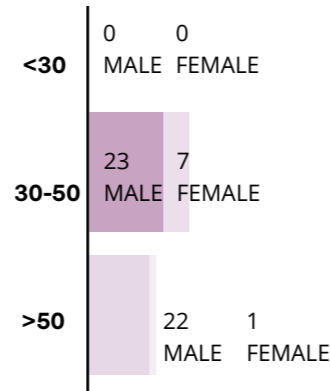
## TOTAL EMPLOYEES



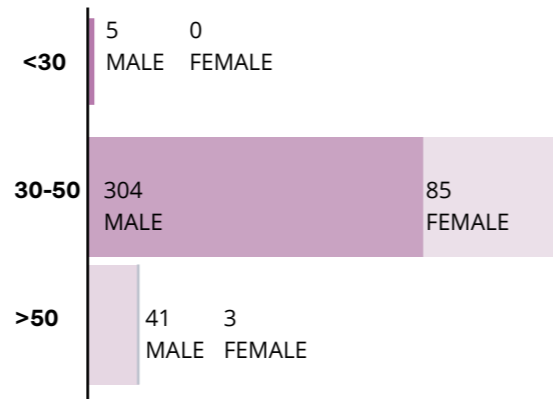
■ <30 Years Male   
 ■ <30 years Female   
 ■ 30 - 50 years Male   
 ■ 30 - 50 years Female   
 ■ >50 years Male   
 ■ >50 years Female

## EMPLOYEE TURNOVER BREAKDOWN BY AGE, GENDER AND MANAGEMENT LEVEL<sup>61</sup>

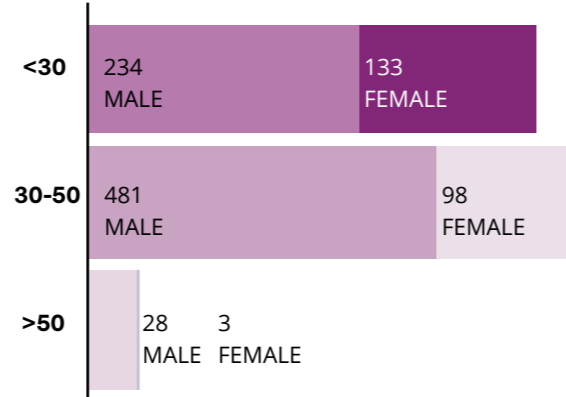
### SENIOR MANAGEMENT



### MIDDLE MANAGEMENT



### NON MANAGEMENT



## Top 50 Future Ready Employers of India 2025

Oberoi Realty has been honored as one of the Top 50 Future Ready Employers of India 2025 by Fortune India, based on a comprehensive study conducted by CIEL HR. This prestigious recognition is especially meaningful as it is grounded in the voices of both past and present employees—individuals who have directly experienced and helped shape the organization's culture. Oberoi Realty's leadership in building adaptable, resilient, and progressive workplaces has set it apart, earning this significant distinction.

## HUMAN CAPITAL RETURN ON INVESTMENT

### EMPLOYEE TURNOVER BREAKDOWN

	<30 years	30-50 years	>50 years
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#### Total Number of Permanent Employees

Management Level	<30 years	30-50 years	>50 years
Senior Management	0	30	23
Middle Management	5	389	44
Non-Management	367	579	31

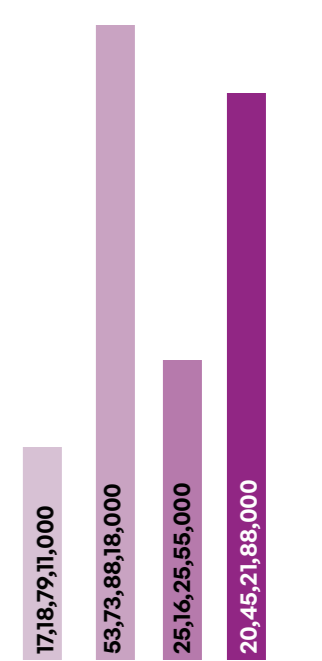
#### Total Number of Non-Permanent Employees

Category	<30 years	30-50 years	>50 years
Consultants	3	8	2
Total Employees	374	1,007	101

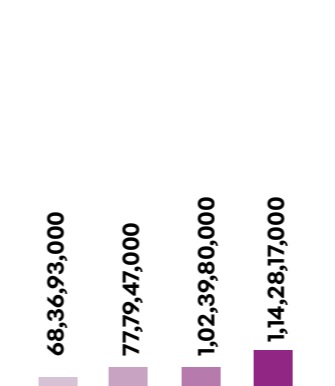
### TOTAL REVENUE



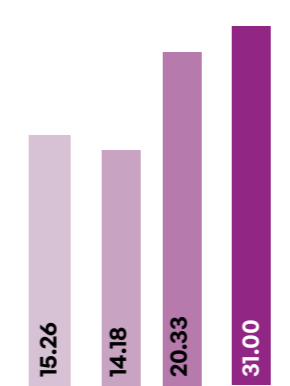
### TOTAL OPERATING EXPENSES



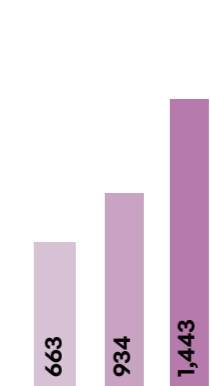
### TOTAL EMPLOYEE-RELATED EXPENSES (SALARIES + BENEFITS)



### RESULTING HC ROI (A - (B-C)) / C



### TOTAL EMPLOYEES



■ FY 2023-24  
■ FY 2023-22  
■ FY 2022-21  
■ FY 2021-20

<sup>53</sup>GRI 2-7, 2-8

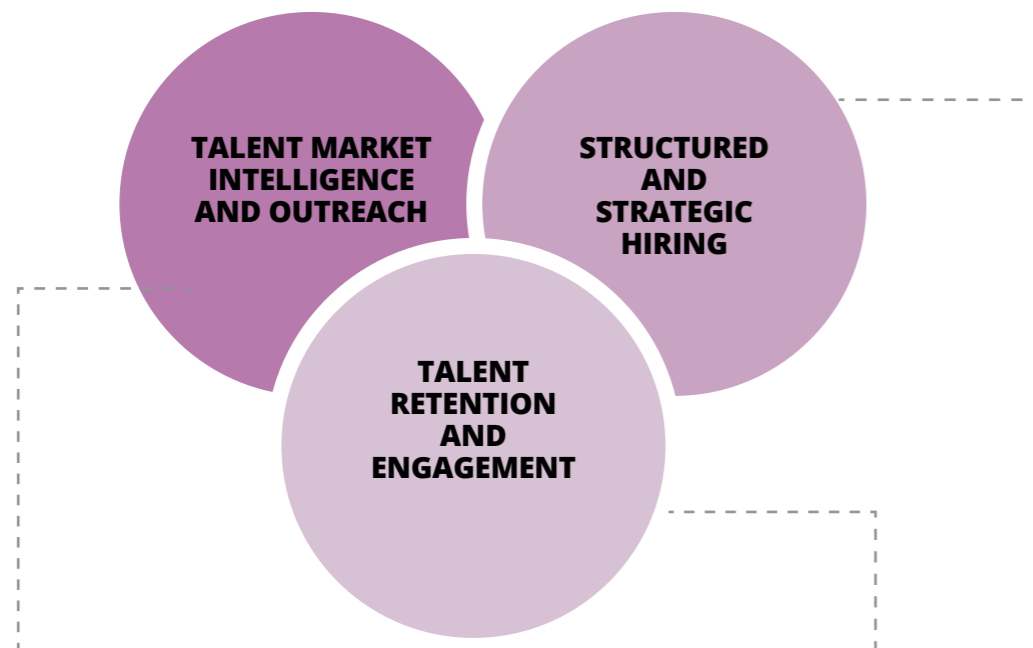
# Hiring<sup>54</sup>

Our talent strategy is rooted in meritocracy, ethics and equal opportunity, ensuring the right talent is hired for the right roles. We follow a structured, transparent hiring process using SAP SuccessFactors, supported by diverse recruitment channels and a clear annual hiring plan.

## Proactive rather than reactive in hiring

- Equal opportunity employer – Recruitment is driven by merit, ethics, transparency, and equality.
- Annual hiring plans are aligned with business goals and targets.
- Workforce planning is based on mapping future talent needs, Expansion plans and succession risks.
- Recruitment is conducted through SAP SuccessFactors, ensuring standardization.
- Diverse hiring channels include campus recruitment and direct applications.
- In FY 2023–24, we recorded a hiring rate of 36.34%.

## OUR HIRING STRATEGY



**We ensure that top talent chooses us – not just we choosing them**

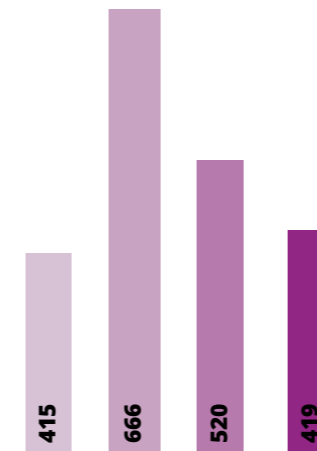
- Building open communication channels to talk about unique strengths such as stability, legacy, fast-track career and focus on innovation.
- Employ multiple channels of recruitment to enable diverse hiring. This includes campus placements at leading business schools and direct applications.
- Identify hotspots for niche roles and target hiring.
- Build relationships with real estate networks, colleges and industry associations.

**Transforms hiring from a transaction to a long-term value driver**

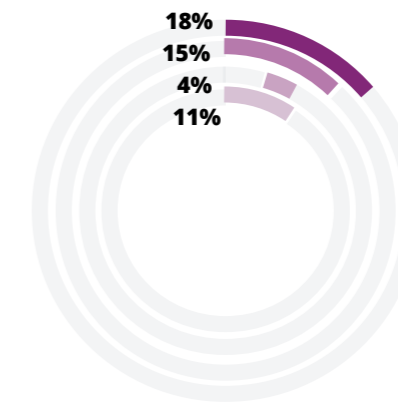
- The retention strategy is shaped by this principle, with targeted efforts aimed at minimizing the departure of skilled employees.
- Our return-to-work policy supports professionals to rejoin after a career break, fosters an inclusive space where individuals can rebuild their careers and pursue professional growth.
- ‘Stay Interview’ is conducted to understand the concerns faced by the employee and explore potential solutions promptly.

## HIRING DATA BREAKDOWN: ORGANIZATION-WIDE AND BY MANAGEMENT CATEGORIES

### TOTAL NEW HIRES



### INTERNAL HIRING RATE



### AVERAGE HIRING COST/FTE FY 2024-25

**5,561.7**

### HIRING DATA BREAKDOWN BY NATIONALITY

**419**

New Hires of Indian Nationality in FY 2024-25

■ FY 2024-25 ■ FY 2023-24 ■ FY 2022-23 ■ FY 2021-20

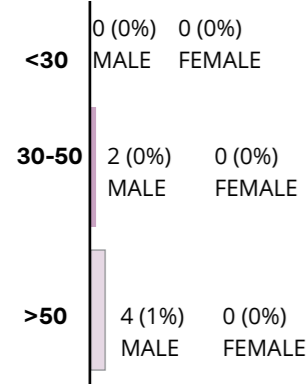


Inclusive Hiring Workshop

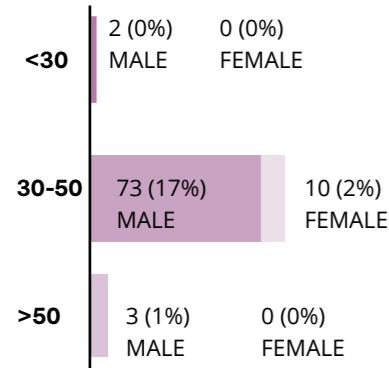
<sup>54</sup>GRI 401-1

### EMPLOYEE HIRING BREAKDOWN BY AGE, GENDER AND MANAGEMENT LEVEL

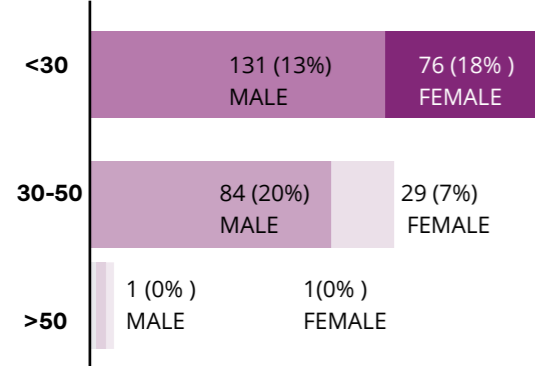
#### SENIOR MANAGEMENT



#### MIDDLE MANAGEMENT



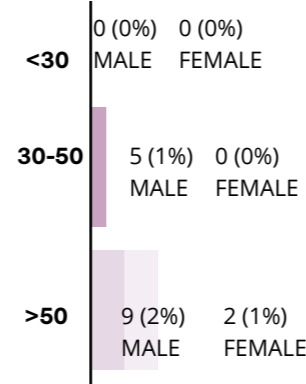
#### NON MANAGEMENT



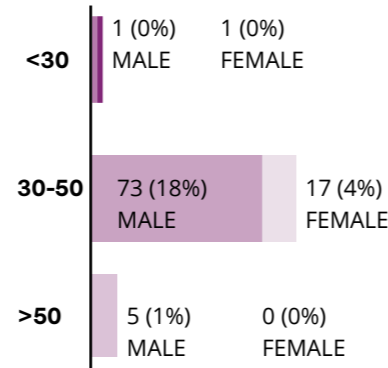
■ <30 Years Male     ■ 30 - 50 years Male     ■ >50 years Male  
■ <30 years Female     ■ 30 - 50 years Female     ■ >50 years Female

### EMPLOYEE TURNOVER BREAKDOWN BY AGE, GENDER AND MANAGEMENT LEVEL

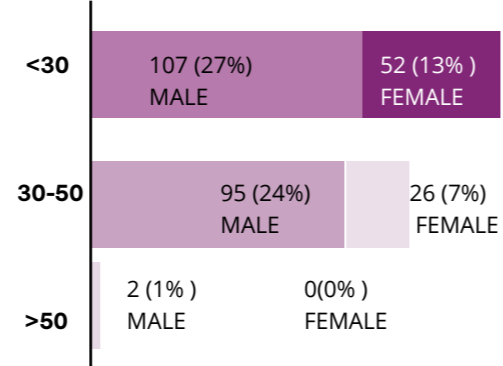
#### SENIOR MANAGEMENT



#### MIDDLE MANAGEMENT



#### NON MANAGEMENT

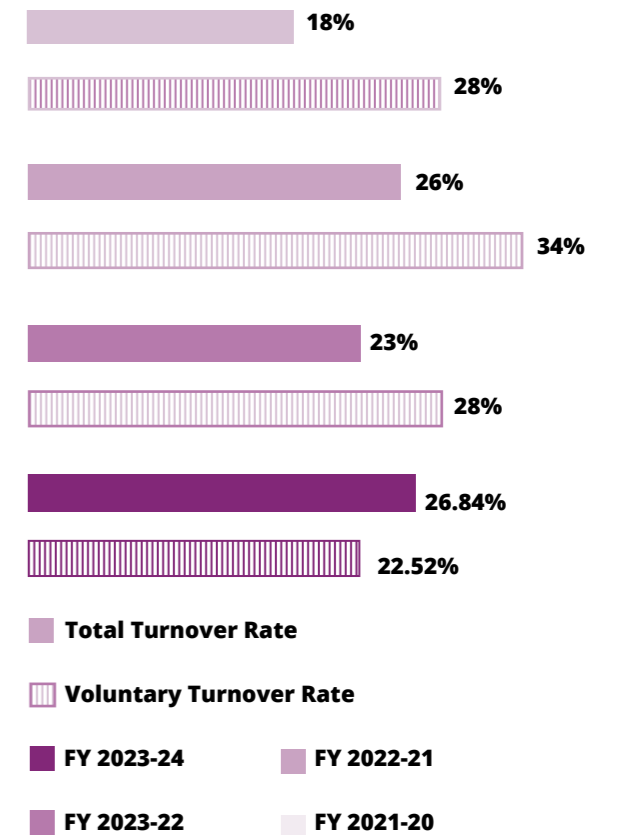


### Enabling Career Growth from Within

Our Internal Mobility Policy is a key component of our commitment to employee development. It encourages our people to explore new career paths within the organization, supporting continuous learning and professional growth. Key features include:

- **No Prior Supervisor Approval Required:** Employees can proactively apply for internal roles without needing initial sign-off, fostering autonomy and transparency in career decisions.
- **Broadened Skill Sets:** By exploring cross-functional or upward roles, employees can diversify their capabilities and expand their impact across the organization.
- **Strengthened Internal Capability:** Internal movement helps us retain top talent, leverage institutional knowledge, and build a more agile, adaptable workforce.

### TREND OF TURNOVER



100% Data coverage (as % of all FTEs globally)

## Great Place to Work Certified (December 2024 – December 2025)

In FY 2024–25, Oberoi Realty participated in the Great Place to Work® employee engagement survey and achieved an outstanding 95% response rate, with participation from over 900 employees. Based on the feedback received, Oberoi Realty was awarded the 'Great Place to Work' certification, earning an exceptional score of 92—well above the India Top 100 benchmark of 88.

This certification is a testament to Oberoi Realty's dedication to nurturing a high-trust, high-performance workplace culture rooted in respect, collaboration, and employee well-being.



# Diversity and Inclusion

We are committed to creating a workplace where diversity thrives, and inclusion is actively championed. We believe in creating an environment where every individual feels seen, heard, and empowered to contribute.

As part of our DEI roadmap, our company formed Diversity, Equity and Inclusion (DEI) Council, a significant step towards fostering a more inclusive and equitable workplace. This Council leads our efforts towards ensuring that our commitment to diversity and inclusion is reflected in all aspects of our organization. It is composed of a diverse group of individuals from various backgrounds, departments, levels within the organization. This includes representation from leadership, middle management, location and members who bring unique perspectives and experiences. The DEI Council aims to enhance communication channels by implementing regular internal updates, establishing feedback mechanisms and launching various initiatives to promote effective DEI practices. For suggestions, queries, or to share ideas, employees can reach out to the Council at [deicouncil@oberoirealty.com](mailto:deicouncil@oberoirealty.com).

Our long-term DE&I strategy is designed to foster a safe, respectful, and empowering environment for all employees. Guided by a comprehensive internal policy and developed in collaboration with an experienced DEI partner, our approach includes structured, step-by-step initiatives that embed inclusion into every aspect of the employee lifecycle.

## OUR DIVERSITY AND INCLUSIVITY PLAN

- Conducted “DEI Conversation with Leaders” workshop to drive awareness on equity, removing unconscious bias, gender sensitization and culture of inclusivity right from hiring to onboarding

LEADERSHIP COMMITMENT AND ACCOUNTABILITY

WOMEN EMPOWERMENT AND LEADERSHIP DEVELOPMENT

- Rolled out Batch III of “Flying Lessons”, a four-month leadership development program for women.
- Open to all female employees across diverse team, levels and locations
- Builds leadership pipeline by nurturing high-potential women leaders.

- Facilitated Inclusive Hiring Workshops with external experts for hiring managers.
- Internal sessions for People Managers to reduce bias and build equitable hiring capabilities.
- Ongoing communication to encourage inclusive language and gender-neutral practices

INCLUSIVE HIRING AND TALENT PRACTICES

CONTINUOUS LEARNING AND AWARENESS

- Launched engaging formats like DEI Street Play to creatively reinforce DEI values.
- Regular internal workshops and campaigns around authenticity, identity, and inclusion.
- Reinforcement of behaviors through DEI-aligned communication touchpoints

- Partnered with DEI consulting firms to co-create a **step-by-step strategic roadmap**.



- Integrated expert insights into policies, programs, and interventions for sustainable impact.

**22.74%**

WOMEN IN WORKFORCE

**19.55%**

WOMEN IN ALL MANAGEMENT POSITIONS

**20.19%**

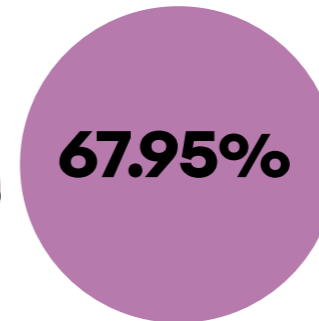
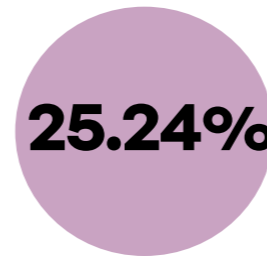
WOMEN IN REVENUE GENERATING POSITIONS

**13.46%**

WOMEN IN STEM

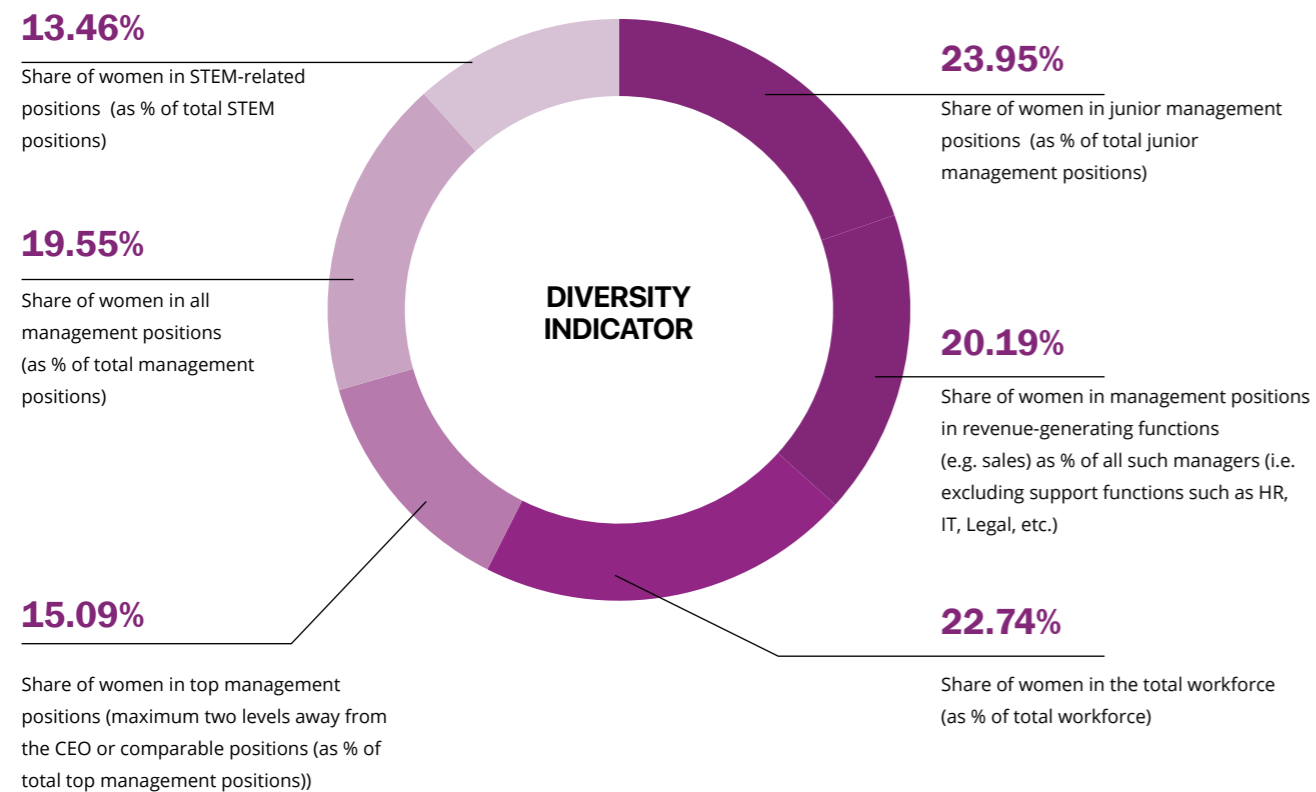


We also make focused efforts to provide for a workforce that is diverse in age that brings dynamic skills and experiences into the workplace

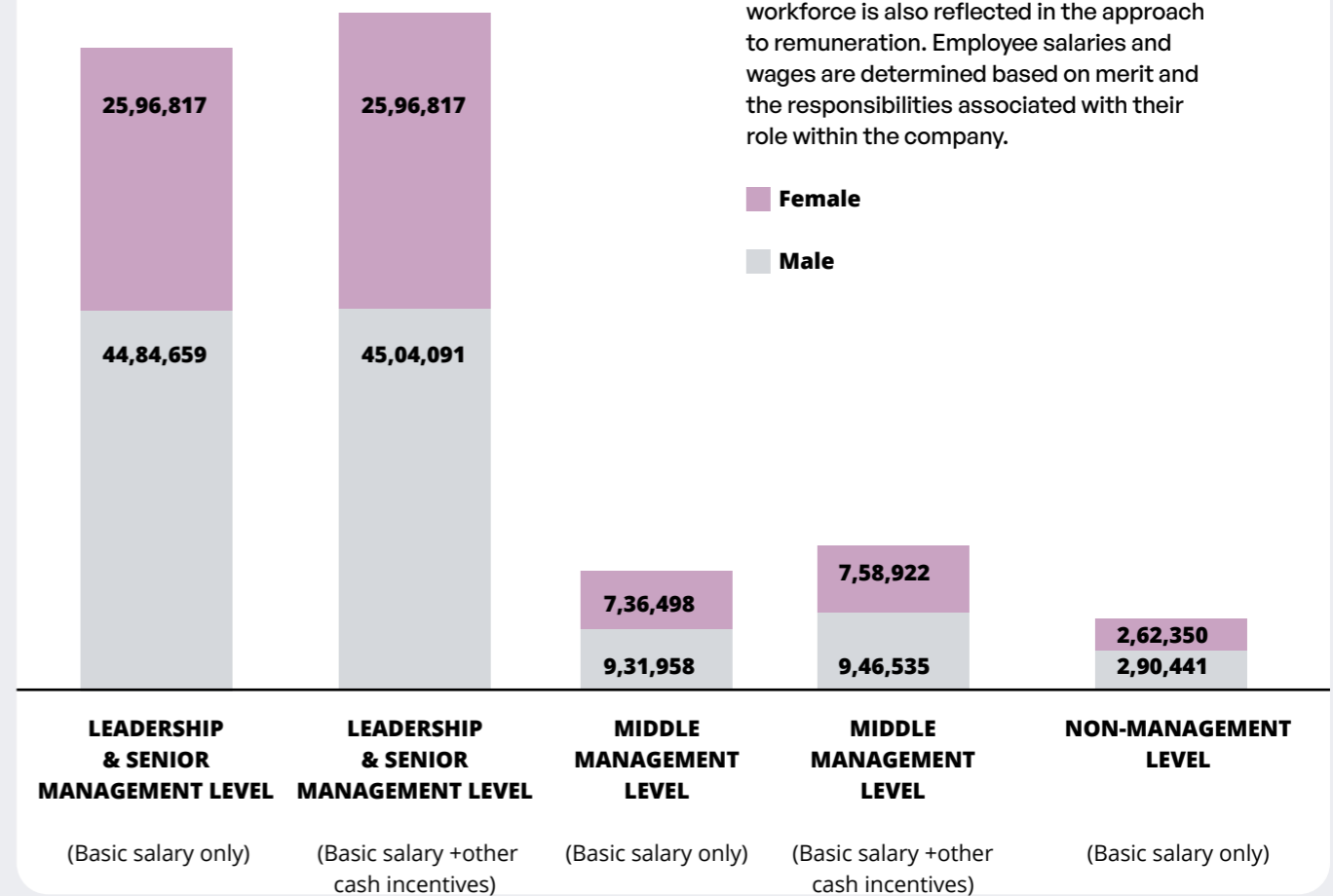


**We have target of 30% diversity for share of women in total workforce by 2030.**

**DETAILED GENDER WORKFORCE BREAKDOWN<sup>55</sup>**



**AVERAGE PAY OF OUR EMPLOYEE BY GENDER**



<sup>55</sup>GRI 405-1,2

# Employee Wellbeing

In today's dynamic work environment, employee well-being is no longer a luxury, but it's a strategic imperative. Managing human capital effectively remains critical to our organizational success and is our utmost priority. We take pride in knowing that we are an employer of choice for our employees and remain committed to enabling the personal and professional growth of our employees in a well-rounded manner.

Our employee well-being framework is built on 8 principles which are the foundation of our comprehensive well-being strategy. From promoting psychological safety and inclusion to ensuring accountability and continuous improvement, these principles help create a workplace where individuals can thrive personally and professionally.

## EMPLOYEE CENTRICITY

Prioritize employee needs and preferences. Involve employees in shaping well-being policies and programs.

## INCLUSION AND EQUITY

Ensure programs are accessible to all employees regardless of gender, location, physical ability, or role.

## WORK-LIFE INTEGRATION

Encourage flexibility in work hours, locations and expectations. Respect boundaries.

## PSYCHOLOGICAL SAFETY

Promote an environment where employees can express concerns, without fear.

## EMPLOYEE WELLBEING FRAMEWORK

## MANAGERIAL RESPONSIBILITY

Managers should role model healthy behaviours and prioritize team wellness.

## PREVENTION AND PROACTIVENESS

Focus on preventive care and early warning systems. Target for preventive care rather than reactive solutions.

## COMMUNICATION AND TRANSPARENCY

Open, honest and regular communication about the well-being initiatives and available resources.

## MEASUREMENT AND CONTINUOUS IMPROVEMENT

Track impact of the well-being initiatives using KPIs to regularly evaluate and update strategies.

## India's Top 25 Safest Workplaces Award

Oberoi Realty maintains a strict zero-tolerance policy against harassment and discrimination, ensuring a secure and respectful environment that complies rigorously with internal policies, standards, and all applicable local laws and regulations. In recognition of its unwavering commitment to employee safety and inclusivity, Oberoi Realty was named one of India's Top 25 Safest Workplaces at the Kelp POSH Awards® 2024.





ORL Cricket Premier League



ORL's Got Talent Celebration

## Employee Benefits and Engagement<sup>56</sup>

At ORL, employees are offered a range of benefits aimed at strengthening their sense of connection with the organization and helping retain top talent.

### Flexible Working Arrangements

To help employees manage personal responsibilities, flexible working hours are provided, along with the option for late entry or early departure when necessary. Work-from-home and part-time work options are also considered on a case-by-case basis. In addition, all employees are entitled to a mandatory three-day leave each financial year. We also have a provision for employees to avail block and sabbatical leave.

**NET EMPLOYEE PROMOTER SCORE (GPTW) 92**

### Health and Wellbeing Support:

Recognizing the importance of both mental and physical health, a 24x7x365 Employee Assistance Program is available to employees and their families. This includes access to professional tele-counselling and face-to-face sessions as needed. The program is supplemented by online sessions focused on mental wellness. A complimentary Annual Health Check-up is provided to all employees, along with discounted services for their family members. To further support wellbeing, regular meditation sessions and recreational events such as cricket, table tennis and carrom are organized.

**2 MENTAL WELL-BEING SESSIONS CONDUCTED**

**7 HEALTH CHECKUP PROGRAMS CONDUCTED ACROSS PROJECTS**

### Fun@Work Committees

To enhance employee engagement, Fun@Work Committees have been formed with representatives from various departments. These Committees are responsible for planning and executing a range of activities including Yoga and Reiki camps, as well as sports events. Celebrations for festivals like Diwali and Christmas are also organized by these committees across office locations, reflecting the diverse cultural backgrounds of the workforce.

**CERTIFIED AS GREAT PLACE TO WORK 2025**

**6 FUN@WORK EVENTS AND SESSIONS CONDUCTED IN FY2024-25**

### Parental Leave

Paid parental leave is extended to both male and female employees. While not mandated by law, male employees who meet eligibility criteria are granted three days of paternity leave. Female employees receive twenty-six weeks of paid maternity leave in accordance with the Maternity Benefit Act, 1961. An additional week may be availed as per internal policies. In support of working mothers, a company-funded Creche facility has also been introduced, (which doubles as a breastfeeding facility) available until the child reaches 15 months of age.

**92% RETENTION RATE**

<sup>56</sup>GRI 401-2, 401-3

**EMPLOYEES WHO TOOK PARENTAL LEAVE IN FY 2023-24 BY GENDER**

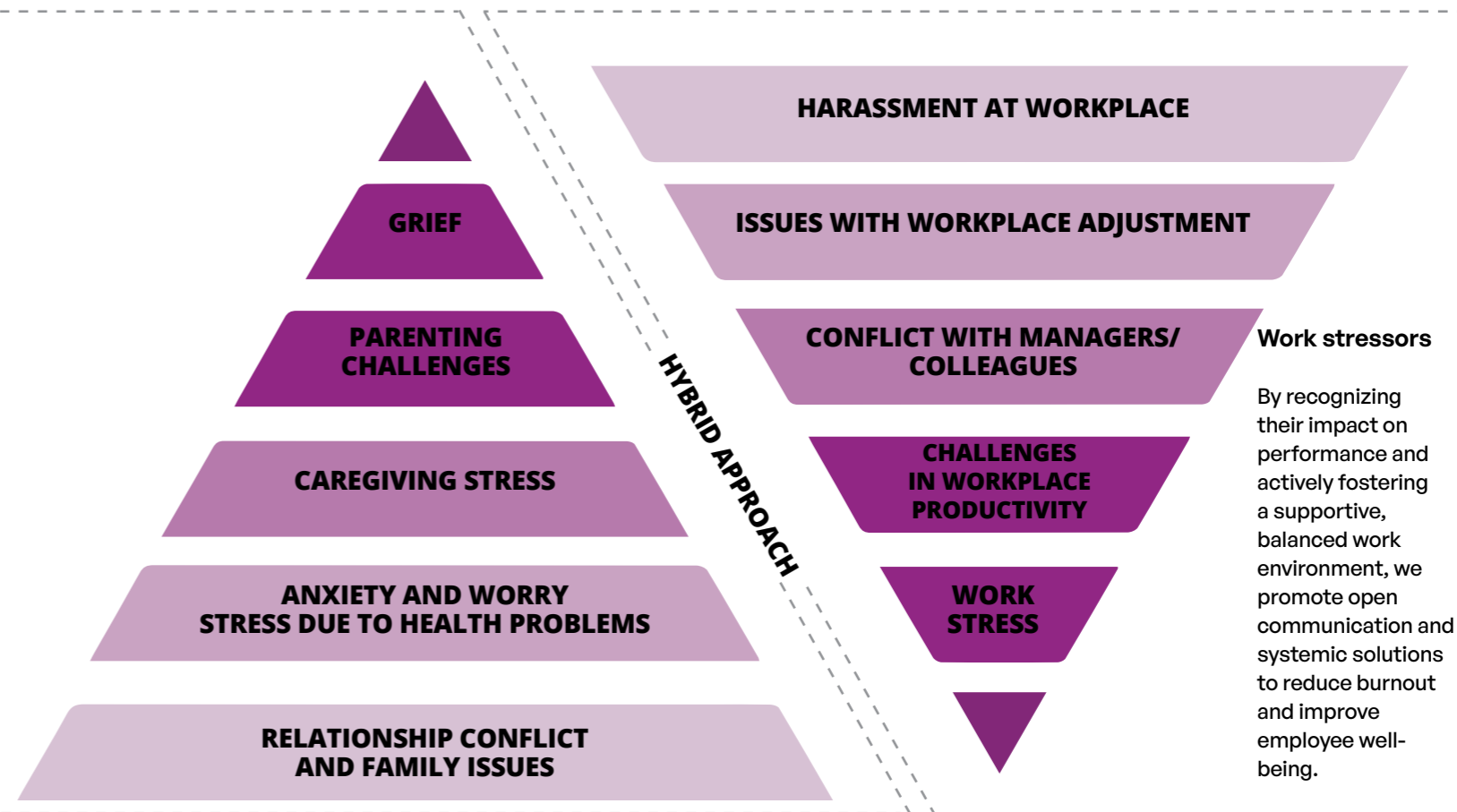
Criterion	Male Employees	Female Employees
Employees entitled to parental leave	1145	330
Employees who took parental leave in FY 2024-25	29	5
Employees who returned from parental leave in FY 2024-25	29	2
Employees who returned from parental leave in FY 2024-25 and were retained for 12 months or more	23	2
Return to Work Rate	100%	33%

**Employee Assistance Program**

Recognizing the impact of both personal and professional challenges on employee wellbeing, the organization has implemented a comprehensive Employee Assistance Program. This initiative offers confidential support to help employees navigate stressors such as family or health concerns, workplace conflicts and performance pressures thereby fostering a healthier and more resilient workforce.

**Personal stressors**

By acknowledging the whole individual beyond the workplace, offering flexibility & empathy, we are always with our employees in navigating life's challenges with dignity and support.



**91%**

**RETURN TO WORK RATE POST PARENTAL LEAVE**

**85%**

**RETENTION RATE**

**Digital HR**

The digital HR initiatives has helped us in streamlining employee experiences through SAP SuccessFactors further enabling smooth, transparent processes across the lifecycle. The move to paperless HR and mobile-enabled platforms ensures convenience, speed, and sustainability. Employees benefit from a digitally enhanced experience with real-time access to HR services, from onboarding to performance reviews. Our engaging and insightful portal empowers individuals with personalized information and tools, fostering self-service and continuous engagement.

**Other Benefits**

Employees are provided with a broad set of benefits that include medical and health insurance, Mediclaim for dependents, retirement support, food subsidies and education reimbursement for children. In order to foster an engaging work environment, we also offer birthday

vouchers and marriage vouchers. These initiatives reflect our commitment towards celebrating personal milestones. The company has enhanced the insurance coverage for all employees providing greater security and peace of mind. Additionally, a substantial Corporate Buffer is available for exceptional cases, ensuring comprehensive support when it's most needed. Optional holidays have also been introduced beyond the standard list of Public Holidays, allowing employees to observe festivals and days of personal significance. These benefits contribute to a work culture where wellbeing is prioritised and employees feel consistently supported.

To collect structured feedback, employee engagement surveys are conducted at regular intervals. These surveys help gauge employee sentiment in areas such as job satisfaction, purpose, workplace happiness and stress levels.

**92%**

**TARGET FY 2024-25  
80%**

**EMPLOYEES WITH TOP LEVEL OF ENGAGEMENT, SATISFACTION, WELLBEING, OR EMPLOYEE NET PROMOTER SCORE (ENPS)**

**95%**

**TARGET FY 2024-25  
85%**

**EMPLOYEES WHO RESPONDED TO THE SURVEY**

# Employee Performance Recognition<sup>57</sup>

Inspiring employees to consistently bring their best selves to work is fundamental to driving long-term business success and resilience for our organization.

## Performance Management

The company recognizes the importance of providing regular, constructive feedback and uses various channels to facilitate this action. These include informal conversations, team-based appraisals and formal evaluations using measurable targets defined by line managers. A multi-dimensional appraisal system supports this structure. In FY 2024-25, 88% of male and 85 % of female employees received performance reviews and appraisals.

- **Management by Objectives (MBO):** At Oberoi Realty, performance is appraised through clearly defined, measurable goals agreed upon between employees and their line managers. Progress is reviewed periodically, ensuring alignment with organizational objectives and fostering individual accountability.
- **Team-Based Performance Appraisal:** Team-based assessments at Oberoi Realty focus on evaluating group achievements and collaboration. Regular reviews emphasize collective results, peer feedback, and contribution to shared targets, reinforcing a high-performance, collaborative work culture.

Performance-linked sales incentives and project-based incentives are in place to acknowledge and reward outstanding achievements. The Employee Recognition Program is a platform for quarterly recognition that highlights and celebrates employees who demonstrate company values such as innovation, operational efficiency, effective problem solving and exceptional commitment to organizational goals. Long-serving employees are also recognized through internal communication platforms.

<sup>57</sup>GRI 404-3, <sup>58</sup>GRI 205-2, 404-1, GRI 404-2

## Succession Planning

Succession planning and talent review form the foundation of the company's long-term human capital strategy. These processes are used to identify and develop high-potential employees, ensuring continuity in key roles. Since its launch in 2022, an annual talent review exercise has been conducted to evaluate critical roles and build a pool of successors. The assessment includes evaluations of role readiness, performance vs. potential and internal talent risk. Post-assessment, targeted learning and development interventions are initiated to enhance the capability of internal talent and prepare them for future responsibilities. Employees demonstrating exceptional performance and behavior aligned with company values are recognized through a variety of awards, including quarterly recognition awards, long-service awards, sales and project-based incentives, digital recognition and spot awards.

## Employee Learning and Development<sup>58</sup>

We believe continuous learning is essential for individual and organizational growth. Our employee development and training initiatives are designed to equip talent with future-ready skills, foster innovation, and enable meaningful career progression.

The company is committed to building employee capacity through a structured, blended learning approach. Employees receive training in technical, behavioral and leadership domains. Mandatory training programs cover topics such as Health and Safety, Code of Conduct, Insider Trading, Prevention of Sexual Harassment and Diversity and Inclusion.

## FOUR KEY FACETS OF EMPLOYEE LEARNING AND DEVELOPMENT

### ENABLE EMPLOYEES TO CRAFT THEIR LEARNING PATH

In line with developmental goals identified by employees and their managers, instructor led trainings and behavioral trainings are provided to our workforce.

### CREATE VALUE BASED CULTURE

As part of onboarding process, we have a seamless induction program which is followed by mandatory value workshops to ensure integration of all our new joining employees into our culture. This supports integration of our values across the organization and drives ethical and responsible behavior.

### BUILD EMPLOYEE CAPABILITY

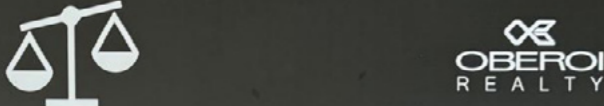

Periodic functional training is provided to all our employees by dedicated internal and external experts.

### MOTIVATE AND ENGAGE

Our aim is to ensure our people remain motivated and engaged and adequately utilize the opportunities made available to them to build their capacity and enhance their skills.



Mastering Communication Employee training workshop

**Celebrating Integrity Month**  
February 2025

**DO WHAT'S RIGHT**

Integrity month celebration

Beyond mandatory sessions, employees also participate in targeted development programs delivered through both online platforms and in-person formats. These programs are aimed at sharpening core competencies and opening up new avenues for growth.

**40,000**  
**HOURS OF TRAINING TO PERMANENT EMPLOYEES**

FY 2023-24  
13,855 Hours

**27**  
**HOURS OF TRAINING PER EMPLOYEE<sup>69</sup>**

FY 2023-24  
10 Hours

**6,886**  
**INR AVERAGE SPEND PER EMPLOYEE FOR TRAINING**

FY 2023-24  
4,754 INR

**HOURS OF TRAINING AND DEVELOPMENT BY AGE**

Employee Category	Male Employees			Female Employees		
	< 30 years	30 - 50 years	> 50 years	< 30 years	30 - 50 years	> 50 years
Senior Management		558	413		124	18
Middle Management	121	5,674	620	1	1,864	37
Non-Management	1,317	5,323	353	845	1,445	17

Eligible employees are also offered focused developmental programs aimed at advancing their skills. These are in addition to technical, functional and behavioral training delivered through online platforms and classroom sessions. These programs are structured

to deepen expertise and create both internal and external opportunities for holistic professional growth. We offered employees specialised role-based training programs such as Primavera P6 for the Planning Team, Enscape and Sketch Up for Architects.

**FOCUSED DEVELOPMENTAL PROGRAMS FOR EMPLOYEES<sup>70</sup>**

Employee Development Program	Great Manager Institute	Flying Lessons' Women Leadership Development Program – Batch 3	People First
Program Objective/ Business Benefit	In our ongoing commitment to fostering a human-centric organization, we recognize the crucial role that People Managers play in shaping our organizational culture. To support this objective, we participated again this year in The Great People Manager Study 2025, conducted by the Great Manager Institute®. This study, one of the largest of its kind, aims to identify and celebrate outstanding People Managers within participating organizations.	Our Flagship Program “Flying Lessons” aims to strengthen the women leadership pipeline by enabling participants to plan their personal growth and professional success and navigate their leadership journey. This year, we launched Batch III of the program and as compared to last year, with an aim to be inclusive, it was open to all female employees. These aspirants were assessed through AON Assessment Solutions, and based on their scores, a final batch of 14 participants was selected.	This year we embarked upon an organization wide culture transformation initiative around the theme of ‘People-First’. With this initiative, the organization aims to reinforce its commitment to placing its people at the forefront of everything it does. Starting with the Leadership team, we focused on the People Managers across the organisation to inculcate a People Centric culture. We also ensured alignment across the organization through a structured cascading approach.
Quantitative Impact	Out of 35 participants from Oberoi Realty, the number of qualifications for Round 2 (winning the Great Manager to Work With Certificate) doubled as compared to last year, rising from 7 to 14. Out of these 14, 3 are shortlisted amongst the Top 100 Great People Managers in India. Also, overall, we have achieved a People Manager Effectiveness Index of 84 as compared to 80 last year.	The participant's knowledge retention was assessed with a post-training quiz, which indicated 82% retained key concepts. The behavioural impact of the program will be recorded post 3 months i.e. in July'25.	Manager or Self-Assessment of Behavioral post training showed 54% of participants scored 4 or more on the scale, demonstrating frequent or consistent application of the learned skills.
% of FTEs that participated in the program	23	6	91

# Human Rights and Freedom of Association<sup>59</sup>

At the core of our operations lies a strong commitment to upholding and promoting human rights across all aspects of our business. As a responsible real estate organization, we ensure that our developments, supply chain practices and workplace environments align with international human rights standards, including the UN Guiding Principles on Business and Human Rights. We strictly prohibit any form of discrimination, forced labor, child labor, or unsafe working conditions within our operations and those of our partners. Our procurement policies emphasize ethical sourcing, and we conduct due diligence to mitigate human rights risks, especially in construction and contracting. Through continuous training, transparent grievance mechanisms, and active stakeholder engagement, we aim to foster a culture of dignity, fairness, and respect for all individuals connected to our value chain.

Our commitment is articulated through a structured Human Rights Policy, applicable to all business units and owned entities. All stakeholders, business partners and contractors are encouraged to align with these commitments and expectations. The policy supports adherence to relevant laws and embodies the principles of international human rights standards. We have structured corrective and disciplinary actions defined in our policy in case of discriminatory behavior or harassment. We have a defined escalation process for reporting incidents specific to discrimination and/or harassment.

This year, we introduced a 'Human Rights' course to the E-Learning library, which garnered an exceptional response and saw a swift rate of completion. Furthermore, we introduced a new mandatory learning module on human rights, reinforcing its commitment to ethical practices and employee well-being. The mandatory learning modules, including Code of Conduct, Insider Training, POSH, iSafe, and Diversity & Inclusion, continue to be an integral part of the organization's learning framework.

<sup>59</sup>GRI 2-7, 2-30, 406-1, 408-1, 409-1

## HOW WE ENSURE HUMAN RIGHTS ARE SAFEGUARDED AT EVERY STEP OF OUR VALUE CHAIN

### OUR HUMAN RIGHTS STATEMENTS OF COMMITMENT

- We have a statement of commitment to respect human rights in accordance with internationally accepted standards.
- We have a statement of commitment to prevent human trafficking.
- We have a statement of commitment to prevent forced labor.
- We have a statement of commitment to prevent child labor.
- We have a statement of commitment to respect freedom of association.
- We have a statement of commitment to respect the right to collective bargaining.
- We have a statement of commitment to prevent discrimination.

**WE FOCUS ON HUMAN RIGHTS AND UNDERSTANDING CONTEXT**

### SCOPE OF HUMAN RIGHTS POLICY

- We have requirements for our partners.
- We have requirements for our suppliers.
- We have requirements for our own operations (employees, direct activities, products or services).

**IDENTIFY SALIENT HUMAN RIGHTS RISKS ACROSS OPERATIONS AND RELATIONSHIPS**

### HUMAN RIGHTS ASSESSMENT

### BUSINESS HUMAN RIGHTS RISK MANAGEMENT

**WE ASSESS, MANAGE AND MITIGATE HUMAN RIGHTS RISKS AND DESIGN BUSINESS IMPROVEMENT ACTIONS**

### ORL'S HUMAN RIGHTS FRAMEWORK

#### CULTURE & CAPACITY BUILDING

- Awareness and accountability
- Empowered to speak up
- Dialogue with workers' representatives

#### OPERATIONAL & WORKFORCE MANAGEMENT

- Mandatory human rights training
- Working hours monitoring
- Overtime compensation

#### GRIEVANCE & MEANS OF REDRESS

- Internal
- External

#### SUPPLIER ENGAGEMENT

- Partnership Training & Knowledge
- Automation
- Resilience

#### DUE DILIGENCE AND VERIFICATION

- Due Diligence Processes
- Human rights risk identification

#### POLICY AND GOVERNANCE

- Whistleblower Policy
- Internal guidelines and SOPs

**HUMAN RIGHTS MONITORING AND REPORTING**

**GRIEVANCE AND REMEDIATION**

**The ultimate outcome of our commitment is a resilient, respectful, and rights-driven value chain—where dignity, fairness, and accountability are actively upheld**

## Labour Practices Programs

We are committed to fostering fair and equitable working conditions by ensuring that all employees receive adequate wages aligned with or above cost of living benchmarks. Our systems are designed to monitor working hours closely, including the management of overtime, to ensure compliance with internal guidelines and legal standards. Employees are duly compensated for any overtime work done.

To continuously improve workplace conditions, we maintain regular dialogue with workers' representatives, creating a transparent platform to address their concerns. We also conduct routine reviews of our gender pay structure to identify and eliminate disparities, reinforcing our commitment to equal remuneration for all genders. In addition to statutory benefits, we extend social protection measures beyond public programs to strengthen the financial security of our workforce. We encourage our employees to utilize their paid annual leave in full, recognizing the importance of rest and personal time for long-term productivity and wellbeing. As part of our proactive workforce strategy, we also provide targeted training and reskilling programs, enabling our employees to adapt effectively to industry shifts, including those driven by climate-related or technological changes.

We have also established a safe and confidential mechanism through our Whistleblower Policy to report any violations or concerns. This reinforces a transparent environment where employees feel empowered to speak up without fear of retaliation.

To ensure we uphold the highest standards of human rights, our operations undergo regular assessments to identify potential or existing risks. Based on these evaluations, proactive mitigation measures are implemented to address concerns before they escalate. **Notably, in FY 2024-25, there were no reported incidents of human rights violations or discrimination across any of our sites or operations.**

We also acknowledge and support the right of our employees to freely associate and engage in collective bargaining. **As part of this commitment, 13% of our permanent workforce was covered under collective bargaining and freedom of association agreements during the reporting period.**

## Due Diligence Process

We have established a structured and comprehensive due diligence process to proactively identify, assess and address human rights risks across all business units and entities. This process includes regular assessments of operational practices to detect potential or actual human rights impacts in a timely and effective manner. Our approach is inclusive, with a particular focus on safeguarding vulnerable groups such as children, women, migrant workers, third-party personnel and indigenous or local communities.

Our due diligence efforts extend to evaluating new and existing business relationships. All value chain partners are expected to adhere to our human rights standards and demonstrate compliance with both internal policies and applicable legal requirements. We regularly engage with these partners to communicate our expectations and promote a shared commitment to human rights protection.

### Assessment

**We conduct regular human rights assessments across all business units to proactively identify, assess, and address potential risks and impacts.** These assessments help ensure alignment with our Human Rights Policy and international standards, while reinforcing accountability across our value chain.

### Mitigation and Remediation

We have a stringent approach which entails monitoring mechanisms to ensure full compliance with our human rights standards and proactive measures undertaken to address any emerging risks. Every operational site is equipped with tailored mitigation measures to safeguard against potential human rights violations. We are committed to protecting and upholding human rights across all facets of our operations.

Periodic compliance reviews are conducted for all suppliers and contractors, with comprehensive inspections carried out across labor accommodations, support infrastructure and on-site medical and first aid facilities. To enhance site security and prevent unauthorized entry, biometric access systems have been implemented across construction locations.

## HOURS OF TRAINING AND DEVELOPMENT BY AGE

Category	% of total assessed in last three years	% of total assessed where risks have been identified	% of risk with mitigation actions taken
Own Operations	100%	0	N.A
Contractors and Tier 1 Suppliers	100%	0	N.A
Joint Ventures	100%	0	N.A



# Occupational Health and Safety

We are dedicated to fostering a workplace culture rooted in continuous learning and innovation. By equipping employees with the right skills and development opportunities, we enable them to excel in their roles and contribute meaningfully to the organization's progress. Our focus is on cultivating high-performing teams that drive sustained business growth and generate long-term value for all stakeholders.

Creating a safe and healthy workplace is not just a policy, it's a shared value embedded at every level of our

organization. This commitment is further enriched in our Occupational Health and Safety Policy, supported in its implementation by our robust Environment, Health and Safety Manual and EHS Policy: [Environment Health and Safety Policy](#). We believe safety is not negotiable and that every incident is avoidable when the right culture, systems and mindset are in place. Our approach combines clear safety protocols with personal accountability, guided by our 10 Golden Safety & Health Rules.



Safety training at Commerz III, Goregaon

## 10 GOLDEN RULES TO ENSURE HEALTH AND SAFETY<sup>60</sup>



### HAZARD IDENTIFICATION AND RISK ASSESSMENT

Identify hazards and assess risk before the start of work and communicate mitigation measures.



### WORK METHOD STATEMENT

Work to proceed as per approved method statement and procedures.



### WORKING CONDITIONS

Ensure illumination, ventilation, housekeeping and hygiene at all times.



### TRAINING AND AWARENESS

Impart safety induction and training to enhance awareness.



### PERSONAL PROTECTIVE EQUIPMENT

Use personal protective equipment correctly for the task at hand.



### PLATFORMS, MEP OPENINGS AND MANHOLE GUARDING

Guard all openings, floor edges, manholes, platforms and work sites that may present fall hazards.



### WORKING AT HEIGHT

Use full body harnesses, safety lifelines and secure lanyard when working in shafts and at height.



### CONFINED SPACE

Never enter a confined space unless checked and permitted.



### ELECTRICAL SAFETY

Use standard electrical installations supported by MCB's and ELCB's.



### REPORT HAZARDS AND INCIDENTS

Report all hazards, near misses and incidents immediately.

These principles aren't just instructions, they're daily commitments made by every individual working on or visiting our sites. Whether it's an employee, contractor, or guest, everyone is expected to uphold the same high standard of safety. By placing people

first and embedding preventive practices in every process, we strive to make each project site a zero-harm environment. Safety rules have also been formalized for our visitors and discourage any entry into a construction zone unless it is necessary for a business purpose.

<sup>60</sup>GRI 403-8



## PROTECTING PEOPLE, PREVENTING RISK: OUR SAFETY PROMISE

- HEALTH AND SAFETY GOVERNANCE AND OVERSIGHT** → Clear accountability, top-down leadership, monthly reviews, and central oversight ensure safety.
- OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM** → Systematic risk governance through audits, contractor plans, and proactive controls.
- HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)** → Structured HIRA process ensures early risk detection and preventive actions.
- SAFETY MONITORING, AUDITS, AND COMPLIANCE** → Bi-monthly reviews and third-party audits drive continuous site improvement.
- INCIDENT REPORTING AND INVESTIGATION** → All incidents are reported, investigated, and lessons shared organization-wide.
- TRAINING AND AWARENESS** → Mandatory trainings build safety-first mindset across all project personnel.
- EMERGENCY PREPAREDNESS AND RESPONSE** → Site-specific plans and resources ensure readiness for all emergencies.

KEY TARGETS THAT ARE MANDATED UPON ALL OUR EMPLOYEES, CONTRACTORS AND SUBCONTRACTORS:

# 100%

Safety induction of employees and contractors

Implementation of all Standard Operating Procedures

Timely compliance with inspection and audit reports and legal requirements

Safety kick off meeting with new contractors

Third party inspection of all applicable equipment, lifting machines, tools and tackles

Medical fitness examination of workers

Adherence to personal protective equipment (PPE) usage at site

Incident reporting and investigation

Good housekeeping and hygienic conditions

Fall protection measure implementation



Safety Week celebration at Forestville, Thane

### Health and Safety Governance and Oversight<sup>61</sup>

Health and safety performance at our sites is guided by clearly defined targets that apply to every employee, contractor and subcontractor. These targets are introduced through mandatory induction sessions and reinforced through regular awareness initiatives. They are reviewed annually by senior management or sooner, in alignment with specific triggers outlined in our EHS Management Manual.

A robust governance framework underpins our approach to occupational health and safety, ensuring preventive action and seamless policy execution. Endorsed by the Managing Director, our policy mandates strong central oversight, with dedicated departments accountable for regular monitoring, timely reviews and continuous enhancements. Leadership teams also conduct targeted strategy sessions to facilitate effective decision-making and issue resolution.

### Occupational Health and Safety Management System

At the core of our safety strategy is our Occupational Health and Safety Management System, which governs all operations across our workforce and extended partners. This system is designed to identify, prevent and manage risks proactively. To ensure it remains effective and compliant, we conduct regular internal and external audits that help track progress and drive continual improvement.

On-site, the Project Head and the Project EHS Committee are directly accountable for health and safety performance and report to the Central Project Office. These teams collaborate closely with cross-functional departments and formally constituted management-worker committees, which convene monthly to assess implementation effectiveness and identify areas for improvement.

Health and safety obligations are a critical component of every contractor agreement. All contractors are

required to develop and submit a comprehensive, site-specific Environment, Health and Safety (EHS) plan prior to project initiation. These plans must clearly define protocols, responsibilities, and preventive actions aimed at achieving a zero-incident site. Once finalized, the plans are communicated to all relevant site personnel, with rigorous monitoring in place to ensure full adherence throughout the project lifecycle.

### Hazard Identification and Risk Assessment<sup>63</sup>

To proactively manage workplace risks, a structured approach to hazard identification and mitigation has been institutionalized through a comprehensive Standard Operating Procedure (SOP) on Hazard Identification and Risk Assessment (HIRA). This SOP is mandatory for all employees, contractors, and vendors, ensuring a consistent and preventive safety culture across operations.

### THE STEPS FOLLOWED BY HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA) ARE AS BELOW:

#### STEP 1: HAZARD IDENTIFICATION

#### STEP 2: RISK ASSESSMENT

#### STEP 3: DETERMINE CONTROLS

#### STEP 4: IMPLEMENT CONTROLS

#### STEP 5: REVIEW AND IMPROVE

### DETAILS ON OUR FORMAL JOINT MANAGEMENT-WORKER HEALTH AND SAFETY COMMITTEES<sup>64</sup>

Name of Committee	Number of Management Members in FY 2024-25	Number of workers or their representatives in FY 2024-25 on the committee
Eternia	15	37
Sky City Hotel	05	05
Three Sixty West	07	09
Malabar Hill	05	05
Elysian	08	10
Sky City Residential	15	37
Forestville	11	12
Jardin	18	6

#### Description of responsibility

The committee conducts regular meetings to review site safety practices, identify potential hazards, investigate incidents or near-misses, and ensure compliance with statutory safety regulations and company policies. It serves as a platform for employees, supervisors, and management to collaboratively discuss safety concerns, suggest improvements, and track the implementation of corrective actions.

#### Frequency of meetings

Monthly

All findings from the HIRA process are communicated to site personnel via classroom training and Toolbox Talk sessions, reinforcing awareness and preparedness. Implementation at the site level is led by the Project Head, with the Safety-in-Charge responsible for training and completion of the process.

All major contractors are required to conduct their own HIRA exercises, submit findings to the Project Head and Tower-in-Charge, and develop method statements and risk assessments, which are reviewed and approved before execution. Each contractor is also expected to conduct monthly inspections of tools, equipment, and work areas to identify potential hazards and implement corrective actions in a timely manner.

<sup>61</sup>GRI 403-8, <sup>62</sup>GRI 403-1, <sup>63</sup>GRI 403-2, 403-3, 403-7

<sup>64</sup>GRI 403-4, GRI 403-2, 403-3, 403-7

### Safety Monitoring, Audits, and Compliance

Workplace safety isn't a one-time checklist, it's a continuous, collaborative discipline. While contractors perform their own routine safety checks, these efforts are bolstered by bi-monthly evaluations conducted by the Central Project Office EHS team. Each visit results in a compliance score which generates actionable insights that directly influence site-level improvements. To maintain objectivity, civil contractors commission independent third-party audits as an added layer of scrutiny. Any gaps found are quickly addressed, ensuring that safety never becomes stagnant. Every six months, the focus sharpens further with mandatory third-party inspections of high-risk equipment, from cranes and hoists to pressure vessels and power tools. These are non-negotiables built into our operational calendar.

### Incident Reporting and Investigation<sup>65</sup>

All work-related incidents, including near misses, are reported and investigated in line with the company's Incident Investigation SOP. Reporting mechanisms include in-person communication, phone, email, or through the BIM360 app. Each report triggers an investigation, after which corrective and preventive actions are documented and implemented. Findings are communicated to all relevant stakeholders to prevent recurrence and foster continuous improvement.

The Project Head and Safety In-Charge ensure all site personnel are familiar with and adhere to the Incident Investigation Standard Operating Procedure (SOP). This SOP mandates reporting of all work-related health and safety incidents, including near misses, first aid injuries, dangerous occurrences, fire hazards, and reportable accidents.

Following each reported incident, a formal written report is prepared. Once documentation is submitted, a comprehensive analysis is conducted to determine necessary corrective and preventive actions and identify opportunities for continuous improvement. The outcomes of these investigations are communicated promptly to all relevant stakeholders to enhance workplace safety and prevent future incidents.

<sup>65</sup>GRI 403-9, 10



Fire and safety training at Sky City, Borivali

**We encourage our workforce to report any incidents in a timely manner without any fear of retaliation.**

### SAFETY RELATED INCIDENTS FOR FY 2024-25

Safety Incident	Employees	Contractors
Total working hours	8,98,928	20,741,586
Number of recordable work-related injuries	0	1
Recordable work-related injuries rate	0	0.048
Number of fatalities	0	0
Fatality rate	0	0
Number of high consequence work-related injuries	0	0
High consequence work-related injuries rate	0	0
Number of recordable work-related injuries due to work-related ill health	0	0
Number of fatalities due to work-related ill health	0	0
Number of lost days	0	9

### Training and Awareness<sup>66</sup>

To cultivate a strong safety culture and prioritize safety-first behavior throughout the organization, comprehensive training programs are delivered to all employees. These sessions cover critical topics such as fire safety, first aid, confined space entry, working at heights, chemical handling, and lift entrapment and rescue. Mandatory induction training is conducted for all site personnel, supplemented by daily awareness sessions that reinforce risk communication, hazard identification, and precautionary practices.

### Emergency Preparedness and Response<sup>67</sup>

Each site maintains robust emergency preparedness plans. Contractors are required to develop detailed emergency response plans tailored to their specific sites, which are then reviewed and approved by Project Heads. These plans address potential emergencies including fires, explosions, industrial accidents, infrastructure collapse, gas leaks, chemical leaks, civil unrest, natural disasters, and disease outbreaks. This plan carries detailed information on procedures and communication arrangements to prepare for any potential emergency on site.

Project sites are equipped with emergency first aid facilities, trained responders, personal protective equipment, ambulances, stretchers, and adequate sanitation. Construction waste is regularly cleared to maintain a clean and safe environment. Additionally, formal partnerships with nearby hospitals and medical centers ensure quick access to healthcare services during emergencies or health incidents, ill health or safety incident.

### Employee Health and Well-being<sup>68</sup>

Beyond occupational health, employees and their families benefit from insurance coverage, including for parents and in-laws, and routine medical check-ups are arranged to support overall well-being. Sanitation facilities at project sites are regularly cleaned to maintain hygiene standards. During the reporting period, no complaints related to health, safety, or working conditions were recorded, reflecting a sustained commitment to a safety-first culture.

### EMPLOYEES AND WORKERS WHO ARE NOT IN EMPLOYMENT RELATIONSHIP WITH THE ORGANIZATION, BUT THEIR WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANIZATION

Number of workers and employees	14,000
How many of them are covered by the OHS system	100%
How many of them are covered by the OHS system that has been internally audited	100%
How many of them are covered by the OHS system that has been audited or certified by an external party	100%

### ABSENTEE RATE

Absentee rate	Unit	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	Target for FY 2024-25
Employees	% of total days scheduled	0.78%	1.68%	1.64%	1.76%	1%
Data coverage (as % of employees, operations or revenues)	Percentage of	100	100	100	100	



Fire and safety training at Three Sixty West, Worli

<sup>66</sup>GRI 403-5, <sup>67</sup>GRI 403-3, <sup>68</sup>GRI 403-6

# Social and Relationship Capital

We are deeply invested in enriching the lives of communities surrounding our operations while driving meaningful change through purposeful initiatives that nurture wellbeing, inclusion and long-term resilience

## PERFORMANCE HIGHLIGHTS IN FY 2024-25

- CSR expenditure for FY 2024-25: INR 1,309.74 Lakhs.
- 100% coverage of social integration in Real Estate Development
- Customer Engagement and Satisfaction score of 100 in the last 3 years
- 16-km median plantation drive across Thane.
- Upskill 15,000 workers over 3 years across Mumbai, Pune, Sambhaji Nagar, and Nashik.
- 50,000 workers reached; 33,500 trained on entitlements and legal rights under Social Protection for Construction Workers, in which 63% of registered beneficiaries were women.
- 4,175 tons diverted from landfill in 17 wards under the Decentralized Solid Waste Management, Shahapur

## SDG LINKAGES



“ Rooted in Trust, Driven by Purpose, Built on Relationships ”

Our stakeholders shape how and where Oberoi develops its projects. Collaborative urban planning and stakeholder engagement help protect ecosystems and reduce emissions by integrating sustainability into decision-making.

## IN THIS SECTION

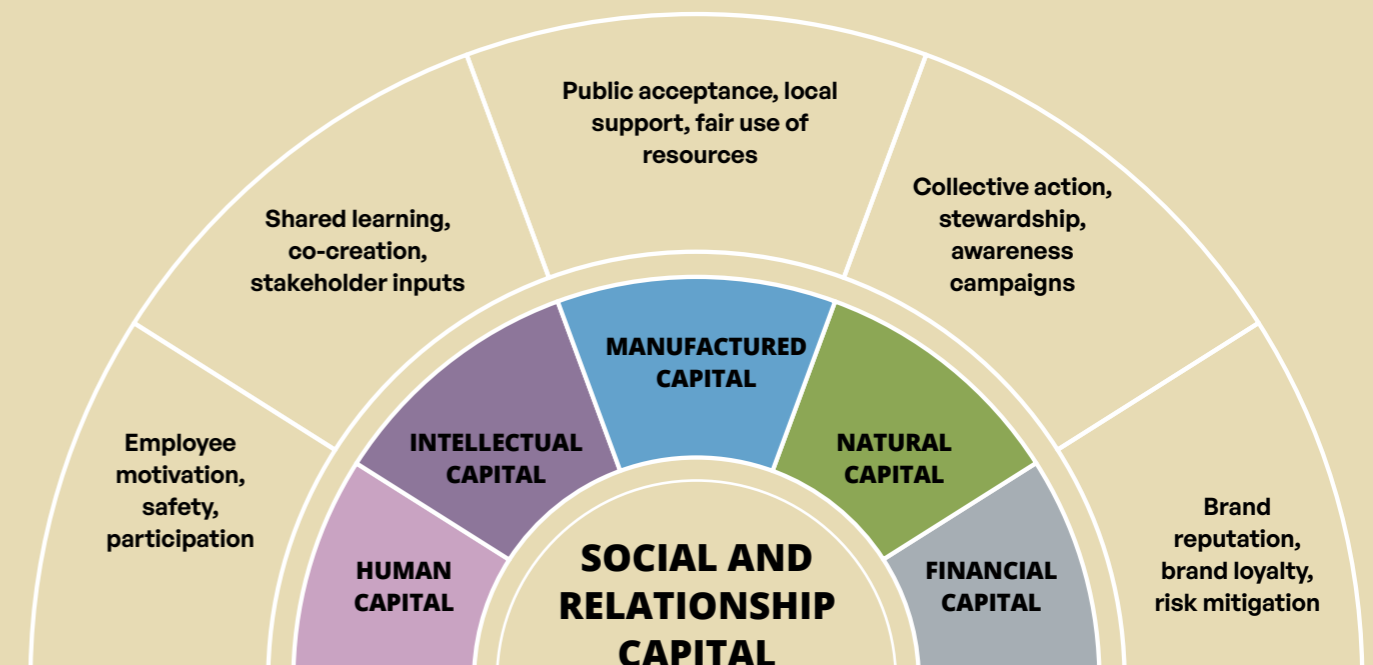
- Community Support and Engagement
- Social Impact Initiatives
- Social Integration
- Customer Engagement
- Promoting Tenant Health & Wellbeing in an Evolving Risk Landscape
- Sustainable Supply Chain

LAND-SYSTEM CHANGE

BIOSPHERE INTEGRITY

CLIMATE CHANGE

## LINKAGE TO CAPITALS



# Social and Relationship Capital<sup>69</sup>

The management of social and relationship capital is rooted in the company's vision **"to create spaces that enhance the quality of life"**. Partnerships with stakeholders form the foundation of the company's business approach and contribute to overall growth. There is a clear focus on 'to protect and promote', while supporting the welfare of communities located around operational areas through targeted initiatives. Supplier and partner engagement plays a key role in ensuring continuity in the delivery of goods and services and supporting business operations. Customer engagement is also prioritized to understand evolving needs and satisfaction levels effectively.

## Community Support and Engagement

Strong relationships with local communities and consistent efforts to improve their wellbeing form a core part of the company's responsibilities. Community development is shaped by the company's Corporate Social Responsibility (CSR) Policy, which is structured in line with Section 135 of the Companies Act 2013, CSR Rules 2014 and subsequent updates. The governance system and internal protocols further support this objective.

A clear governance framework and established internal protocols strengthen the company's commitment to creating positive social outcomes. CSR initiatives are executed by internal teams, working in collaboration with external non-governmental organizations and local authorities. Each project is actively supervised by the CSR team to ensure effective delivery, transparent operations and wider community reach.

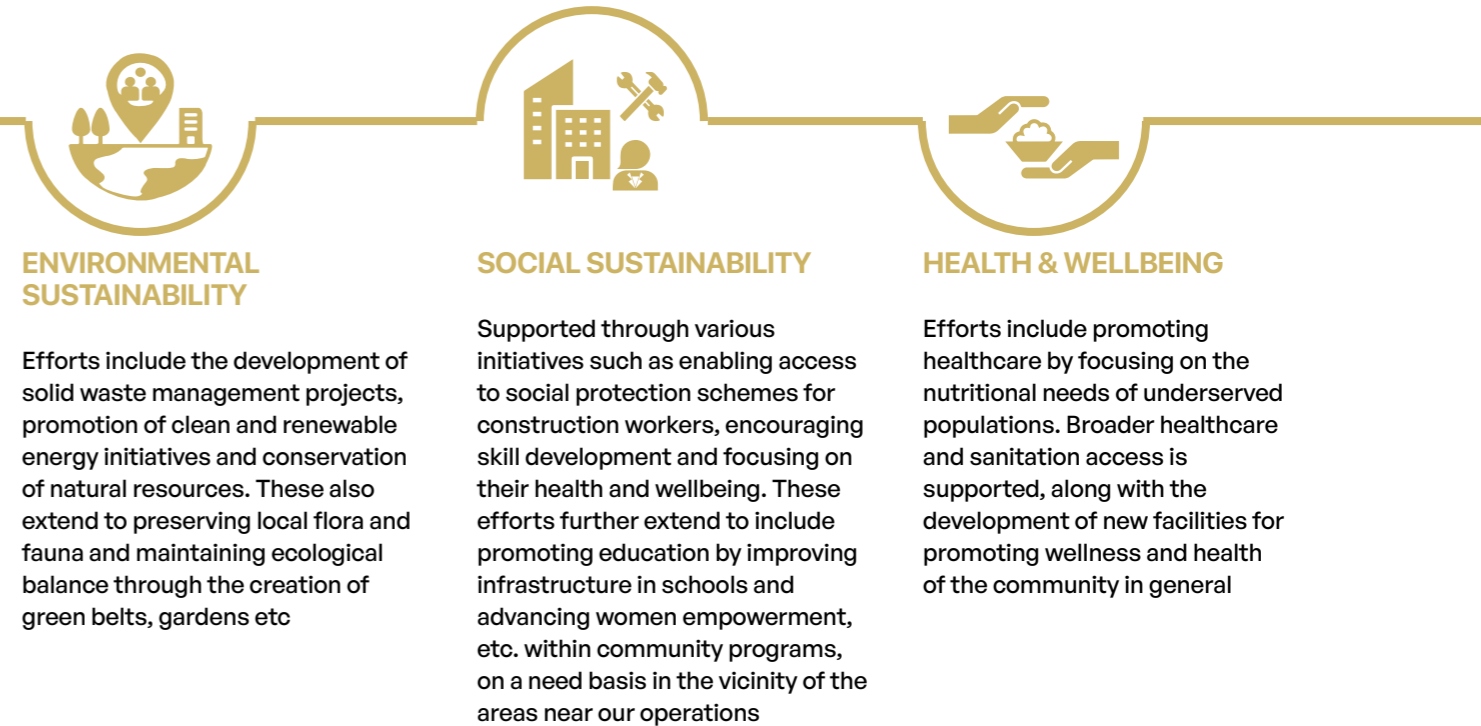
<sup>69</sup>GRI 3-3

WE IMPLEMENT SOCIAL IMPACT INITIATIVES ON THREE KEY FOCUS AREAS<sup>83</sup>:

# 1,309.74

## LAKHS INR CSR EXPENDITURE FOR FY 2024-25

**Fostering meaningful relationships with our local communities and supporting their wellbeing is a cornerstone of our commitment to being a responsible corporate citizen.**



Registration under Building and Other Construction Workers (BoCW) scheme

# Key Social Impact Initiatives<sup>70</sup>

## DEFINE: Dynamic Emission Factors for Integrated Net-zero Ecosystems

DEFINE is a multi-year research project aimed at helping India's real estate and construction sectors quantify the dynamic emission factors for material emissions by creating a "Digital Public Good"—a shared digital platform that collects, manages, analyzes and informs almost actual real-time emissions data for key building materials like steel, cement, glass, aluminium, and plastics, to enhance emission accounting.

### PURPOSE

These materials come from hard-to-decarbonize industries, and their emissions are not always tracked in a systematic way. As India moves toward net-zero goals and stricter reporting regulations (e.g., SEBI norms), there is a growing need for:

1. Reliable, region-specific emissions data
2. Better coordination between industries, policymakers, and the real estate sector
3. Tools to help companies track, report, and reduce their carbon footprint effectively
4. A scalable model for carbon reduction in India's building sector

DEFINE will establish a structured digital ecosystem through a multi-phase approach.

#### • Value Chain Mapping

Identify value chain cohorts and develop comprehensive methodologies for emissions assessment.

#### • Platform Development

Develop Digital Public Good platform with interoperable data exchange capabilities.

#### • Industry Partnerships

Collaborate with bodies like CREDAI Maharashtra to advocate for Regional Emissions Inventories as a Digital Public Good.

#### • Capacity Building

Advocate for Regional Emissions Inventories and build industry support through workshops



### PROGRESS HIGHLIGHTS

#### MILESTONE 1: VALUE CHAIN COHORTS IDENTIFIED FOR 5 EMISSIONS-INTENSIVE BUILDING MATERIALS

- Conducted in-depth research and analysis to identify manufacturers in steel, aluminum, plastic, glass, and cement sectors.
- Sourced data via ERP systems, desktop research, and relevant regulatory databases.
- Developed a consolidated list of sector-specific manufacturers.
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- Sourced data via ERP systems, desktop research, and relevant regulatory databases.
- Developed a consolidated list of sector-specific manufacturers.

#### MILESTONE 2: ENDORSEMENT & MEDIA ADVOCACY FOR 'REGIONAL EMISSIONS INVENTORIES' AS A DIGITAL PUBLIC GOOD (DPG)

- Formalized partnership with CREDAI Maharashtra.
- Held 38 strategic meetings with government and industry leaders.
- Released joint communication pieces and gained extensive media coverage
- Generated industry and policy awareness around emissions transparency.
- Fostered multi-stakeholder collaboration to scale the DPG framework.
- Laid groundwork for a Connected Data Ecosystem for real estate decarbonization.

#### MILESTONE 3: METHODOLOGY & DOCUMENTATION FOR EMISSIONS INVENTORYING ACROSS 5 MATERIAL SECTORS

- Developed comprehensive GHG inventory protocols in line with UNFCCC principles (TACCC).
- Covered Scope 1, 2, and 3 emissions using tier-based methodologies and global standards.
- Engaged with BEE, SEBI, IIF, CoA, and CII for validation and alignment
- Provides a standardized, cradle-to-gate emission accounting framework.
- Enables accurate emissions tracking and hotspot analysis for critical materials.
- Equips stakeholders with tools to plan and implement decarbonization strategies.

### EXPECTED PROJECT IMPACT



#### ENVIRONMENTAL BENEFITS

- Reduced embodied carbon in buildings
- Lower lifecycle emissions from construction
- Accelerated transition to low-carbon materials]



#### ECONOMIC ADVANTAGES

- Enhanced export competitiveness
- Reduced CBAM compliance costs
- New market opportunities for sustainable products



#### INDUSTRY TRANSFORMATION

- Data-driven decision making
- Innovation in materials and processes
- Transparent, accountable value chains

<sup>70</sup>GRI 413-1

# Integrated decentralized solid waste management in 17 wards of Shahapur Nagar Panchayat

Shahapur Nagar Panchayat, the largest taluka in Thane district, faced severe challenges in managing solid waste due to poor understanding of source segregation, lack of scientific waste processing, and absence of a composting facility. This led to widespread littering, creation of multiple dumping points, and accumulation of legacy waste, posing serious environmental, health, and aesthetic concerns. To address these issues, Shahapur Nagar Panchayat initiated the Integrated Decentralized Solid Waste Management (IDSWM) project across its 17 wards. This project is supported under the CSR initiative of Oberoi Realty Ltd. (ORL) and is being implemented by Feedback Foundation Charitable Trust (FFCT).

## HIGHLIGHTS

- Demonstration of zero waste and zero cost project
- Diversion of 4,175 tons of waste from the landfill site
- Replication of evidence-based model across the state
- Project timeline: spread over 3 years

The second year of the decentralized solid waste management project marks a significant step forward in building a self-sustaining, community-driven waste ecosystem. Through efficient source segregation, localized processing, and strategic revenue generation, the project has not only reduced landfill dependency but has also fostered environmental responsibility among citizens and institutions alike.

The successful composting, recycling, and safe disposal of various waste streams have demonstrated the viability of circular waste practices. Moreover, the initiative has contributed to social development by creating dignified livelihood opportunities for local youth. These outcomes reaffirm the potential of decentralized solid waste management project as a scalable, replicable model for cleaner, greener, and economically empowered communities.

## ACTIVITIES

**1,480+**  
Programs conducted on behavioural change communication and education for segregation and waste reduction initiative

**1,298**  
Tons of waste diverted from landfill

**98%**  
Door to Door collection achieved

**60**  
Swachh Sasthis trained

## KEY COMPONENTS OF THE PROJECT



## VALUE CREATED

- 50% of direct Operating cost is recovered from the sale of compost, dry waste and collection fees.
- Total 1,300 tons (cumulative) of waste diverted till date from landfill and a certificate endorsed by Shahapur Nagar Panchayat
- 1,430 successful outreach campaigns
- 107.83 Tons of RDF has been stored to be sold to cement factory/feasible industry.
- Created livelihood opportunities for 19 local youths by offering a steady source of income and career growth



Integrated Solid Waste Management, Shahpur

## Addressing Social Protection Needs of Construction Workers in Maharashtra, India: An initiative by Oberoi Realty in collaboration with the Labour Department, Maharashtra, Disha Foundation

This project is crucial as it raises awareness and provides hands-on support to ensure workers, particularly those in construction, are registered under social security programs such as the Building and Other Construction Workers (BoCW) scheme. By facilitating access to platforms like e-Shram, Ayushman Bharat, insurance cards, and ABHA cards, the project helps secure workers' rights to healthcare, insurance, and financial protection. It also focuses on strengthening capacities by training, furthermore, awareness sessions are conducted at labour gathering points to improve outreach and help workers understand their rights and entitlements. Ultimately, the project builds a structured and replicable approach that can be expanded to other regions, making a lasting positive impact on workers' well-being.

TARGET BENEFICIARIES	CORE ACTIVITIES
<b>MIGRANT CONSTRUCTION WORKERS</b>	<ul style="list-style-type: none"> <li>On-ground registration drives for workers under BoCW and other schemes, supported by local labour authorities.</li> <li>One-on-one counseling and documentation support to simplify complex processes.</li> </ul>
<b>DAILY WAGE LABORERS</b>	<ul style="list-style-type: none"> <li>Establishment of Migration Resource Centres (MRCs) with tailored IEC materials such as videos, brochures, and flyers.</li> </ul>
<b>SMALL CONTRACTORS</b>	<ul style="list-style-type: none"> <li>Capacity-building programs for Shramik Mitras and paralegals using participatory methods like role-plays.</li> </ul>
<b>SHRAMIK MITRAS AND PARALEGALS</b>	<ul style="list-style-type: none"> <li>Awareness sessions at high-footfall areas like labour nakkas and road junctions.</li> <li>Training and registration facilitation for eligible workers under MGNREGS.</li> <li>Linkages with government services, including Aadhaar, ABHA, and Ayushman Bharat Cards, to ensure identity, coverage and access.</li> </ul>
<b>VULNERABLE FAMILIES</b>	

### IMPACT GENERATED

#### Massive Outreach and Training Impact

- Reached 50,000 construction workers, meeting the outreach target.
- Provided awareness training to 33,500 workers on social entitlements, financial literacy, and legal aid – exceeding the target by 34% in each area.

#### Strong Capacity Building

- Trained 550 community facilitators and leaders, surpassing the target of 500, thereby strengthening grassroots outreach and support systems.

#### BOCW Registration and Safety Enablement

- 25,000 workers received BOCW registration cards and safety kits, with a strong gender inclusion approach.

#### Scheme Linkages Surpassed Expectations

- Registered 5,000 workers under at least one BoCW scheme, meeting the goal.
- Enabled 25,000 workers to access at least one non-BoCW scheme (like Ayushman Bharat, ABHA, E-Shram), a fivefold increase over the original target of 5,000.

#### Gender-Responsive Implementation

- Female participation was 63% (15,782 out of 25,000) in key outcome indicators, highlighting the project's strong focus on inclusive outreach.



Registration under Building and Other Construction Workers (BoCW) scheme

## SUCCESS STORIES

### STORY 1: HELPING DREAMS TAKE FLIGHT – SCHOLARSHIP SUPPORT FOR OMKAR PATIL

In the town of Sangli, Omkar Dadaso Patil, a bright young science student, has taken a big step toward his dreams—thanks to the support received under the BOCW education assistance scheme. As the son of construction worker Mr. Dadaso Mahadev Patil, Omkar was eligible for educational support under the scheme which offers INR 10,000 per academic year to the first two children of registered construction workers. Enrolled in the 12th grade at Jagtap International School & Jr. College of Arts, Commerce, and Science, Omkar received the scholarship through Disha Foundation's guidance and hand-holding support. This financial assistance has eased the burden on his family and enabled Omkar to continue focusing on his education. Mr. Patil expressed heartfelt gratitude to the Disha Foundation team for their support, saying it has not only provided financial relief but also inspired confidence in the family's journey toward a brighter future.

### STORY 2: FACILITATING HIGHER EDUCATION FOR WORKERS' FAMILIES – A MEDICAL STUDENT'S JOURNEY

In Kolhapur, the story of Tushar Rajaram Lad is a powerful example of how the BOCW welfare schemes can truly change lives. Tushar, the son of construction worker Mr. Rajaram Chandrappa Lad, aspired to pursue a medical degree but faced financial hurdles in making that dream a reality. With the support of Disha Foundation, Tushar applied under the BOCW educational assistance scheme (Scheme E05), which provides INR 1,00,000 in aid for children of registered workers pursuing medical degrees. He was successfully awarded the benefit amount and is now pursuing BHMS (Bachelor of Homeopathic Medicine and Surgery) at Shri Shiv Bavas Jyoti Homoeopathic Medical College and Hospital. Both Tushar and his father expressed deep appreciation for the assistance, recognizing the role it played in opening doors to quality education and a professional career path that once seemed out of reach.



BOCW Registration and social awareness campaign

# Skill Development Initiative for Construction Workers

Despite being the second-largest employment-generating sector in India and contributing 11% to the national GDP, the construction industry faces a critical shortage of skilled labor. Of approximately 71 million workers it employs, 81% are unskilled, resulting in widespread underemployment, low productivity and poor job stability. This gap leaves them trapped in irregular, low-paying work with little chance for career advancement. The absence of accessible training infrastructure, formal recognition of existing skills and employment guidance mechanisms further exacerbates the problem, undermining both worker welfare and industry growth. With the sector projected to require 45 million additional skilled workers over the next decade, there is an urgent need for scalable, localized and inclusive skill development solutions.

## OUR AIM

**To upskill 15,000 experienced construction workers through on-the-job training, enhancing their employability and aligning their skills with industry standards over one quarter and three financial years.**

The project was implemented in Mumbai, Pune, Sambhaji Nagar and Nashik

## INNOVATIVE STRATEGIES

<b>ON-SITE TRAINING:</b>	Conduct training directly at construction sites to make learning accessible and practical for workers.
<b>COLLABORATION WITH CREDAI AND DEVELOPERS</b>	Partner with industry organizations and developers to ensure relevance, funding, and employment linkage.
<b>MOBILE TRAINING UNITS</b>	Use well-equipped mobile vans as "on-the-wheel" training facilities, reaching workers at remote or scattered sites.
<b>DIGITAL LEARNING RESOURCES</b>	Develop live and recorded video tutorials accessible via mobile apps for continuous skill enhancement.
<b>ONLINE TRAINEE COMMUNITY</b>	Create an online platform where trainees can share notes, experiences, and best practices, fostering peer learning.
<b>CONDITIONAL TRAINING PROGRAMS</b>	Link training to guaranteed employment by partnering with developers and contractors, while also creating clear career paths for workers.

## KEY PARTNERSHIPS

Our partnerships framework is designed to streamline, standardize, and validate the processes of training, assessment, and certification, thereby enabling smoother integration of workers into the formal construction sector. It establishes a structured approach to skill development, built around key components that align with national standards and industry requirements, ensuring a consistent and recognized pathway for workforce upskilling.

PARTNERSHIPS	VALUE CREATED
Collaborated with NSDC or ITI Maharashtra to design training modules	<ul style="list-style-type: none"> <li>• Ensured alignment with national standards and industry requirements</li> <li>• Implemented practical, hands-on training programs tailored to construction workers</li> </ul>
Engaged certified bodies like MSDC or NVTI to conduct assessments Issued skill certification through MSDC or NVTI	<ul style="list-style-type: none"> <li>• Enabled standardized evaluation of worker skills and verified competencies</li> <li>• Provided formal recognition of skills, improving employability and career progression prospects</li> </ul>
	<ul style="list-style-type: none"> <li>• 15000 workers will be trained in various trades of construction as per needs of the developers.</li> <li>• Workers get access to quality training at the worksites</li> <li>• Loss of jobs will be minimized due to on-the-job training attendance</li> <li>• Worker's attrition will be reduced due to commitment of developers/ contractors for trainings / employment after training</li> </ul>
	<ul style="list-style-type: none"> <li>• Facilitated better integration of workers into the formal construction workforce</li> </ul>

## Horticulture & Biodiversity Initiatives

We have been involved in such activities for over a decade and undertake plantation activities across locations in Mumbai city, in partnership with Municipal Corporation Greater Mumbai (MCGM), Mumbai Metropolitan Region Development Authority (MMRDA) and Thane Municipal Corporation (TMC).

As part of the Thane City Beautification Drive, a flagship CSR initiative in collaboration with the Thane Municipal Corporation and Thane Tree Authority, we are committed to enriching the city's biodiversity and green cover. The initiative focuses on a 16-km median plantation drive across Thane—converting underutilized medians into thriving green corridors that enhance the city's aesthetic and ecological value. These not only beautify the roads but also contribute to improved biodiversity, microclimatic balance, and ecological resilience.

Our initiative goes beyond plantation—it integrates sustainable landscaping practices, native species selection, and a structured four-year maintenance program to ensure the long-term health and sustainability of these green corridors. Collaborating with trusted partners our landscape and horticulture teams ensure meticulous implementation and upkeep.

This initiative aligns with our broader sustainability vision, seen in developments like Forestville at Kolshet, inspired by biophilic design, and Oberoi Garden City Thane in Pokhran, shaped by the ethos of garden living. Each step we take in real estate is mirrored by a CSR commitment to create green, livable, and inclusive urban environments.



Thane City Beautification Drive

# Social Integration

At Oberoi Realty, we recognize that sustainable development must be inclusive. Beyond community outreach, we embed social integration into the very fabric of our projects. Our approach is designed to create spaces that are accessible, equitable, and beneficial for people across income segments, ensuring our developments foster a positive and lasting social impact.

## INITIATIVES FOR SOCIAL INTEGRATION

### TRANSIT-ORIENTED DEVELOPMENT

Our buildings are strategically located within a 10-minute walking distance from key public transport hubs, improving accessibility and reducing dependence on private vehicles.

### SUSTAINABLE MOBILITY SOLUTIONS

We promote eco-friendly transportation by integrating electric vehicle (EV) charging stations, car-sharing services, and bike stalls at our sites.

### AFFORDABILITY AND INCLUSIVITY

We implement measures to support low-income households through energy-efficient solutions, cost-effective design, and affordable housing options, particularly for first-time buyers.

### EMERGENCY PREPAREDNESS

Comprehensive evacuation plans and regular safety training for tenants and visitors are integrated into our building management protocols.

### EDUCATIONAL UPLIFTMENT

We support the local community by providing educational programs such as traineeships, enabling skill-building and long-term employability.

### COMMUNITY EMPOWERMENT

Dedicated spaces within our developments are allocated for community-led projects, encouraging collaboration and social cohesion.

### SOCIAL ENTERPRISE ENGAGEMENT

We partner with and empower social enterprises at various stages of the project lifecycle, fostering inclusive economic participation.

### UNIVERSAL DESIGN

We champion inclusive infrastructure through the adoption of universal design principles, ensuring our buildings are accessible to people of all abilities.

Category	Coverage
Social integration criteria are integrated in due diligence checklist	100%
Social integration criteria are part of the planning stage and guide the development phase	100%
Advisory committee of handicapped persons or cooperates with handicapped people's associations	100%



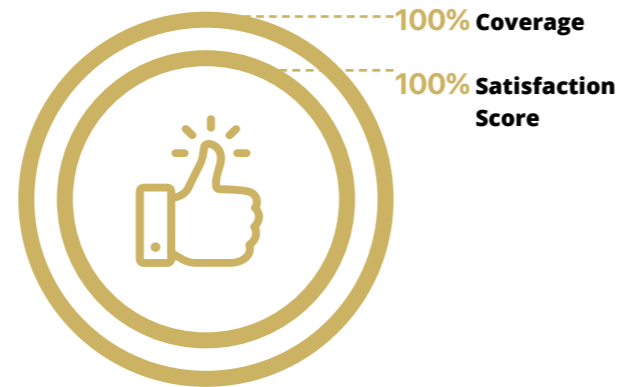
Actual image - Three Sixty West, Worli

# Customer Engagement<sup>71</sup>

Customer relationship management is guided by the Company's focus on delivering a high quality of life to everyone it serves. With a customer-first mindset, the Company remains committed to offering dependable products and services. This approach has positioned the company as a trusted and preferred partner for its customers.

The goal is to consistently provide high-standard products and services, guided by a comprehensive Quality Management Manual and in compliance with all applicable regulations. Customers receive regular, accurate project information through the MahaRERA website. In addition, sustained customer support is considered essential throughout the entire engagement lifecycle. To ensure this, a secure grievance redressal system is in place that aims to address concerns efficiently with customer satisfaction in mind.

## CUSTOMER SATISFACTION MEASUREMENT



### Customer Satisfaction

Customer feedback is a critical element of engagement. It helps capture insights into customer expectations and areas for improvement. Every customer is invited to share their views through structured feedback forms covering aspects such as ambience, staff conduct, facilities and overall experience. Periodic lifecycle surveys are also conducted for all handed-over projects to gather well-rounded feedback at different stages of occupancy.

In FY 2024-25, we received a total of 52 complaints from our residential customers and 308 from our customers of commercial assets. At the end of the reporting period, a total of 4 complaints were pending resolution.

In addition to feedback surveys, we have also set quantitative targets that further support the measurement of customer satisfaction.

Satisfaction measurement	FY 2021	FY 2022	FY 2023	FY 2024	Target for FY 2025
Satisfaction Score	100%	100%	100%	100%	100%
Coverage	100%	100%	100%	100%	100%

**Zero incidents of non-compliance with regulations and/or voluntary codes concerning product and service information, labeling & marketing communication.**



#### 1. TRUST AND TRANSPARENCY

Open and honest communication regarding pricing, timelines, legal approvals, and amenities. Full disclosure of all project details, no hidden costs, and terms in writing.



#### 2. PERSONALISED ENGAGEMENT

Understand the unique preferences and financial capabilities of each client. Offer customized property options and financial plans. Assign relationship managers to guide clients throughout the buying journey.



#### 3. RESPONSIVE AND PROACTIVE COMMUNICATION

Timely responses to queries through multiple channels (calls, emails, WhatsApp, site visits). Regular updates on project progress, documentation, and handover stages. Proactive alerts about delays, changes, or upcoming milestones.



#### 4. AFTER SALES SUPPORT

Assistance with home loans, legal paperwork, registration, and possession process. Onboarding support for new homeowners and helpdesk for post-possession queries. Prompt redressal of complaints related to construction quality or services.



#### 5. CUSTOMER EDUCATION AND EMPOWERMENT

Conduct property walkthroughs, webinars, or workshops to explain buying processes, RERA laws, or financial options. Provide clear documentation and visual aids to help clients make informed decisions.



#### 6. LOCALITY AND RELATIONSHIP BUILDING

Encourage repeat business and referrals through loyalty programs, special discounts, or early-access offers. Celebrate key client milestones. Build a community feeling through resident events or networking platforms.

<sup>71</sup>GRI 2-27, 417-1,2,3



Sky City by Oberoi Realty, Borivali

# Promoting Tenant Health and Wellbeing in an Evolving Risk Landscape

At Oberoi Realty, our commitment to the health and wellbeing of our tenants goes beyond standard compliance—it is embedded into the way we design, build, and manage our properties. In an era where urban living is increasingly shaped by environmental stressors, sedentary lifestyles, mental health challenges, and climate-related risks, promoting occupant wellbeing has never been more critical.

## Understanding Emerging Health Risks

Today's tenants face a spectrum of evolving health and environmental risks:

- Deteriorating urban air quality and exposure to pollutants.
- Water contamination risks
- Increased stress levels linked to dense urban environments and hybrid work culture.
- Reduced physical activity and exposure to nature in high-rise living.
- Mental health challenges, including isolation and burnout.
- Thermal and acoustic discomfort due to poor building insulation or external noise pollution.
- Limited accessibility for people with disabilities in conventional building designs.

## OUR STRATEGIC WELLBEING FRAMEWORK

### 1. PROACTIVE RISK ASSESSMENT & PLANNING

We begin with detailed, property-specific assessments to identify both risks and improvement opportunities in tenant health and comfort. This helps tailor interventions that address the real needs of our diverse occupant base.

### 2. TARGETED ACTIONS TO ENHANCE TENANT HEALTH AND WELLBEING



**Indoor Air Quality:** Ensuring proper maintenance of air filtration systems to maintain high standards of indoor air quality.



**Water Quality:** Regular testing and purification processes to ensure clean and safe drinking water.



**Nourishment and Healthy Food:** Providing access to healthy food options through on-site facilities and proximity to food and beverage outlets.



**Visual Comfort and Daylight:** Maximizing natural light in our building designs to improve visual comfort and occupant productivity.



**Physical Activity:** Creating spaces for physical activities, such as gyms, walking paths, and recreational areas.



**Thermal Comfort:** Ensuring optimal thermal comfort through advanced HVAC systems and building materials.



**Acoustical Comfort:** Implementing soundproofing measures to reduce noise pollution and enhance acoustical comfort.



**Mental Health:** Offering mental health resources and wellness programs to support the psychological wellbeing of our tenants.



**Accessibility:** Designing our buildings to be accessible to all, including individuals with disabilities.



**Biophilic Design:** Incorporating natural elements and green spaces to connect occupants with the environment.

### 3. MONITORING, FEEDBACK, AND CONTINUOUS IMPROVEMENT

To ensure effectiveness, our health and well-being initiatives are monitored continuously through a mix of technical audits and stakeholder engagement tools:



**Scheduled air and water quality checks.**



**Regular EHS audits and fire safety preparedness drills.**



**Tenant satisfaction surveys focused on health, comfort, and safety metrics.**



**Monitoring of physical activity and mental wellness program participation.**



**Evaluation of daylight penetration, thermal comfort, and acoustical performance in living and working spaces.**

What sets Oberoi Realty apart is the holistic integration of health and wellbeing principles into every phase of the building lifecycle. From the drawing board to post-occupancy support, we aim to go beyond compliance, creating environments that actively enhance quality of life.

By recognizing the emerging health risks of modern urban living and responding with rigor, innovation, and empathy, we aim to provide safe, healthy, and uplifting spaces that support long-term tenant wellbeing.



Kids play area at Eternia by Oberoi Realty, Mulund



Cafe at Sky City by Oberoi Realty, Borivali



Game Room at Eternia by Oberoi Realty, Mulund



Shot at Oberoi Sky City, Goregaon

# Sustainable Supply Chain<sup>72</sup>

Oberoi Realty's sustainable supply chain strategy integrates environmental responsibility, social impact, and Governance excellence throughout procurement activities. This report outlines our comprehensive approach to building a sustainable supply chain through policy frameworks, supplier engagement, performance monitoring, and continuous improvement processes.

## Sustainable Procurement Policy

Our Sustainable Procurement Policy is designed to guide all procurement activities with a strong focus on regulatory compliance and ethical conduct. It is applicable to:

- All employees, suppliers, and contractors involved in procurement
- All procurement processes—irrespective of size or scope

The policy enforces adherence to our Supplier Code of Conduct, encouraging practices that foster environmental stewardship, social responsibility, and sound Governance.



### ESG-ALIGNED GOVERNANCE & RISK MANAGEMENT

Integrate environmental, social, and ethical criteria into procurement policies.

Establish clear accountability, roles, and monitoring systems.

Ensure legal compliance and mitigate ESG related supply chain risks



### RESPONSIBLE SUPPLIER ONBOARDING & ENGAGEMENT

Screen suppliers based on sustainability metrics (e.g; certifications, labor practices, emissions).

Implement a supplier code of conduct and ESG performance clauses in contracts.

Provide support, training, and capacity-building for long-term partnerships.



### GREEN PROCUREMENT & CIRCULAR MATERIAL USE

Prioritize eco-friendly, locally sourced, and low-carbon building materials.

Promote reuse, recycling, and sustainable disposal of construction waste.

Apply lifecycle thinking to minimize environmental footprint.



### TECHNOLOGY, TRANSPARENCY & PERFORMANCE TRACKING

Use digital tools (ERP, BIM, ESG dashboards) for real-time monitoring. Track emissions, waste, and supplier compliance.

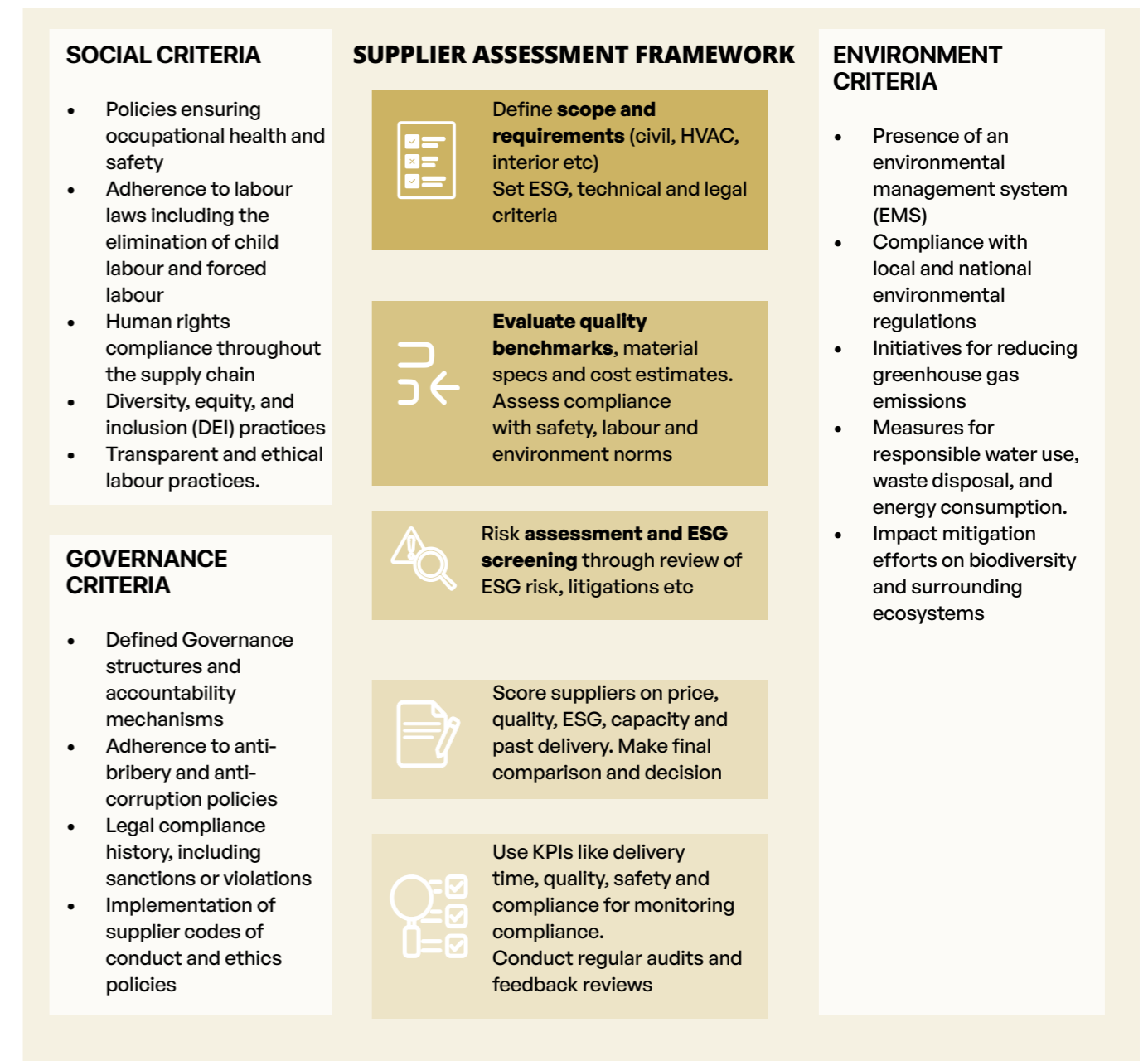
Report progress against ESG KPIs to stakeholders through disclosures and reports.

## Supplier Assessment Framework

All potential suppliers are evaluated on a comprehensive ESG matrix before being officially engaged. This ensures that every supplier aligns with our sustainability objectives right from start

## Significant Supplier Identification

We have established a robust framework to enable responsible supply chain management, which includes a systematic process for identifying significant suppliers. This framework also helps in timely detection and mitigation of potential risks. Our suppliers are categorized based on their business relevance and alignment with our ESG (Environmental, Social, and Governance) criteria, as outlined in our Supplier Code of Conduct. Additionally, we evaluate suppliers based on their exposure to country-specific and commodity-specific risks.



### Supplier Assessment:

We ensure consistent oversight of our suppliers' performance and compliance across ethical, social, and environmental dimensions. All suppliers are expected to meet high-quality standards throughout their engagement with us. During the reporting period, we assessed a total of 22 suppliers against defined criteria. Assessments are conducted through desk reviews and second-party evaluations. We also carry out periodic compliance reviews, offer support for improvement where needed, and terminate contracts with suppliers that repeatedly fail to meet our requirements.

Supplier Screening	FY 2024
Total number of Tier-1 suppliers	2,094
Total number of significant suppliers in Tier-1	108
% of total spend on significant suppliers in Tier-1	75%
Total number of significant suppliers in non-Tier-1	0
Total number of significant suppliers (Tier-1 and non-Tier-1)	108

Supplier Assessment	FY 2024	Target
Total number of suppliers assessed via desk assessments/on-site assessments	22	20
% of unique significant suppliers assessed	29%	25%
Number of suppliers assessed with substantial actual/potential negative impacts	22	20
% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	24%	20%
Number of suppliers with substantial actual/potential negative impacts that were terminated	0	0

### Supplier Development

We have initiated ESG-focused awareness and training programs for all significant suppliers. These initiatives aim to align our suppliers with our ESG goals and clarify our expectations from them. Beginning in FY 2024-25, we are launching a targeted awareness campaign to help suppliers understand and adhere to our sustainability objectives.

Corrective action plan support	FY 2024	Target for FY 2024
Total number of suppliers supported in corrective action plan implementation	22	20
% of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation	24%	25%

Capacity building programs	FY 2024	Target for FY 2024
Total number of suppliers in capacity building programs	22	20
% of unique significant suppliers in capacity building programs	29%	25%

# 485

**SUPPLIERS HAVE BEEN EVALUATED ON ESG METRICS DURING PRE-QUALIFICATION.**

# 97.93%

**OF TOTAL PROCUREMENT BY VALUE IS SOURCED WITHIN INDIA, REDUCING EMISSIONS FROM TRANSPORT AND SUPPORTING LOCAL ECONOMIES**

# 12.98%

**OF MATERIAL PROCUREMENT IS DIRECTED TO MSMEs AND SMALL PRODUCERS, ENHANCING INCLUSIVE ECONOMIC GROWTH.**

# External Assurance Statement

(Limited Assurance for FY 2024-25)



## Assurance statement on third-party verification of sustainability information

Unique identification no.: 3153100059

TÜV SÜD South Asia Pvt. Ltd. (hereinafter TÜV SÜD) has been engaged by Oberoi Realty Limited, Commerz, 3rd Floor, International Business Park, Oberoi Garden City, Off Western Express Highway, Goregaon (East), Mumbai-400 063, India to perform an independent assurance of disclosure of sustainability information in the ESG Report by Oberoi Realty Limited (hereinafter "Company") for the period from 01.04.2024 to 31.03.2025. The verification was carried out according to the steps and methods described below.

## Scope of the verification

The third-party verification was conducted to obtain limited assurance about whether the sustainability information is prepared "with reference to" the reporting criteria of the Sustainability Reporting Standards of the Global Reporting Initiative 2021 version (hereinafter "Reporting Criteria").

The following selected disclosures are included in the scope of the assurance engagement for reporting year 01.04.2024 to 31.03.2025 the disclosures of following sustainability indicators in the "ESG REPORT", published at Oberoi Realty Limited Website

- GRI 2: General Disclosure
- GRI 3: Materiality Assessment – 3-1, 3-2, 3-3
- GRI 201: Economic Performance – 201-1, 201-2
- GRI 202: Proportion of senior management hired from the local community – 202-2
- GRI 204: Procurement Practices – 204-1
- GRI 205: Anti-corruption – 205-1, 205-2, 205-3
- GRI 206: Anti-competitive Behavior – 206-1
- GRI 301: Materials – 301-2
- GRI 302: Energy– 302-1, 302-3, 302-4
- GRI 303: Water – 303-1, 303-2, 303-3, 303-4, 303-5
- GRI 305: Emissions – 305-1, 305-2, 305-3, 305-4, 305-5, 305-7
- GRI 306: Effluents and Waste – 306-1, 306-2, 306-3, 306-4, 306-5
- GRI 308: Supplier Environmental Assessment – 308-1
- GRI 308: Negative environmental impacts in the supply chain and actions taken– 308-2

- GRI 404: Training and Education – 404-1, 404-2, 404-3
- GRI 405: Diversity and Equal Opportunity – 405-1, 405-2
- GRI 406: Non-discrimination – 406-1
- GRI 408: Child Labor- 408-1
- GRI 409: Forced or Compulsory Labor-409-1
- GRI 412: Human Rights Assessment
- GRI 413: Local Communities- 413-1, 413-2
- GRI 414: Supplier Social Assessment – 414-1
- GRI 415: Public Policy – 415-1
- GRI 416: Customer Health and Safety – 416-1, 416-2
- GRI 417: Marketing and Labeling – 417-1, 417-2, 417-3
- GRI 418: Customer Privacy– 418-1
- GRI 419: Socioeconomic Compliance

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the ESG reporting, and accordingly, we do not express a conclusion on this information. It was not part of our engagement to review product- or service-related information, references to external information sources, expert opinions and future-related statements in the Report.

## Responsibility of the Company

The legal representatives of the Company are responsible for the preparation of the sustainability information in accordance with the Reporting Criteria. This responsibility includes in particular the selection and use of appropriate methods for sustainability reporting, the collection and compilation of information and the making of appropriate assumptions or, where appropriate, the making of appropriate estimates. Furthermore, the legal representatives are responsible for necessary internal controls to enable the preparation of a sustainability report that is free of material - intentional or unintentional - erroneous information.

## Verification methodology and procedures performed

The verification engagement has been planned and performed in accordance with the verification methodology developed by the TÜV SÜD Group, which is based upon the ISAE 3000, and ISO 17029. The applied level of assurance was "limited assurance". Because the level of assurance obtained in a limited assurance, the engagement is lower than in a reasonable assurance engagement, the procedures the verification team performs in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. A limited assurance engagement consists of making inquiries, primarily of persons responsible for the preparation of the Sustainability information and applying analytical and other limited assurance procedures.

The verification was based on a systematic and evidence-based assurance process limited as stated above. The selection of assurance procedures is subject to the auditor's own judgment.



The procedures included amongst others:

- Inquiries of personnel who are responsible for the stakeholder engagement and materiality analysis to understand the reporting boundaries.
- Evaluation of the design and implementation of the systems and processes for compiling, analysing, and aggregating sustainability information as well as for internal controls
- Inquiries of company's representatives responsible for collecting, preparing and consolidating sustainability information and performing internal controls
- Analytical procedures and inspection of sustainability information as reported at group level by all locations.
- Assessment of local data collection and management procedures, along with control mechanisms, through offsite verification and onsite survey at selected multiple sites: Below sites were selected for Onsite Visit.

Sl. No.	Company Name	Site Address
1	Oberoi Realty Limited Oberoi Garden City, 3rd Floor, International Business Park, Off Western Express Highway, Goregaon, Mumbai, Maharashtra 400063	<b>Oberoi Mall</b> Oberoi Garden City, Yashodham, Goregaon, Mumbai, Maharashtra 400063
2		<b>The Westin Mumbai Garden City</b> Oberoi Garden City, International Business Park, Yashodham, Goregaon, Mumbai, Maharashtra 400063
3		<b>Commerz by Oberoi Realty</b> Oberoi Garden City, International Business Park, Yashodham, Goregaon, Mumbai, Maharashtra 400063
4		<b>Commerz II by Oberoi Realty</b> Oberoi Garden City, International Business Park, Yashodham, Goregaon, Mumbai, Maharashtra 400063
5		<b>Commerz III by Oberoi Realty</b> Oberoi Garden City, International Business Park, Yashodham, Goregaon, Mumbai, Maharashtra 400063
6		<b>Elysian by Oberoi Realty</b> Oberoi Garden City, Yashodham, Goregaon, Mumbai, Maharashtra 400063
7		<b>Forestville by Oberoi Realty,</b> Kolshet Road, Sandoz Baug, Thane (West), Maharashtra 400607
8		<b>Jardin by Oberoi Realty,</b> Pokhran Road Number 2, Thane (West), Maharashtra 400601
9		<b>SkyCity by Oberoi Realty</b> Off Western Express Road, Borivali (East), Mumbai, Maharashtra 400066
10		<b>SkyCity Mall</b> Off Western Express Road, Borivali (East), Mumbai, Maharashtra 400066
11		<b>SkyCity Hotel</b> Off Western Express Road, Borivali (East), Mumbai, Maharashtra 400066

### Conclusion

On the basis of the assessment procedures carried out from 02nd April 2025 to 25th June 2025, TÜV SÜD has not become aware of any facts that lead to the conclusion that the selected sustainability information has not been prepared, in all material aspects, in reference to the Reporting Criteria.

### Limitations

The assurance process was subject to the following limitations:

The subject matter information covered by the engagement are described in the “scope of the engagement”. Assurance of further information included in the integrated reporting was not performed. Accordingly, TÜV SÜD do not express a conclusion on this information.

Financial data were only considered to the extent to check the compliance with the economic indicators provided by the GRI Standards and were drawn directly from independently audited financial accounts. TÜV SÜD did not perform any further assurance procedures on data, which were subject of the annual financial audit.

The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions.

### Use of this Statement

The Company must reproduce the TÜV SÜD statement and possible attachments in full and without omissions, changes, or additions.

This statement is by the scope of the engagement solely intended to inform the Company as to the results of the mandated assessment. TÜV SÜD has not considered the interest of any other party in the selected sustainability information, this assurance report or the conclusions TÜV SÜD has reached. Therefore, nothing in the engagement or this statement provides third parties with any rights or claims whatsoever.

### Independence and competence of the verifier

TÜV SÜD South Asia Pvt Ltd. is an independent certification and testing organization and member of the international TÜV SÜD Group, with accreditations also in the areas of social responsibility and environmental protection. The assurance team was assembled based on the knowledge, experience and qualification of the auditors. TÜV SÜD South Asia Pvt Ltd hereby declares that there is no conflict of interest with the Company.

Mumbai, 4th July, 2025

Prosenjit Mitra  
General Manager- Verification, Validation and Audit  
Management System Assurance

Yatin Bhosale  
Verification Team Leader, TÜV SÜD  
Management System Assurance

# Appendix

## GRI CONTENT INDEX

<b>STATEMENT OF USE</b>	Oberoi Realty Limited has reported the following information cited in this GRI Content Index for the period 01st April 2024 to 31st March 2025 with reference to the GRI Standards.
<b>GRI 1 USED</b>	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2023-24 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2023-24 REFERENCE
<b>GENERAL DISCLOSURES</b>			
GRI 2: General Disclosures	2-1 Organizational details	About Oberoi Realty, Pg 08 Our Aspiration, Pg 12	-
	2-2 Entities included in the organization's sustainability reporting	Reporting Boundary and Scope, Pg 04	-
	2-3 Reporting period, frequency and contact point	Reporting Guidelines, Pg 04 Feedback, Pg 06	None
	2-4 Restatements of information	None	None
	2-5 External assurance	External Assurance, Pg 06	Reasonable Assurance statement on third-party verification of sustainability information
	2-6 Activities, value chain and other business relationships	Business Presence, Pg 16 Sustainable Supply Chain, Pg 242	Section A, Question 20
	2-7 Employees	Talent acquisition and retention. Pg 182 Human Rights and Freedom of Association, Pg 202	Section A, Question 20
	2-8 Workers who are not employees	Talent acquisition and retention. Pg 182	Section A, Question 20
	2-9 Governance structure and composition	Board of Directors, Pg 32	-
	2-10 Nomination and selection of the highest governance body	Board of Directors, Pg 32	-

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2023-24 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2023-24 REFERENCE
<b>GENERAL DISCLOSURES</b>			
GRI 2: General Disclosures	2-11 Chair of the highest governance body	Board of Directors, Pg 32	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Board of Directors, Pg 32	-
	2-13 Delegation of responsibility for managing impacts	Committees of the Board, Pg 32	-
	2-14 Role of the highest governance body in sustainability reporting	Board of Directors, Pg 32	-
	2-15 Conflicts of interest	Board of Directors, Pg 32	-
	2-16 Communication of critical concerns	Board of Directors, Pg 32	-
	2-17 Collective knowledge of the highest governance body	Board of Directors, Pg 32	-
	2-18 Evaluation of the performance of the highest governance body	Board of Directors, Pg 32	-
	2-19 Remuneration policies	Board of Directors, Pg 32	-
	2-20 Process to determine remuneration	Board of Directors, Pg 32	-
	2-21 Annual total compensation ratio	Board of Directors, Pg 32	-
	2-22 Statement on sustainable development strategy	Message from the Chairman and Managing Director, Pg 24 Message from Chief Financial Officer, Pg. 26	-
	2-23 Policy commitments	Code of Conduct, Pg 28	-
	2-24 Embedding policy commitments	Code of Conduct, Pg 28	-
	2-25 Processes to remediate negative impacts	Code of Conduct, Pg 28 Committees of the Board, Pg 32	-
	2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct, Pg 28	-
	2-27 Compliance with laws and regulations	Code of Conduct, Pg 28 Customer Engagement, Pg 236 Natural Capital, Pg 128	Principle 1, Essential Indicators 2 and 3

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2023-24 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2023-24 REFERENCE
<b>GENERAL DISCLOSURES</b>			
GRI 2: General Disclosures	2-28 Membership of associations	Membership of Associations, Pg 22	Principle 7, Essential Indicators 1 and 2
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, Pg 46	Principle 4, Essential Indicators 1 and 2
	2-30 Collective bargaining agreements	Human Rights and Freedom of Association, Pg 202	Principle 3, Essential Indicator 7
<b>MATERIAL TOPICS</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment, Pg 52	-
	3-2 List of Material topics	Materiality Assessment, Pg 52	Section A, Question 26
	3-3 Management of material topics	Materiality Assessment, Pg 52 Details have been provided across the report for each relevant material topic	-
<b>ECONOMIC</b>			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Value Generated, Pg 80 Financial Opportunities Arising from Climate Change, Pg 154	-
	Financial Opportunities Arising from Climate Change, Pg	Financial Risks of Climate Change, Pg 152	-
GRI 202: Market Presence 2016	Disclosure 202-2 Proportion of senior management hired from the local community	Hiring Data: Breakdown Organization-Wide and by Management Categories Pg 185	-
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable Supply Chain, Pg 242	Principle 8, Essential Indicator 4
GRI 205: Anti-corruption 2016	205-1 Operations assessed for related to corruption	Code of Conduct, Pg 28	-
	205-2 Communication and training about anti-corruption policies and procedures	Code of Conduct, Pg 28 Employee Learning and Development, Pg 198	-
	205-3 Confirmation incidents of corruption and action taken	Code of Conduct, Pg 28	Principle 1, Essential Indicator 5

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2023-24 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2023-24 REFERENCE
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Code of Conduct, Pg 28	Principle 7, Essential Indicators 1 and 2
<b>ENVIRONMENT</b>			
GRI 301: Materials 2016	301-2 Recycled input material used	Use of Products with Recycled Content, Pg 135	Principle 2, Leadership Indicator 3
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Consumption, Pg 136	Principle 6, Essential Indicator 1
	302-1 Energy consumption within the organization	Energy Consumption, Pg 136	Principle 6, Essential Indicator 1
	302-4 Reduction of energy consumption	Energy Consumption, Pg 136	Principle 6, Leadership Indicator 3
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Initiatives to optimize water consumption, Pg 162	-
	303-2 Management of water discharge related impacts	Initiatives to optimize water consumption, Pg 162	Principle 6, Essential Indicator 5
	303-3 Water withdrawal	Water Consumption, Pg 160	Principle 6, Essential Indicator 3 Principle 6, Leadership Indicator 1
	303-4 Water discharge	Water Consumption, Pg 160	Principle 6, Essential Indicator 4 Principle 6, Leadership Indicator 1
	303-5 Water consumption	Water Consumption, Pg 160	Principle 6, Essential Indicator 3 Principle 6, Leadership Indicator 1
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Direct greenhouse Gas Emissions, Pg 142	Principle 6, Essential Indicator 7
	305-2 Energy indirect (Scope 2) GHG emissions	Indirect greenhouse Gas Emission, Pg 143	Principle 6, Essential Indicator 7
	305-3 Other indirect (Scope 3) GHG emissions	Indirect greenhouse Gas Emission, Pg 143	-
	305-4 GHG emissions intensity	Emissions Reduction, Pg 145	Principle 6, Essential Indicator 7

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2023-24 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2023-24 REFERENCE
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	Natural Capital, Pg 122 Energy Consumption, Pg 136	Principle 6, Essential Indicator 8
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Other Air Emission, Pg 145	Principle 6, Essential Indicator 6
GRI 306: Waste 2020	306-1 Waste generation and significant waste related impacts	Construction Waste Management, Pg 167	Principle 2, Essential Indicator 3
	306-2 Management of significant waste related impacts	Waste Disposal, Pg 168	Principle 2, Essential Indicator 3
	306-3 Waste generated	Waste Disposal, Pg 168	Principle 6, Essential Indicator 9
	306-4 Waste diverted from disposal	Waste Disposal, Pg 168	Principle 6, Essential Indicator 9
	306-5 Waste directed to disposal	Natural Capital, Pg 122 Waste Disposal, Pg 168	Principle 6, Essential Indicator 9
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Supply Chain, Pg 242	-
	Disclosure 308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Supply Chain, Pg 242	
<b>SOCIAL</b>			
GRI 401: Employment 2016	401-1 New hires and turnover	Hiring Data: Breakdown Organization-Wide and by Management Categories Pg 185	Section A, Question 22
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits and Engagement, Pg 195	Principle 3, Essential Indicator 1
	401-3 Parental leave	Employee Benefits and Engagement, Pg	Principle 3, Essential Indicator 5
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety Management System Pg 212	Principle 3, Essential Indicator 10
	403-2 Hazard identification, risk assessment, and incident investigation	Hazard Identification and Risk Assessment, Pg 212	Principle 3, Essential Indicator 10

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2023-24 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2023-24 REFERENCE	
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	Hazard Identification and Risk Assessment, Pg 212 Emergency Preparedness and Response, Pg 216		
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety Management System Pg 212	-	
	403-5 Worker training on occupational health and safety	Training and Awareness, Pg 216	-	
	403-6 Promotion of worker health	Employee Wellbeing, Pg 192	Principle 3, Essential Indicator 12	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Hazard Identification and Risk Assessment, Pg 212	-	
	403-8 Workers covered by an occupational health and safety management system	Health and Safety Governance and Oversight, Pg 212	Principle 3, Essential Indicator 10	
	403-9 Work related injuries	Incident Reporting and investigation, Pg 214	Principle 3, Essential Indicator 11	
	403-10 Work related ill health	Incident Reporting and investigation, Pg 214	-	
	GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Learning and Development, Pg 198	-
		404-2 Programs for upgrading employee skills and transition assistance programs	Employee Learning and Development, Pg 198	
404-3 Percentage of employees receiving regular performance and career development reviews		Employee Performance Recognition, Pg 198	Principle 3, Essential Indicator 9	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity and Inclusion, Pg 188	Section A, Question 20 Section A, Question 22	
	405-2 Ratio of basic salary and remuneration of women to men	Diversity and Inclusion, Pg 188	-	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective action taken	Human Rights and Freedom of Association, Pg 202	Principle 5, Essential Indicator 6 Principle 5, Essential Indicator 7	

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2023-24 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2023-24 REFERENCE
GRI 407: Freedom of Association and Collective Bargaining 2016	Disclosure 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Supplier Assessment Framework, Pg 243	
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights and Freedom of Association, Pg 202 Sustainable Supply Chain, Pg 242	Principle 5, Essential Indicator 10 Principle 5, Leadership Indicator 4
GRI 409: Forced or Compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights and Freedom of Association, Pg 202 Sustainable Supply Chain, Pg 242	Principle 5, Essential Indicator 10 Principle 5, Leadership Indicator 4
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Economic Value Generated, Pg 80 Key Social Impact initiatives, Pg 222	Principle 8, Leadership Indicator 6
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable Supply Chain, Pg 242	-
GRI 415: Public policy 2016	415-1 Political contributions	Responsible Public Policy Engagement, Pg 31	-
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labelling	Customer Engagement, Pg 236	Principle 9, Leadership Indicator 1 Principle 9, Leadership Indicator 4
	417-2 Incidents of non-compliance concerning product and service information and labeling	Customer Engagement, Pg 236	Principle 9, Essential Indicator 3
	417-3 Incidents of non-compliance concerning marketing communications	Customer Engagement, Pg 236	Principle 9, Essential Indicator 3
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cyber Security and Data Privacy, Pg 40	Principle 9, Essential Indicator 5

## INTEGRATED REPORTING FRAMEWORK INDEX

GUIDING PRINCIPLES	REFERENCE SECTION AND PAGE NUMBER
Strategic focus and future orientation	44-45, 50-51
Connectivity of information	24-27, 44-45, 50-61
Stakeholder relationships	46-49
Materiality	52-61
Conciseness	This has been maintained across the report. Our ESG Report FY 2024-25 has been developed in reference to the six capitals of the <IR> Framework and its purpose is to provide a relevant and detailed description of our approach and activities for value creation.
Reliability and Completeness	We have provided detailed information on matters that are material to us in this report. This data has been disclosed internally and critical Key Performance Indicators in line with SEBI's BRSR Core Mandate have been externally assured.
Consistency and Comparability	We have reported the content ensuring consistency and comparability with previous reports – referencing the 6P framework in our report to the capitals in this year. The report has provisions for clear navigation, including links to relevant pages, documents or online information.
CONTENT ELEMENTS	
Organizational overview and external environment	4-7, 8-19, 42-45, 50-51, 57-61, 118-121, 146-159
Governance	28-39
Business Model	8-19, 50-51, 118-121
Risks and Opportunities	52-61, 66-73, 152-157
Strategy and Resource Allocation	44-51, 66-73, 74-81
Performance	42-43, 80-81
Outlook	52-61, 70-71, 146-156
Basis of Presentation	4-7, 52-61

## UNITED NATIONS GLOBAL COMPACT INDEX

UNGC PRINCIPLE	REFERENCE SECTION AND PAGE NUMBER
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	28-31, 38-39, 202-205
Principle 2: Businesses should make sure that they are not complicit in human rights abuse	28-31, 202-205
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	202
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour	202
Principle 5: Businesses should uphold the effective abolition of child labour	202
Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation	178-179, 188-191
Principle 7: Businesses should support a precautionary approach to environmental challenges	124-127, 146-156, 172-175
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility	124-127, 135, 139, 162, 173, 232
Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies	106-109, 116-117, 135, 139, 162
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	16, 28-31

## CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

SUSTAINABLE DEVELOPMENT GOAL	REFERENCE SECTION AND PAGE NUMBER
SDG 1: No Poverty	220, 222-231
SDG 3: Good Health and Wellbeing	220-231
SDG 5: Gender Equality	188-191
SDG 6: Clean Water and Sanitation	162-169, 224-225, 232
SDG 7: Affordable and Clean Energy	136-142
SDG 8: Decent Work and Economic Growth	80-81, 178-179, 188-189, 192-197, 202-203, 206-217
SDG 9: Industry, Innovation and Infrastructure	84-85, 90-91, 94-99
SDG 10: Reduced Inequalities	188-191
SDG 11: Sustainable Cities and Communities	110-11, 232
SDG 12: Responsible Consumption and Production	106-109, 116-117, 135, 139, 162
SDG 13: Climate Action	106-109, 124-127, 135, 139, 162, 224-225

**TCFD AND CDP INDEX**

TCFD PILLAR	DESCRIPTION	RECOMMENDED DISCLOSURE	CDP QUESTIONNAIRE REFERENCES	REFERENCE SECTION AND PAGE NUMBER
Governance	Disclose the organisation's governance around climate-related risks and opportunities	Describe the board's oversight of climate related risks and opportunities.	Climate change: C1.1a, C1.1b, C1.1d, C1.2, C1.3, C1.3a	148
		Management's role in assessing and managing climate related risks and opportunities		
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	Climate change: C2.1a, C2.2a, C2.3, C2.3a, C2.4, C2.4a, C3.1, C3.2, C3.2a, C3.2b, C3.3, C3.4, C3.5, C3.5a	152, 153
		Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.		
		Describe the resilience of the organisation's strategy, taking into consideration different climaterelated scenarios, including a 2°C or lower scenario.		
Risk Management	Disclose how the organisation identifies, assesses, and manages climate-related risks	Describe the organisation's processes for identifying and assessing climate-related risks	Climate change: C2.1, C2.1a, C2.2, C2.2a	152, 153, 154, 155
		Describe the organisation's processes for managing climate related risks.		
		Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.		
Governance	Disclose the organisation's governance around climate-related risks and opportunities	Describe the board's oversight of climate related risks and opportunities.	Climate change: C1.1a, C1.1b, C1.1d, C1.2, C1.3, C1.3a	148
		Management's role in assessing and managing climate related risks and opportunities		

TCFD PILLAR	DESCRIPTION	RECOMMENDED DISCLOSURE	CDP QUESTIONNAIRE REFERENCES	REFERENCE SECTION AND PAGE NUMBER
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	Climate change: C2.1a, C2.2a, C2.3, C2.3a, C2.4, C2.4a, C3.1, C3.2, C3.2a, C3.2b, C3.3, C3.4, C3.5, C3.5a	152, 153
		Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.		
		Describe the resilience of the organisation's strategy, taking into consideration different climaterelated scenarios, including a 2°C or lower scenario.		
Risk Management	Disclose how the organisation identifies, assesses, and manages climate-related risks	Describe the organisation's processes for identifying and assessing climate-related risks	Climate change: C2.1, C2.1a, C2.2, C2.2a	152, 153, 154, 155
		Describe the organisation's processes for managing climate related risks.		
		Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.		
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Climate change: C2.1a, C2.1b, C2.3a, C2.4a, C4.1, C4.1a, C4.2, C4.2a, C6.1, C6.3, C6.5, C6.5a, C9.1	156
		Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions and the related risks		
		Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.		



Commerz, 3rd Floor, International Business Park,  
Oberoi Garden City, Off Western Express Highway,  
Goregaon (East), Mumbai - 400 063

All the Architect's impression in this ESG Report are merely creative imagination are only indicative. The actual product may vary/differ from what is indicated herein. Where applicable, all details/documents pertaining to the respective projects are available on <https://maharera.mahaonline.gov.in>

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