



DOING WELL & DOING GOOD

Enabling transformation through
purposeful lending



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Overview

About this Report

Piramal Enterprises Limited (referred to as PEL or the Company, along with its subsidiaries encompassing the Retail, Wholesale, Alternatives, and Insurance businesses across Bharat) is pleased to present its Sustainability Report for the financial year (FY) 2023-24. This report provides detailed insights into the Company’s progress on Environmental, Social, and Governance (ESG) aspects. It seeks to update stakeholders on PEL’s strategic direction, accomplishments, and aspirations by promoting inclusive and sustainable finance and employing a long-term value creation approach for all its stakeholders.

Reporting Period, Scope, and Boundary

This report outlines PEL’s non-financial performance for FY 2023-24, covering the period from April 1, 2023, to March 31, 2024. The report’s scope and boundary are presented on a consolidated basis.

Contact Us

PEL encourages open communication with its stakeholders and invites them to reach out with any inquiries, feedback, questions, or comments regarding the information presented in this report. Stakeholders can contact PEL at investor.relations@piramal.com



About Piramal Enterprises Ltd.

PEL is a leading diversified Non-Banking Financial Company (NBFC) registered with the Reserve Bank of India (RBI), with a presence across retail lending, wholesale lending, fund-based platforms, and insurance. With a customer base of around 4.1 million and operations spanning 26 states/ UTs, it maintains a network of over 490 conventional branches and 194 microfinance branches.

PEL has developed an Artificial Intelligence-powered technology platform that offers cutting-edge financial solutions tailored to a diverse range of industry sectors. Over the course of three decades, the Company has directed robust business expansion, maintaining a commitment to strategies that encompass both organic and inorganic growth. PEL has also formed strategic partnerships with leading financial institutions such as CPPIB, APG and Ivanhoe Cambridge (CDPQ) across various investment platforms.

Piramal Capital & Housing Finance Ltd. (referred to as Piramal Finance), a housing finance entity, holds registration with both the RBI and the National Housing Bank (NHB), and is actively involved in a spectrum of financial service activities.

The Company delivers comprehensive financing solutions, catering to both wholesale and retail funding needs across various domains, including real estate and infrastructure, renewable energy, hospitality, logistics, industrial sectors, and automotive components. Its diversified retail lending platform extends to home loans, loans for small businesses, and working capital loans, targeting the affordable housing market and the mass affluent demographic in Tier I, II, and III cities. In the realm of wholesale lending, Piramal Finance offers financial support to property developers and selected corporate clients within specific industries.

In FY 2023-24, the Company inaugurated five branches exclusively staffed by women, with the goal of cultivating diversity and inclusion. It plans to expand its branch network, targeting a total of 500-600 branches.

During the financial year, PEL infused ₹2,000 crore into its wholly owned subsidiary, Piramal Finance, through a rights issue subscription.

In 2021, Piramal Finance acquired Dewan Housing Finance Corporation Limited (DHFL), which was the first successful resolution under the IBC route in the financial services sector. It remains among the largest resolutions in value terms in the industry.

Piramal Alternatives, the fund management business, offers customised financing solutions to high-quality corporates through its four funds, which caters to companies in varying stages, from growth to mid-large companies, employing a diverse range of financial instruments spanning debt and equity. These include the 'Performing Credit Fund', a performing, sector-agnostic credit fund with capital commitment from CDPQ, 'IndiaRF' (IRF), a control-led turnaround investing platform in partnership with Bain Capital Credit that invests in equity and / or debt in mid-market under performing companies, 'Piramal Growth Capital Fund', a versatile investment vehicle offering flexible debt-equity solutions to companies across their lifecycle, enabling effective navigation of growth stages with optimal risk-adjusted returns and an 'Piramal India Access Fund', which will construct a well diversified portfolio of best-in-class fund managers and selected co-investments in the Indian Growth PE ecosystem; backed by a significant sponsor commitment to these funds, demonstrating confidence and alignment with investors.



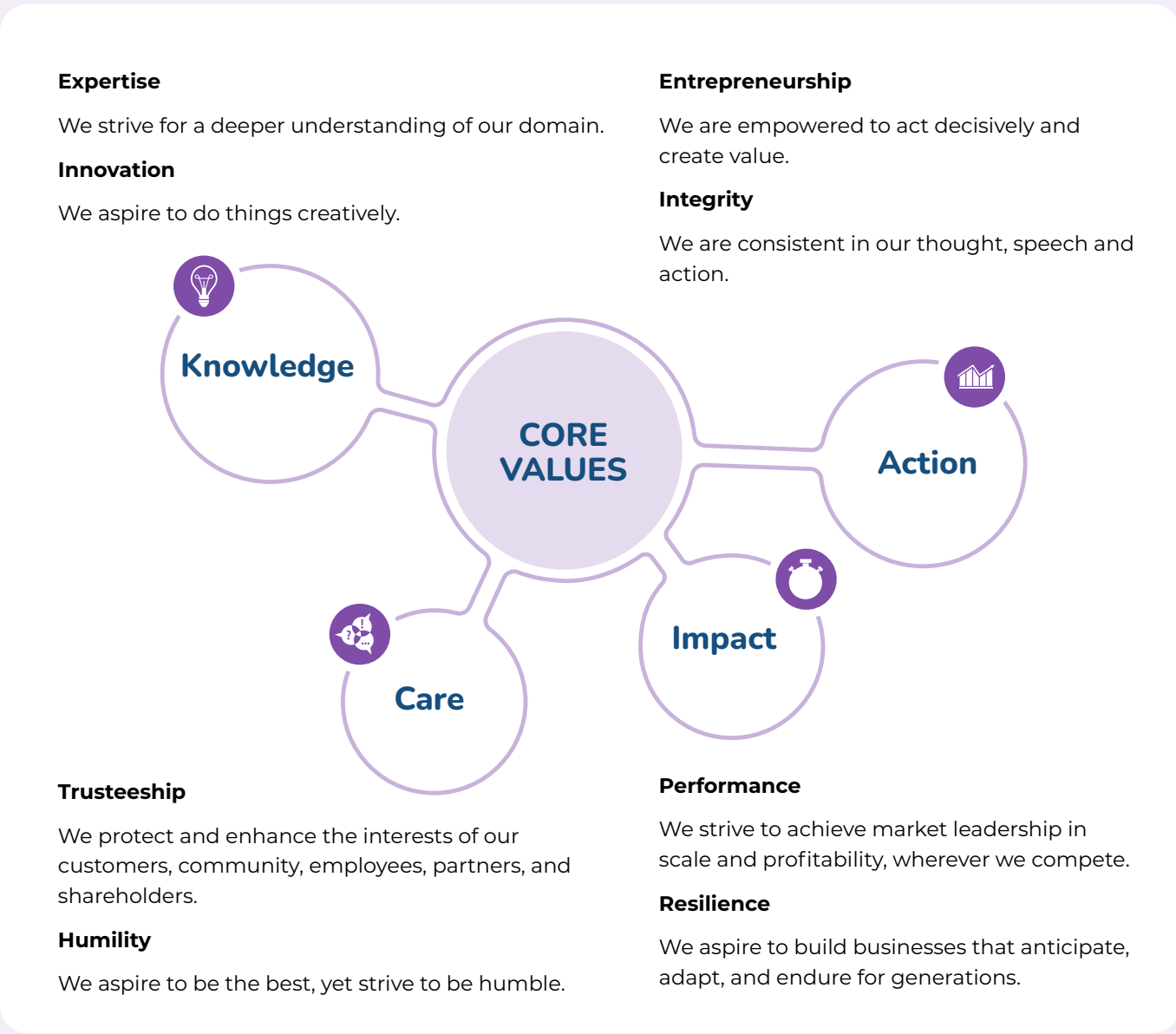
Our Values and Purpose

At the heart of PEL lies a deep understanding of its essence and ambitions, shaping a unique culture that

defines both individuals and the organisation. The Company's core values of Knowledge, Action, Care, and Impact, serve as the bedrock of this entity, driving PEL towards a future where its actions resonate with purpose and impact.

Doing Well and Doing Good: Enabling transformation through purposeful lending' encapsulates PEL's commitment to its values. It signifies the Company's unwavering dedication to translating noble aspirations into tangible outcomes. Through purposeful lending, PEL strives to empower individuals, businesses, and

communities, fostering economic resilience and social cohesion. The Company holds itself to the highest standards of integrity, transparency, and accountability. Its pursuit of excellence extends beyond financial wellness. It encompasses PEL's commitment to ethical conduct and responsible business practices as well. As the Company embarks on this journey, it is mindful of its role in Bharat's transition to sustainable and inclusive growth. PEL stands poised to be agents of transformation and catalysts for progress.





Our Journey so far

2012

PEL started focused lending to the real estate, education, and healthcare sectors

2013

PEL launched unique strategies such as slum redevelopment through the Mumbai Redevelopment Fund

2017

PEL and Bain Capital Credit partner to form India Resurgence Fund, a control-led turnaround investing platform that invests in equity and/or debt in mid-to-large sized companies, while also integrating ESG considerations into its decision-making process

2020

PEL partnered with CDPQ to deploy \$300 million for ‘Performing Credit Fund’, a performing, sector-agnostic credit fund

2023

PEL developed a Sustainability Strategy and Targets; published first Sustainability and BRSR Report

2024

PEL applied for an Indian Green Building Council (IGBC) certification for its corporate office

PEL launched 6 branches operated wholly by women

PEL developed a Sustainable Finance framework





Key Highlights



HR

8,522

New hires



13,706

Number of permanent employees



11.73%

Permanent women employees across all levels



1,12,479

Employee training person hours



CSR

27 states and 2UTs

Pan – India Presence



₹85.23 crore

CSR Spend



113 million+

Lives touched through CSR activities



Wholesale

₹598 crore

funded towards green project



Supplier

1.61%

Input material directly sourced from MSMEs



100%

Input material directly sourced from within India



Retail

3,94,610

Number of women empowered



41,696

Number of affordable housing loans



10,49,576

Number of customers that are new to Piramal



81,871

Number of new-to-credit customers



2X

Increase in the number of microfinance women beneficiaries



Investment of ₹250 crore (or 11% of fund size of Performing Credit Fund) has been made in an investee company which is into manufacturing of electric buses



4.1 million

Customer base



490

Number of branches



80%

Retail AUM from metro adjacent and Tier II/III cities and towns



5X

Increase in the number of new customers served



3X

Increase in number of women empowered



28,345

New-to-credit customers across affordable housing segments at the end of FY 2023-24





Chairman's Message

Serving the real Bharat

AJAY G. PIRAMAL

Chairman



Through our phygital strategy, we are revolutionising lending by creating personalised experiences through digital products, powered by data analytics and AI



Dear Stakeholders,

Hope you had a wonderful year.

Financial year 2023-24 has been an exciting year, marked by significant strides as we continue to advance towards the sustainability targets and objectives set in the preceding financial year. Our Sustainability Report for this fiscal year will provide an overview of our progress made throughout FY 2023-24 and outline our strategic plans.

At Piramal, our sustainability strategy is grounded across four essential pillars: driving meaningful growth, fostering social responsibility, embracing resilient technology, and ensuring governance excellence.

Empowering Bharat's Transformation

At Piramal Enterprises, we believe in the power of financial inclusion as a catalyst for Bharat's metamorphosis. Our journey is not just about numbers and transactions; it's about empowering individuals, uplifting communities, and fuelling the engine of progress that drives Bharat forward. We aim to propel this transformation by offering affordable financing across diverse categories. Our aspiration is to generate meaningful impact through our innovative financing solutions and robust operational systems. In partnership with local stakeholders, NGOs, and government agencies, we are building a network of support that amplifies our impact and ensures that no one is left behind in Bharat's journey towards transformation.

As we collaborate externally to amplify our impact on Bharat's transformation, we recognise the importance of strengthening our internal capabilities to create greater impact. Through our robust personnel development and management system which includes comprehensive succession planning programmes. PEL ensures a steady pipeline of capable leaders to drive sustainable growth. The Career Opportunity Programme (COP) and the 'ASCEND Programme' further provide avenues for employees to pursue their career aspirations and recognise high-potential leaders.

Innovative Digital Solutions

We are also simultaneously looking at innovations in digitalisation for the financial sector. In FY 2022-23, we established the 'Piramal Innovation Lab' in Bengaluru to push boundaries and cater to the diverse financing needs of underserved communities in Bharat. Through our innovation lab, we hope to support unique innovations in digital and retail lending tailored to address the evolving requirements of an expanding Bharat.

Through our phygital strategy, we are revolutionising lending by creating personalised experiences through digital products, powered by data analytics and Artificial Intelligence (AI). Collaborating closely with the tech ecosystem, we are harnessing game-changing developments like the India Stack to scale up lending solutions and make a tangible impact on millions of Indians.

At Piramal Enterprises, we believe in the power of financial inclusion as a catalyst for Bharat's metamorphosis.

Promoting Sustainable Finance

At PEL, we are committed to reaching every corner of Bharat with innovative financial solutions tailored to the unique needs of each community. We understand that true transformation begins with access to credit, savings, insurance, and investment opportunities that enable individuals to build brighter futures for themselves and their families. Our commitment to fostering financial inclusion extends to supporting various initiatives aimed at boosting economic development and infrastructure enhancement in the outskirts of cities or metros. This includes providing loans for affordable housing and financing green real-estate. Furthermore, we contribute to slum rehabilitation and redevelopment projects, helping to transform marginalised communities into vibrant, sustainable spaces.



In the medium-term, we aim to increase the portfolio of women borrowers and expand our affordable housing portfolio. We plan to disburse budget home loans to low-income group customers and extend loans to customers who are new to credit. Looking towards the long-term, our focus will be on increasing our reach to underserved customers as well as to continue funding affordable housing and redevelopment projects.

Value Creation

At PEL, we continue to invest in a strong talent pipeline by attracting, retaining, and developing high-quality talent, skilled and competent employees crucial to achieving our purpose of ‘Doing Well and Doing Good’ by driving innovation, excellence, and customer-centric solutions in the financial services sector.

Our comprehensive HR solutions encompasses every stage of the employee lifecycle, ensuring robust capability development and sustainable performance. From tailored training programmes and career progression pathways to performance management and employee well-being initiatives, we provide the tools and support necessary for long-term success. We have various learning academies across our businesses to ensure continuous skill enhancement, leadership development, and industry-specific expertise. These academies provide tailored training programmes, hands-on workshops, and cutting-edge resources that foster a culture of growth and innovation, ultimately driving both individual and organisational success. Through this commitment to learning, we empower our employees to stay ahead of industry trends, adapt to evolving challenges, and contribute meaningfully to our long-term strategic goals.

PEL goes beyond traditional lending to focus on value creation by deeply understanding and supporting our clients’ needs, strives, and perspectives. Our mission revolves around actively engaging with customers, understanding their unique needs, and enhancing their experience. To meet these needs effectively, we have meticulously developed a robust customer relationship management system which has streamlined processes, policies, and guidelines. This customer-centric approach, permeates every aspect of

our businesses, extending beyond traditional lending to provide personalised support tailored to our clients’ struggles and aspirations.

Aligned with Piramal Foundation’s ethos, we also leverage collaborative efforts and partnerships to empower marginalised communities nationwide. Over the years, our dedication to community development has led to tangible outcomes, reaching millions in aspirational districts and tribal communities. From establishing healthcare initiatives and nurturing future leaders to empowering frontline workers and education leaders, we contribute to inclusive growth and create a brighter, more equitable future for all. At PEL, our focus on value creation through empathetic understanding and support underscores our dedication to fostering enduring relationships and making a positive impact on society.

Best Regards,

Ajay G Piramal
Chairman



Awards and Accreditations

Bronze Award in Social Good and Inclusivity Services Effie Awards - India Chapter

Great Place to Work Certified February 2024 - February 2025 India for the 2nd time in a row





Performance against Targets



Material Topics	KPI	Description	FY 2022-23	FY 2023-24
Environment-related KPIs				
Sustainable Finance	Fund green real estate projects	Long-term	6	10
	Evaluate opportunities to launch new sustainability linked funds	Medium-term	-	Ongoing
Digitalization	Ensure digitalisation of MIS across functions and locations	Medium-term	-	Ongoing
	Enable digital payment channels for all products	Medium-term	-	Ongoing
	96% payments to be collected by digital mode in Retail business	Medium-term	91%	Achieved- 96%
	50% service queries to be met through digital mediums in Retail business	Medium-term	50%	Achieved- 85%
	Reduction of paper consumption in Retail business	Medium-term	Defined Baseline	Achieved- 60% reduction
	Target to recycle 100% e-waste	Long-term	Not Available	56.86%
Energy and Waste Management	Conducting energy audits at all HO/regional offices and some branch locations in phased manner	Medium-term	-	Ongoing
	Develop internal energy management system integrating global recommendations and best practices	Medium-term	-	PEL has been upgrading all signages to LED, installing inverter air conditioners, and switching to LED lighting throughout its facilities.
	Assess the possibility for corporate offices and branches for green building certifications	Medium-term	-	Piramal Agastya Office 'Sukruti' has applied for IGBC certification*, while the Bangalore location is pursuing EDGE certification, and Piramal Tower is aiming for LEED certification.

*The certification was received on 10th July 2024.

Material Topics	KPI	Description	FY 2022-23	FY 2023-24
	Moving toward renewable energy for corporate office and some branches	Medium-term	-	- Replaced ~92000 kWh of electricity usage with renewables. - PEL has installed a solar plant with a capacity of 27.5 kWh in the Bangalore office. This has helped save ~2800 kWh in just one month. - The Kurla office is also powered by 100% renewable energy
	Monitor the consumption of paper	Medium-term	-	125.70 MT
	Identify waste generation hotspots	Medium-term	-	Ongoing
	Identify vendors for paper waste recycling and create strategic partnerships	Medium-term	-	Ongoing
Climate Strategies and Emission Management	Monitor the baseline on water consumption across offices and branches	Medium-term	-	1,57,142.70 KL
	Conduct water audits	Medium-term	-	Ongoing
Social-related KPIs				
Diversity and Inclusion	Increase women representation in the workforce	Long-term	9.9%	12.46%
Financial Inclusion	Percentage of women borrowers	Medium-term	31%	39%
	Increase number of customers in the affordable housing portfolio	Medium-term	34,000	41,696
	Disburse budget home loans to low-income group customers (Number of customers)	Medium-term	1,550	12,273
	Disburse loans to customers who are new-to-credit (Number of customers)	Medium-term	1,500	81,871
	Increase the reach to underserved customers (Number of customers)	Long-term	30,000	57,891
	Fund affordable housing/ redevelopment projects in Tier II/III+ Tier I outskirts	Long-term	-	14 Projects
	Fund slum rehabilitation and redevelopment projects	Long-term	8	13



Material Topics	KPI	Description	FY 2022-23	FY 2023-24
Community Development	Train 10,000 partners for growth and employment	Medium-term	7,000	28,000
	Conduct financial literacy and awareness sessions for 2,00,000 beneficiaries	Medium-term	68,000	1 crore +
Diversity and Inclusion	Monitor equal pay assessment across levels	Ongoing	-	100% Parity
Talent Attraction and Retention	ESG training to all the employees	Medium-term	-	100%
	Significant focus and increased initiatives for talent attraction and retention	Ongoing	Career Opportunity Programme (COP) enables employees to apply for their next career move; the 'ASCEND' and 'IGNITE' Programmes	Programmes like campus recruitment, COP and Bring Your Buddy are in place to attract diverse talent. PEL has several initiatives like Employee Research Groups, gender-neutral leave policies, and periodic employee engagement and satisfaction surveys to boost retention.
Employee Well-being	Implement policies to improve employee well-being	Ongoing	Conducted employee engagement activities, annual performance reviews and satisfaction surveys, comprehensive benefits, and a user-centric intranet portal. PEL also minimises health hazards with an in-depth occupational health evaluation program and partners with a wellness platform offering 24/7 mental well-being support.	PEL prioritises employee well-being with comprehensive mental health support. In addition to excellent medical benefits, the Company covers psychiatric treatment and therapy sessions.
Human Rights	Grievance redressal mechanism in place and a commitment to 100% resolution of complaints	Medium-term	100%	93%
	Human rights training to permanent employees	Medium-term	100%	96.26%
Community Development	Increase employee volunteering hours to three hours	Long-term	-	-

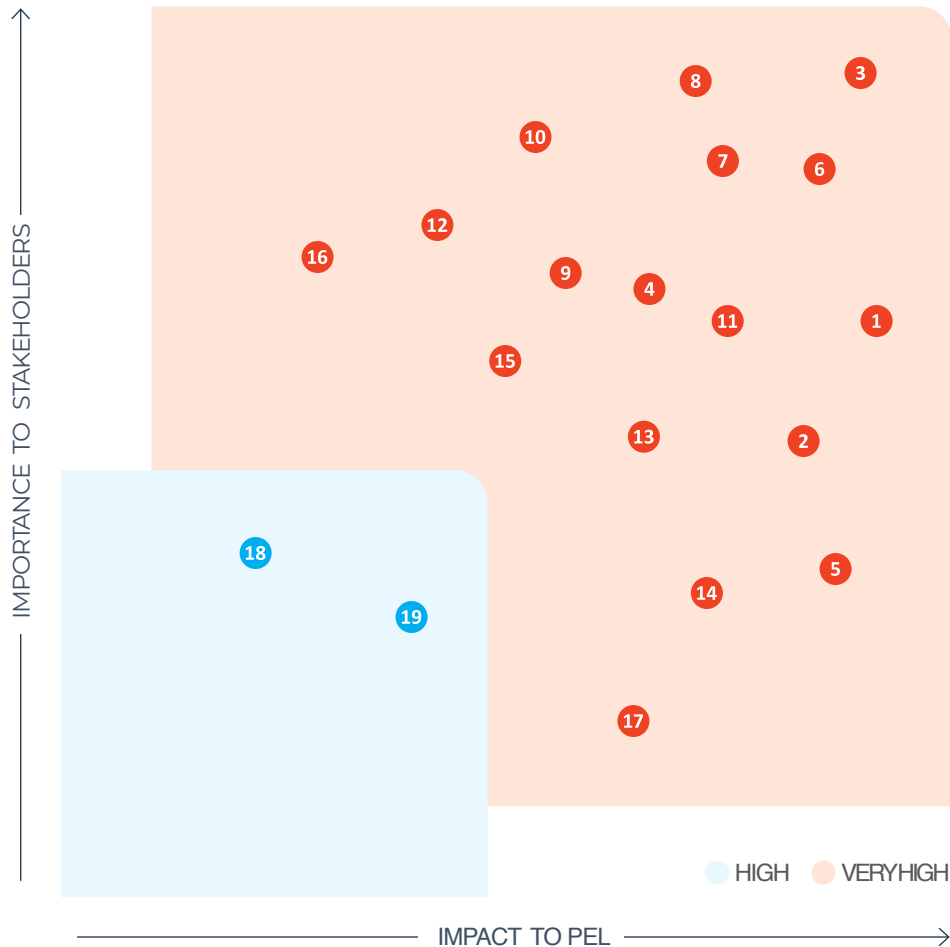
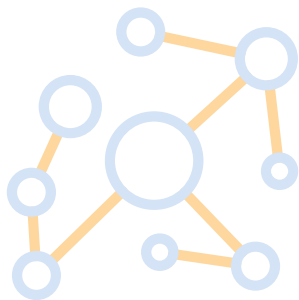
Material Topics	KPI	Description	FY 2022-23	FY 2023-24
Revised Governance-related KPIs				
Risk Management	Identification and monitoring of ESG risk for portfolio	Ongoing	-	IndiaRF has undertaken Environmental and Social Due Diligences (ESDD) that have informed investment decisions. As of March 2024, several ESDDs are undergoing for Fusion (restaurant chain), Olive (specialty chemicals), Fly (aviation) etc. while some will soon commence for more potential investments including Spices (spice manufacturing).
Corporate Governance and Compliance	Quarterly review of ESG performance by the Board Committee on the Board	Ongoing	-	Ongoing
Responsible Lending	Implementation of exclusion list across portfolio	Short-term	-	IndiaRF adhered to the exclusion list for all its investments
Corporate Governance and Compliance	At least one ESG expert on the Board	Short-term	-	Ongoing
Corporate Governance and Compliance	Appointment of the Head of Sustainability	Short-term	-	Appointed





Materiality Assessment

In adherence to PEL’s commitment to transparent sustainability practices, The Company is pleased to present the findings of its materiality assessment, which was conducted last year and remains integral to its reporting process. This assessment serves as a cornerstone in PEL’s endeavours to identify and prioritise the most significant economic, environmental, and social impacts of its operations.



1. Economic Performance
2. Brand Reputation and Management
3. Talent Attraction and Retention
4. Responsible Lending
5. Data Security and Privacy
6. Risk Management
7. Corporate Governance and Compliance
8. Diversity and Inclusion
9. Community Development
10. Ethics and Values
11. Sustainable Finance
12. Digitalisation
13. Employee Well-Being
14. Financial Inclusion
15. Customer Satisfaction
16. Stakeholder Engagement
17. Human Rights
18. Climate Strategies and Emissions Management
19. Energy and Waste Management

Material Topics	Risk/Opportunity	Approach
Economic Performance	Risk: Improper credit management reduces profitability, lowers asset quality, and increases loan losses and non-performing loans, ultimately leading to financial distress.	- Significantly improved provision coverage. - Increasing granularity of wholesale loan book. - Strengthened and diversified the liabilities side.
Brand Reputation and Management	Opportunity: Effective brand reputation and management can boost customer loyalty, instill market confidence, and improve the Company’s positioning. Risk: Instances of fraud, customer complaints, and other issues can result in negative public perception.	- Robust corporate governance to manage risks and consistent monitoring of issues at the Board level. - Maintained asset quality while achieving growth in balance sheet size. - Conducting regular stakeholder engagements via various mediums.
Talent Attraction and Retention	Risk: Failure to attract and retain skilled employees can hinder a Company’s ability to achieve its business objectives, resulting in productivity and performance issues.	- Robust personnel development and management system in place including a comprehensive succession planning programme. - Career Opportunity Programme (COP) enables employees to apply for their next career move; the ‘ASCEND’ and ‘IGNITE’ Programmes recognise and foster high potential leaders in middle management. - ESG Policy ensures employee well-being and growth; further, it reflects PEL’s dedication to enriching employee experience. - Compensation paid is comparable with similar industries. - Flagship campus engagement programmes for students to recruit high-potential junior management leader.
Diversity and Inclusion	Opportunity: Diversity helps improve a Company’s performance by bringing together people with different points of view and opinions, resulting in improved efficiency. Diversity, inclusiveness, and equity lead to improved problem-solving and innovative abilities.	- Focus on inclusive workplace, equal opportunity employment with industry leading compensation and benefits. - Maintained a gender-balanced working community inside the organisation. - Key initiatives for inclusive workplace include Inspiration at Work, Second Innings, Flexi Work policies, and Karuna Fellows.
Responsible Lending	Opportunity: Responsible lending practices can help lenders better assess the risks and opportunities associated with potential borrowers, leading to more informed and sustainable lending decisions.	- PEL follows due diligence procedures to evaluate the creditworthiness of potential borrowers; this process may involve scrutinising financial statements, checking credit scores, and verifying employment and income. - Ensures that loan terms, including interest rates and fees, are transparently disclosed and that borrowers understand the terms of the loan before entering into an agreement.
Data Security and Privacy	Risk: Insufficient and transparent data security and privacy protocols can lead to notable financial and reputational damages for the Company, along with a decline in customer trust.	- Implemented strong cybersecurity measures that involve utilising antivirus, anti-spyware, firewalls, and off-site data backups. - Continuous effort to update and enhance tools and solutions to mitigate cyber-attacks and reduce potential harm. - Encompassing the implementation of a privacy policy, conducting data privacy impact assessments, and monitoring data leakage protection.



Material Topics	Risk/Opportunity	Approach
Risk Management	Risk: Implementing effective risk management practices, including climate risk, are crucial for the Company's long-term financial well-being.	Implemented a risk management framework to anticipate and address potential risks to the business, in order to manage and mitigate these risks effectively. In the process of integrating ESG risks in the framework and due diligence processes.
Corporate Governance and Compliance	Risk: Companies that lack adequate corporate governance processes are frequently vulnerable to fraud and mismanagement. Poor corporate governance undermines the ability to capitalise on opportunities and leads to financial losses. This could lead to a loss of shareholder confidence and trust, as well as increasing government supervision.	- Corporate governance has always been guided by PEL's philosophy of 'Knowledge, Action, Care, and Impact'. - The Board views corporate governance in a comprehensive way with its main objective being creation of and adherence to a corporate culture of integrity and consciousness.
Community Development	Opportunity: Encouraging community development can aid in creating an inclusive society by enhancing quality of life and enabling them to prosper.	- Financial literacy training provided in Tier II and III cities. - Social goal of empowering women through loans and enabling them to be self-reliant. - Offers competitive interest rates on its MSME secured loans, making it an affordable borrowing option with flexible repayment terms. - Piramal Foundation teams serve the most underserved communities across Bharat through various initiatives.
Ethics and Values	Risk: Non-compliance with ethical norms can subject financial organizations to legal fines and penalties, as well as a tarnished reputation, economic interruptions, and trust erosion.	- Instituted policies and programmes to prevent money laundering, corruption, and related party transactions, while promoting fair business practices. - Vigil mechanism for PEL's directors, employees, and stakeholders to report their genuine concerns.
Digitalization	Opportunity: Through the adoption of digital financial solutions and products, the Company can improve customer experience, expand operational capabilities, and enhance overall efficiency.	- PEL possesses internal software development expertise for crafting and extending digital resources, such as its Digital Center of Excellence, mobile application, and AI-powered lending ventures. Through its Digital Embedded Financing, the Company offers personalised financing solutions to retail clients, leveraging digital assets as collateral. - Real-time Artificial Intelligence/Machine Learning models have been integrated into pivotal business decision-making processes across key domains.
Sustainable Finance	Opportunity: Financial institutions have the chance to offer new financial products, which allows them to create new revenue streams and increase shareholder trust, facilitating cooperation with impact investors and securing low-cost funding.	- Committed to supporting sustainable initiatives through the lending portfolio, which includes climate/green finance and social finance that helps to improve livelihood, healthcare, and education. - Committed to scaling up PEL's investments in these areas in the future to facilitate long-term sustainability.
Employee Well-being	Opportunity: Healthy and happy employees have a better quality of life, lower risk of disease, increased work productivity and a greater likelihood of contributing to their communities.	PEL engages its employees through various strategies such as policies, training, and recognition programmes to create a positive work environment and promote their well-being; it uses various techniques, including employee engagement activities and open communication, to communicate its goals, motivate its employees, and address any concerns or grievances.

Material Topics	Risk/Opportunity	Approach
Financial Inclusion	Opportunity: Individuals and businesses need access to useful and affordable financial products and services that meet their needs- transactions, payments, savings, credit, and insurance-delivered in a responsible and sustainable way.	- PEL's retail-lending platform focuses on providing affordable financial products to people in smaller towns and cities in Bharat, with a focus on Tier II and III cities. - Offerings increase finance access through increasing home loan/ MSME/MFI penetration; the offerings include construction finance for affordable housing/redevelopment projects in Tier II and III cities and Tier I outskirts, slum rehabilitation and redevelopment projects, and green-real-estate finance.
Customer Satisfaction	Risk: Failure to meet consumer expectations may result in loss of reputation, trust, and lower sales. Customer grievances may also result in litigation.	- PEL ensures customer satisfaction through its strong customer relationship management system, processes, policies, and guidelines, as well as a customer-centric approach in all its businesses. - The Company places utmost effort to efficiently address and resolve inquiries received from customers by phone or email. - A grievance redressal mechanism is available, on its website and at all its branches. Scan the QR code to know more about the Grievance Redressal Mechanism 
Stakeholder Engagement	Opportunity: Engaging with stakeholders is a crucial aspect of managing a business, as it ensures that the needs and concerns of these individuals and groups are taken into account.	Company proactively assesses and evaluates the potential risks and impact to its operations by staying up-to-date on developments and trends, mapping out potential risks, and consulting with stakeholders to understand the legal, technical, environmental, and social factors that could affect the business; this allows it to be prepared for and adapt to changes that may arise.
Climate Strategies and Emissions Management	Opportunity: Efforts by the Company to reduce emissions of greenhouse gases not only contributes to the mitigation of environmental impact but also equips it with strategies to manage potential risks linked to climatic alterations.	- Formulated a comprehensive approach to sustainability and is currently assessing prospective climatic hazards within its investment collection. - Intends to embrace the guidelines set forth by the Task Force on Climate-related Financial Disclosures (TCFD) for future disclosures on climate-related risks.
Human Rights	Risk: Breaching human rights can have significant consequences for the Company, including reputational damage, legal liabilities, and financial losses.	Policies reaffirm Company's commitment to protecting the human rights of all stakeholders along its entire value chain.
Energy and Waste Management	Opportunity: The Company stands to enhance its operational efficacy and appeal to environmentally conscious customers by giving precedence to the management of energy consumption and waste reduction.	PEL places a high emphasis on minimising waste, recycling, and the judicious utilisation of resources across all office locations. The Company diligently manages electronic waste, recycles outdated information technology assets, and enforces stringent waste separation protocols. Additionally, the adoption of digital transformation has refined internal operations, leading to a significant decrease in paper usage. Moreover, the installation of water-conserving faucets in corporate premises contributes to the reduction of water consumption.



ESG Strategy Framework

PEL's strategy encompasses defined objectives, targets, and actions aimed at optimising positive outcomes. It addresses a diverse spectrum of issues identified through materiality assessments and is structured around four key pillars of focus.

Building on its ESG strategy framework established in FY 2022-23, PEL has achieved significant milestones and tangible results in driving sustainable development. The Company remains committed to this strategy by continuously monitoring its progress against specific goals and targets. As PEL moves forward, the Company is also making necessary adjustments based on past performance and future expectations, ensuring its approach remains dynamic and responsive to evolving sustainability challenges and opportunities.





Creating Impact with Responsible Business

Stakeholder Impact

With an unwavering dedication to creating lasting value for its stakeholders, PEL is steadfast in its commitment to positively influence their lives. The Company recognises its stakeholders’ pivotal role in the journey towards sustainability, and tailors its communication strategies to meet the unique needs of each stakeholder group. By fostering ongoing dialogue, the Company actively listens to their needs, concerns, and expectations, fostering mutual benefits for both business and stakeholders. This approach ensures that PEL remains responsive to the diverse interests and aspirations of those it serves, reinforcing PEL’s shared pursuit of a sustainable future.

Stakeholder	 Investors	 Customers*	 Channel Partner*	 Investors***	 Employees	 Suppliers	 Community
Frequency of contact	Monthly/ Quarterly/ Half yearly / Annually	Monthly/ Quarterly/ Half yearly / Annually	Monthly	Monthly/ Quarterly/ Half yearly / Annually	Weekly/ Monthly/ Quarterly	Need basis	Continuous/Need basis/ Annually
Expectations	- Stable returns - Effective risk management - Positive impact on community	- Best-in-class service for customers - Effective customer grievance redressal mechanism - Maintaining customer data privacy and security - Transparent and fair advice - Easy and affordable access to finance - Flexible financing arrangements	- Regular trainings - Transparent, ethical, and long-term business relations	- Market outlook - Business strategy - Long-term business performance - Technology in business	- Learning and development - Work-life balance - Staff welfare and Health & Safety - Remuneration and employee benefits	- Fair contractual terms and adherence thereto - Transparent, ethical, and long-term business relations	- Responsible Lending - Job Creation - Supporting Local businesses - Ethical conduct
Impact	- Long-term stakeholder value - Ethical business practices	~85% service queries resolved via digital mediums - Zero customer data privacy complaints - Access to finance - Financial literacy - Customer Centricity	- DSA in remote areas - Provides employment - Personal and greater reach to customers	- Stable returns - Risk management	- Talent development - Employee well-being initiatives - Diversity and Inclusion initiatives - Ensuring pay parity	- Prefer local suppliers 100% domestic procurements 1.61% procurement from MSMEs - Conducts periodic supplier assessments	- Empowering marginalized communities - Digital transformation - Creating Agents of Change - Financial Literacy training

*Retail customers

**Wholesale customers

*** Alternatives



Geographical Impact

PEL has firmly established itself within the vibrant ‘Bharat’ market. As part of PEL’s strategic expansion plan, the Company has increased its footprint to 490 branches across 26 states/ UTs with a vast customer base of 4.1 million individuals. This expansion reflects the Company’s commitment to reaching diverse markets and communities across India, aligning with its vision for sustainable growth and broader societal impact. With an eye towards the future, PEL has set ambitious targets to further extend its branch network, aiming a total of 500-600 branches. Moving ahead, the foremost goal remains focused on nurturing sustainable growth and profitability, while prudently managing the fundamental aspects of PEL’s business: growth, risk mitigation, and maximising profitability.

Planning to expand to **500-600** branches



Impact in Tier II /III cities

67% of lending in Tier II/III cities across affordable housing and secured loans

66% of lending in Tier II/III cities across other secured loans

490

Conventional Branches

625

Districts served

194

Microfinance Branches

404

No. of cities/
towns present

26

No. of states/
UTs present



Our Product Impact

At PEL, ‘Sewa Bhaav’ is at the heart of PEL’s business. The Company offers a diverse range of products tailored to meet the unique needs of its customers, especially focusing on underserved segments such as women and individuals in Tier II and III cities. By leveraging advanced technology and innovative digital solutions, the Company aims to transform lives, foster financial inclusion, and create lasting value for its communities.

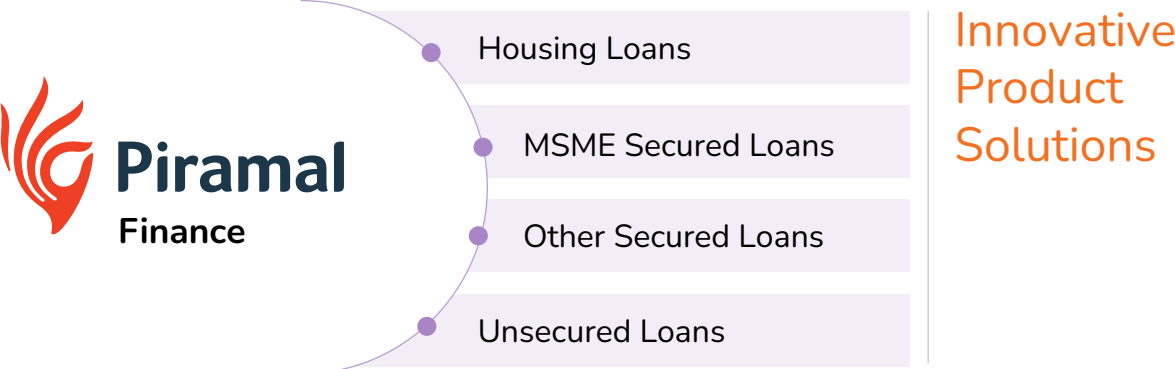
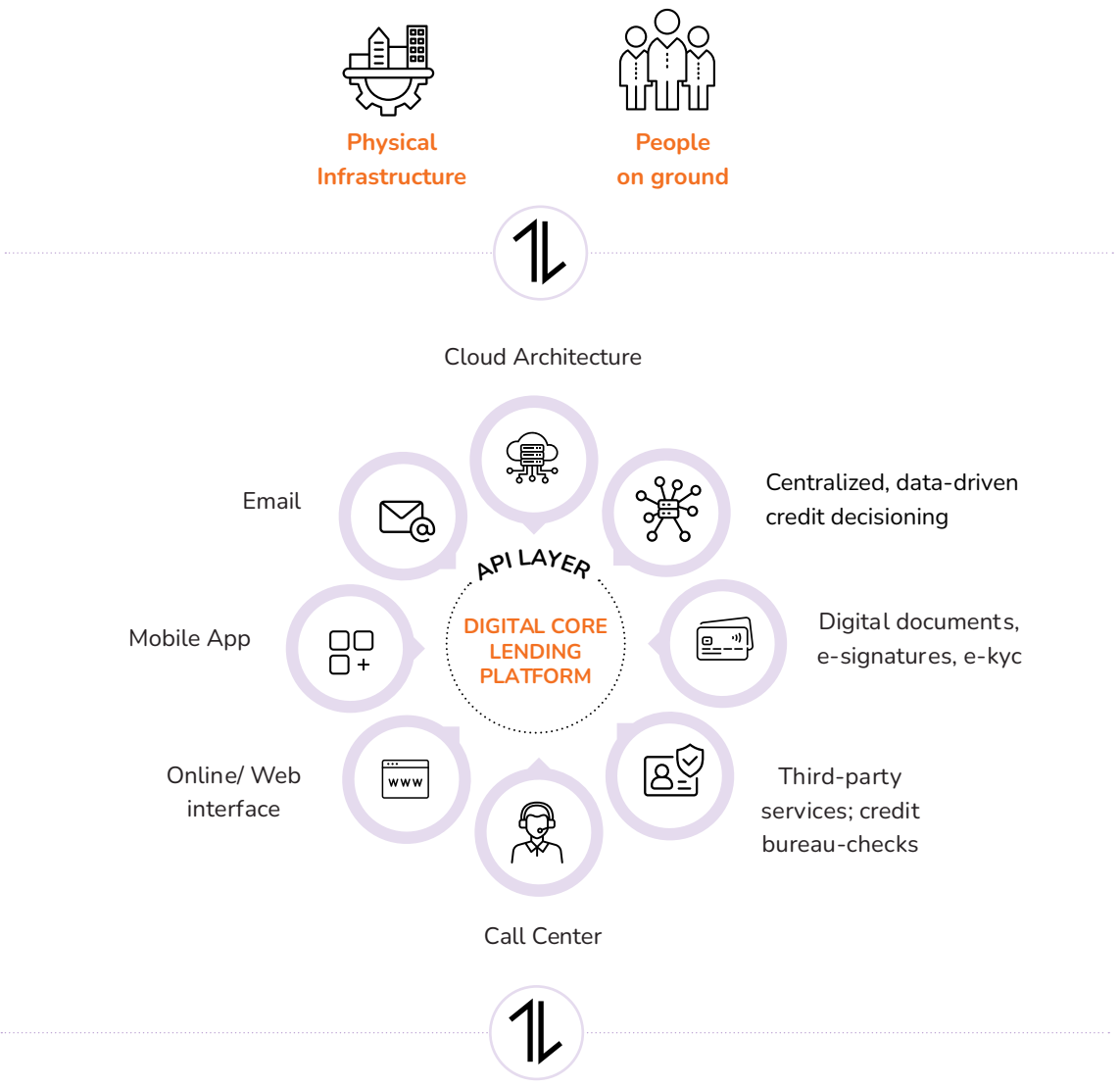
We underwrite people, not just papers



Retail Lending

PEL’s commitment to expanding its retail lending platform resonates deeply with its mission of fostering financial inclusion in Bharat’s Tier II and III cities. The Company prioritises reaching underserved segments, particularly non-salaried borrowers, and places a strong emphasis on providing affordable housing solutions.

Leveraging digitalisation efforts, PEL continuously innovates its product offerings to ensure a seamless lending experience for customers. Its strategic approach focuses on developing a scalable retail platform while simultaneously mitigating risks and nurturing a granular wholesale book, fortifying the business model against uncertainties. Substantial investments in risk management and technology underscore PEL’s pursuit of sustainable growth, solidifying its position as a leader in the finance sector.





Key Highlights FY 2023-24

10,49,576
New customers served

1 crore+
Individuals benefited from financial literacy sessions

2,41,889
Microfinance women beneficiaries

57,891
Underserved customers reached

100%
Used car loans screened digitally

31,038
New customers across affordable housing segments

41,696
Loans given for affordable housing

60%
Self-employed Customers

39%
Women borrowers

81,871
Loans disbursed to customers who are new to credit

733
Lakhs Pages saved

62%
Increase in the loans provided to women

86%
Increase in the amount of loans disbursed under affordable housing

32%
Increase in the amount of loans disbursed to the microenterprise's sector



Financial literacy for customers



Empowering women entrepreneurs



Promoting affordable housing



Our Impact
Building trust in customers



Promoting first generation entrepreneurs



Access to finance for the economic empowerment of marginalised and underserved communities



Enhanced Financial inclusion through digital channels

Wholesale Lending



In PEL's wholesale lending division, the focus extends beyond transactions to fostering sustainable growth in the real estate and mid-market corporate sectors. With a strategic emphasis on smaller loans and diversification into mid-market corporate lending, the CMML AUM grew by 42% YoY, with an average ticket size of ₹58 crore in FY 2023-24. CMML provided financing to NBFC-MFIs, renewables and healthcare companies which contributed to 18%, 7% and 3% of our CMML book respectively as of March 31, 2024. PEL is also looking at expanding its footprint across select Tier I, II, III cities, ensuring broader accessibility to financing solutions.

The Company stands out as one of the primary credit providers addressing a significant market segment, prioritising the development of a granular and diversified wholesale book. This commitment is underpinned by robust governance frameworks, proactive asset monitoring, and regular portfolio reviews. PEL's organisational structure incorporates separated credit and asset management functions, complemented by dedicated investment committees for real estate and corporate mid-market lending. Additionally, the Company's proactive asset liability management and alignment of team interests with long-term incentives underscore its commitment to best-in-class governance and risk management practices.

Moreover, PEL's dedication to sustainability resonates in its funding initiatives, which include supporting green building projects and facilitating loans for slum rehabilitation and redevelopment. By financing 10 green building projects and 13 initiatives for slum rehabilitation and redevelopment, PEL contributes to the acceleration of the transition towards a low-carbon economy while addressing societal challenges.



Inclusive Housing

Funding slum rehabilitation and redevelopment projects



Strengthening Governance

Environmental and social diligence for lending



Sustainable Real Estate

Lending to sustainable assets, including green buildings



Affordable Housing

Expanding access to budget-friendly home loans for low-income groups and those new to credit, fostering equitable homeownership and community development



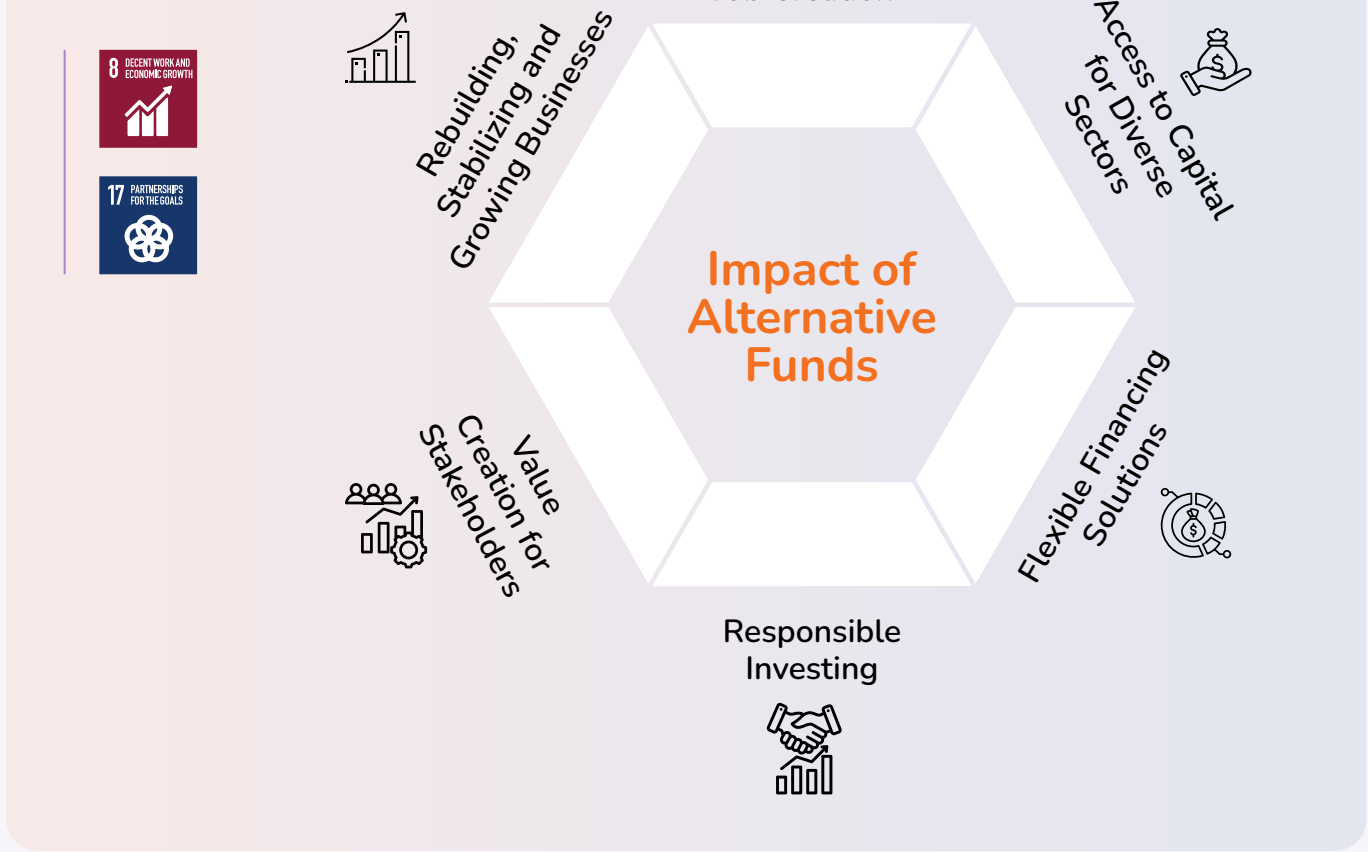
Key Highlights

FY 2023-24



Alternative Funds

Fund management business with Marquee investors



PEL's fund management business, managing an investment pool of approximately \$1.3 billion, specializes in India-centric alternative investments in private debt and equity, offering customized solutions to corporates seeking to maximize their growth. Its funds, the Piramal Performing Credit Fund and IndiaRF, remain focused on consistently returning capital to investors while generating top-quartile returns. These funds also partner with and support the Company's portfolio companies in strengthening their balance sheets, providing growth capital, building management capabilities, and improving ESG performance.



Value Created through Portfolio companies include:

PMI Electro Mobility Solutions Private Limited 	• More than 100 millions of Green kilometres • Reduction of 1 million metric tonne of CO₂ emissions across 8 states in India
Arohan Financial Services Ltd. 	• Served 23 million borrowers since inception • In 17 States, with 12 low-income States • ~81% of AUM in rural areas
IKF Finance 	• 18,000+ women borrowers and co-borrowers • In 9 States • Serves the underprivileged and small-time road transport operators
Chaitanya India Fin Credit Private Limited 	• Serves 1.7+ million borrowers in 12 States through a network of 848 branch offices • 93% of loans are for income generation activities, with 100% of the AUM in rural areas • Primary end use of loans is towards agriculture-related activities, animal husbandry and trade/small shop
Thrissur Expressway Limited 	• 2 hour on-way travel reduced to 40 minutes • 2,500 local beneficiaries of the \$300,000 Livelihood Support Plan
Setco Automotives 	• Reuse of nearly 30% of treated wastewater for gardening and flushing • Improved motor and cognitive skills of 552 children with special needs through 1,990 therapy sessions • More than 600 children are trained in physical fitness under the sports program. Over 200 of the participants were girls • 800+ women are members of Self Help Groups (SHGs) aided by Setco Foundation. The members have recorded an average profit of ₹5,500 per month

Fund	Piramal 'Performing Credit' Fund	IndiaRF (Stressed Asset Fund)
Partner / Co-sponsor	 Caisse de dépôt et placement du Québec	 BainCapital
Committed Capital	\$300 million committed;	\$629 million committed
Deployed Capital	Fully deployed	\$852 million Total capital deployed including co-investments of \$233 million 98% called for investment in 12 Deals across 9 sectors
Investment Strategy	Performing credit mandate across mid-sized corporates	Investment in mid-market companies across various sectors, aiming for equity-like returns through active participation in business transformation, while ensuring principal protection for downside events

Non Lending Business



Life Insurance JV with Prudential International Insurance Holdings

Through the DHFL acquisition in 2021, PEL acquired a 50% stake in Pramerica Life Insurance, a joint venture with Prudential International Insurance Holdings (US). Pramerica Life Insurance has secured over 7.7 million individual lives (since inception till March, 2024) and with 58% growth rate is one of the fastest growing among the top 20 life insurance companies in India (FY 2023-24). The Company has sustained its focus on customer centricity with a noteworthy 99.06% Claims Paid ratio (Individual) in FY 2023-24. The Company boasts of pan India presence with 138 branches (March, 2024). Pramerica Life Insurance is a pioneer in the defence segment and has continued to have a strong leadership position. PEL aims to maintain this momentum to leverage Pramerica Life Insurance's network to foster business growth in the coming years, positively guiding customers with life insurance solutions and securing lives.



7.7
million
Lives secured

138
Branches





Sustainable Finance Framework

Financial inclusion and literacy are at the core of PEL's business operations. They aim to make finance accessible by catering to the needs of underserved people. This is going to be crucial to match the true aspiration of 'Bharat'. The Company supports financial inclusion and literacy, especially for underserved communities, by offering financial services through various initiatives.

During this financial year, PEL launched its maiden Sustainable Finance Framework, a pioneering initiative that embeds ESG criteria into the Company's financial operations to fuel its vision further. The Companies' objective is to foster the growth in the years to come and have a positive impact on the lives of the masses by promoting better and more secure lifestyles. The framework highlights PEL's dedication towards funding projects that will empower Bharat's transformation and drive forward to a sustainable future.

The Companies' Sustainable Finance Framework is aligned to the criteria and guidelines for the allocation of proceeds as per ICMA, Social loan and Green Loan principles and received a second party opinion from [S&P](#) on the same.

The funds obtained through PEL's Sustainable finance framework will be exclusively utilised for financing

or refinancing projects that align with internationally recognised standards. The eligible projects encompass retail home loans, MSME loans, SME loans, Priority Sector Loans (in addition to the minimum allocation prescribed by the Reserve Bank of India), Microfinance, Green Finance, and digital lending. Eligible Projects may include new projects or projects already financed by PEL during the 36 months prior to the issuance of a particular instrument under this framework. The Framework aligns with the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs), contributing to specific SDG goals and targets as outlined by the Companies.



Eligible Green Assets	Objective	Projects	SDGs
Green Buildings	To construct and maintain green buildings, supporting sustainable urban and rural development and reducing emissions.	- Construction Financing/Re financing for LEED, IGBC GRIHA and EDGE certified buildings - Financing/ re-financing of buying of property in green affordable housing	
Renewable Energy	To promote and develop clean and efficient energy for all.	- Acquisition, production, manufacturing, operation and/or maintenance of renewable energy sources/ infrastructure - Development of new or improvement of existing transmission systems - Acquisition, production, manufacturing, operation and maintenance of supporting technology or infrastructure	

Eligible Green Assets	Objective	Projects	SDGs
Energy Efficiency	To develop and promote access to affordable, reliable and modern energy products and services.	- Acquisition, development, manufacturing and/or installation of energy saving technology, equipment and/or components - Retrofit of distribution systems, transmission lines or substations - Instruments and devices to enhance buildings' energy use - Retrofit of Energy efficiency equipment in buildings and for public services	
Clean Transportation	To develop and promote quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure to support economic development and human well-being.	- Development and operation of sustainable urban mass transit systems - Infrastructure for low-carbon and efficient transport - Investments and expenditure into development and production of EVs	
Affordable Housing	To cater to the housing needs and enhance the living conditions benefiting individuals or families requiring shelter and those with a low income through facilitating access to secure, quality and affordable housing alternatives.	- Financing/Re-financing of existing or new construction of affordable housing and/ or buying of property, development and renovation - Slum rehabilitation and redevelopment - Small Developer finance	
Access to Financial Services	To enable access to responsible and inclusive financing and financial services for underserved and / or socially/ financially excluded individual customers.	- Secured MSME loans (business loan) - Unsecured salaried loans - Unsecured business loans (Udyam certificate) - Microfinance Institutions & NBFCs (with MFI license from RBI)	
Access to Healthcare	To ensure availability and reliability of quality medical care and supplies, thereby helping in reducing social health inequalities and improving overall population health.	- Financing enterprises that expand access to inclusive healthcare, ensure healthy lives and promote well-being - Financial support to build, outfit, or run healthcare facilities centres in Rural, Semi-Urban and Urban locations - Financing the production, manufacturing, wholesale, distribution, and retail aspects of cost-effective pharmaceutical products and healthcare equipment - Supporting the development, training, and retention of the healthcare workforce - Enabling access to cost-effective maternal and reproductive healthcare products	



Eligible Green Assets	Objective	Projects	SDGs
Access to Education and Vocational Training	To enable access to responsible and inclusive financing and financial services for underserved and / or socially/ financially excluded individual customers.	- Financing of organisations that deliver and promote inclusive lifelong learning opportunities for all including costs related to: - Provision of affordable and quality pre-primary, primary and secondary education. - Maintenance and upgrade of education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all. - Supply of teachers, teacher training and materials.	



Responsible Lending

The Company assesses financial and ESG risks in loan proposals by reviewing market trends, products, facilities, and loan pricing, and screening each application against a high-risk watchlist. The risk assessment process evaluates geography, sector, market expectations, and local laws, with third-party vendors conducting due diligence for ESG or other identified risks.

The Company also incorporates necessary E&S safeguards based on risk criticality. Financing agreements may include affirmative covenants mandating compliance with environmental and social laws, with performance reporting where applicable; negative covenants restricting actions that violate E&S regulations; and a corrective action plan outlining measures to enhance E&S performance in case of non-compliance.

The Company is also committed to monitoring the ESG performance of its portfolio, focusing on green buildings, renewable energy, and low-carbon technologies. Infrastructure projects will be evaluated for environmental or social violations, especially those impacting vulnerable groups or indigenous communities. For critical infrastructure transactions, in-house or third-party experts will conduct due diligence on E&S aspects based on agreed terms with the borrower.

One example of PEL's commitment is the IndiaRF, which conducts ESG due diligence on portfolio companies, implements an exclusion list for high-risk sectors, and aligns evaluations with IFC guidelines and regional regulations. Key focus areas include fire safety, waste management, community development, biodiversity etc., with regular internal and third-party monitoring to ensure compliance with the Environmental and Social Action Plan (ESAP).





Governance

Corporate Governance Framework

PEL's corporate governance is founded on the principles of transparency, integrity, professionalism, and accountability. The Board of Directors (the Board) prioritises these values, aiming to foster a culture of ethical behaviour and awareness. The Company upholds strong governance through effective implementation and regular review of robust policies and procedures, as directed by the Board.

The Company has established a Vigil Mechanism, which includes a Whistle Blower Policy, for its Directors and Employees, to provide a framework to facilitate responsible and secure reporting of concerns of unethical behavior, actual or suspected fraud or violation of the Company's Code of Conduct & Ethics.

Board of Directors

The Board is responsible for the governance and oversight of the Company together with management & the Board sets the strategy, vision, values and assesses plans to identify opportunities and challenges that could threaten the Company's success, and manages the overall growth, strategic decision making.

Independence Declaration

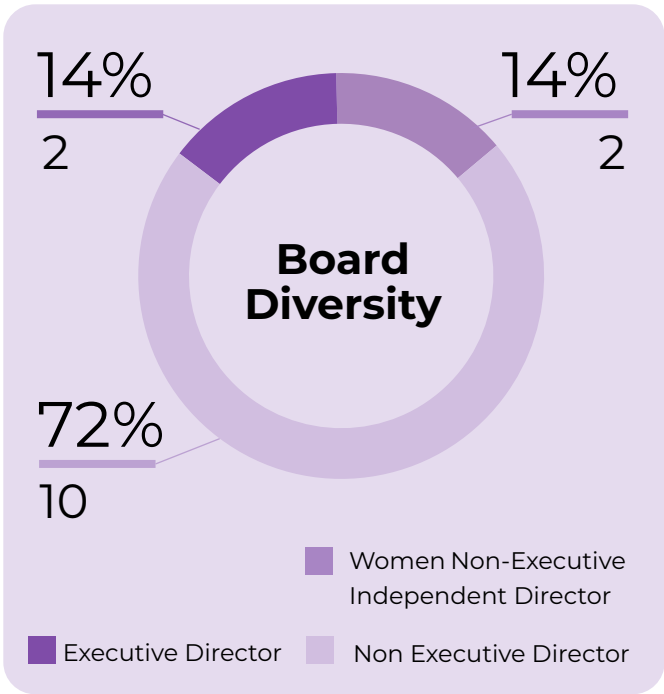
The Company's Board independence stands at 57% as on 31st March 2024. Based on the disclosures received from all the Independent Directors, the Board is of the opinion that the Independent Directors fulfil the conditions specified in the Companies Act, 2013 ('the Act') and SEBI (Listing obligations and disclosures requirements) Regulations, 2015 ('the Listing Regulations') and are independent of the Management.

Board Composition and Size

The Company recognises diversity as leverage to bring in different perspectives, experience, expertise, gender and culture to create a more competitive advantage.

The Board has maintained its commitment to gender

diversity, with 5 out of 14 members being women, which is higher than the statutory requirement. 36% of the Board members consists of women directors out of which two are Independent Women Directors. This composition of the Board as on March 31, 2024, complies with the provisions of the Act and the Listing Regulations.



Board Experience and Expertise

The Board's collective expertise is broad, covering areas of General Corporate Management, Public Policy, Entrepreneurship, Business Leadership, Strategy, Finance, Economics, Technology and Innovation, Banking, Financial Services, Risk and Governance and Human Resources. The Company has strategically enhanced its Board's capabilities and ambitious growth plans within the financial sector and the Board endeavours that, individuals with extensive experience in the financial industry are inducted as its members. This action forms a part of a comprehensive strategy to enrich the Board's skill set in critical areas of expertise. The Board, as a part of its succession planning, periodically reviews its composition to ensure that the same is closely aligned with the strategy and long-term needs of the Company.

The Board is composed of individuals who are not only esteemed for their skills, competence, and expertise but also have made significant contributions to their fields. Their collective experience enables them to make meaningful contributions to the Board and its Committees. Members of the Board have been recognised by government authorities, industry groups, and business associations for their notable contributions, reflecting the high regard in which they are held within their professional spheres. This deliberate strengthening of the Board's composition reflects the Company's dedication to maintaining robust governance standards and equips it to accurately manage the complexities of the evolving financial sector.

Board Evaluation

PEL undertakes an evaluation of the performance of all Directors annually. The Company has implemented a system of evaluating the performance of the Board of Directors as a whole and of its Non-administrative Committees and Non-Executive Directors on the basis of a structured questionnaire that comprises evaluation criteria based on the Guidance Note on Board Evaluation issued by the Securities and Exchange Board of India. The performance of the Executive Directors is evaluated on the basis of achievements of their Key Result Areas.



Corporate Structure

PEL's commitment to governance and ethical standards is upheld by a solid organisational framework. The Board, composed of seasoned leaders from diverse global industries, serves as the pinnacle of decision-making within the Company.

PEL has a robust structure to ensure excellence in governance and ethics. The Board is the highest decision-making body of the Company. Board members, who have been leaders of significant global corporations across various industries, bring a wealth of experience to the table and set the strategic direction for the business. The Board establishes key operating objectives, sets strategic direction, and monitors ongoing operations.

The Board is also responsible for protecting and nurturing stakeholder interests. They monitor and guide strategic decision making, laying the impetus on innovation, integrity, performance and resilience.



Board Committees

The Committees, established by the Board, have clearly defined roles and responsibilities. The detailed list of all Committees is also shared on PEL's website.



Scan the QR code to know more about the Board of Directors, Board Committees, Policies and Disclosures.

These Committees are essential in assisting the Board with informed decision-making, improving strategic management capabilities, and increasing administrative efficiency. They offer a platform for Board members to discuss and address issues impacting the Company and its stakeholders. Additionally, the Committees provide the Board with summaries of their discussions and decisions, ensuring that the Board remains well-informed about the deliberations and outcomes of Committee meetings.

Through their recommendations to the Board, these Committees play a crucial role in ensuring that the Company is properly governed and is in compliance with the relevant requirements under the Act or Listing Regulations.





Board of Directors

Management Team



Ajay Piramal
Chairman



Swati Piramal
Vice-Chairperson



Anand Piramal
Non-Executive Director



Nandini Piramal
Non-Executive Director



Vijay Shah
Non-Executive Director



Shikha Sharma
Non-Executive Director



Rajiv Mehrishi
Independent Director



Gautam Doshi
Independent Director



Anjali Bansal
Independent Director



Suhail Nathani
Independent Director



Puneet Dalmia
Independent Director



Kunal Bahl
Independent Director



Anita George
Independent Director



Asheet Mehta
Independent Director
(w.e.f. June 12, 2024)



S. Ramadorai
Independent Director
(Up to March 31, 2024)



Rupen Jhaveri
Group President,
Piramal Enterprises Limited



Jairam Sridharan
CEO, Retail Lending,
Piramal Enterprises Limited
and MD, PCHFL



Yesh Nadkarni
CEO, Wholesale Lending,
Piramal Enterprises Limited



Kalpesh Kikani
Managing Director,
Piramal Alternatives



Shantanu Nalavadi
Managing Director,
India Resurgence Fund
(IndiaRF)



Upma Goel
CFO,
Piramal Enterprises Limited



Viral Gandhi
President & Group CIO,
Piramal Group



Harinder S Sikka
Group Director,
Strategic Business



Anand Vardhan
Group General Counsel,
Piramal Group
(w.e.f. May 15, 2024)



Manjul Tilak
Chief Human Resources
Officer,
Piramal Enterprises Limited



Aditya Nataraj
CEO,
Piramal Foundation



S.K. Honnesh
Group General Counsel,
Piramal Group
(Up to May 15, 2024)



Nitin Nohria
Former Dean of Harvard
Business School

GUIDED BY EXPERT COUNSEL



ESG Governance

Amongst other functions of Sustainability and Risk Management Committee (SRMC) one of the functions include, overseeing the implementation of improved controls and protocols, advocating for the shift towards a sustainable economic model, and facilitating the integration of technological advancements. Convening meeting on a routine basis, the SRMC is in-charge with providing strategic direction, evaluating advancements towards sustainability objectives and benchmarks, and executing projects, all the while overseeing metrics and key performance indicators. The corporate governance structure highlights the Company's commitment to transparency, ethical conduct, and responsibility in environmental, social, and governance (ESG) issues.



Sustainability and Risk Management Committee

The Board-level Committee will act as the apex committee providing leadership on the organization's sustainability agenda and future goals

Our Policies

Our Approach

PEL, as a conscientious corporate entity, recognises its obligation to uphold principles of corporate integrity, clarity, expertise, and answerability. In pursuit of this, PEL embraces the most exemplary practices and supreme standards of Corporate Governance, as stipulated by the Board's policies and directives, with the aim of realising enduring expansion. The Board of Directors undertakes regular assessments of all its policies and procedures to ensure adherence and to equip the Board members with the authority to enhance the organisation.

The Company has established a familiarization Programme for Independent Directors. The new Directors of the Company are provided with an induction kit which includes roles, functions, powers and duties of the directors, disclosures and declarations to be submitted by Directors, etc.

Periodic presentations were made at the Board / Committee meetings apprising the Board Members about the finer aspects of the Company's businesses, the challenges faced and an overview of future business plans, including:

- ▶ Industry Outlook and update on Indian and Global macroeconomic;
- ▶ Budgets, quarterly update on operations and performance of the businesses, and relevant regulatory/legal updates in the statutes applicable to the Company;
- ▶ Business model, risks and opportunities for the businesses and the growth levels for them; and
- ▶ Strategic future outlook and the way forward.

Code of Conduct

The Company has instituted Code of Conduct for Board Members and Code of Conduct for Senior Management ('Code') to guarantee that its business activities are carried out with a commitment to transparency, openness, trustworthiness, and assurance. It is anticipated that all personnel, encompassing members of the Board and Senior Management, will adhere strictly to the tenets delineated within the Code. To bolster this pledge, the Company conducts systematic educational sessions

on the Code and its ramifications, disseminating this knowledge is communicated via diverse mediums to both the management team and the workforce.

Integral to PEL's induction protocol, it is mandatory for every employee to execute critical documents within the ambit of their employment agreement, thereby asserting their dedication to the Code of Conduct & Ethics Document. PEL is of the conviction that this procedure will steer its employees towards upholding the loftiest principles of Corporate Governance and compliance with all pertinent statutes and regulatory mandates. PEL's Code can be accessed on the Company's [website](#).

Scan the QR code to know more about the Board of Directors, Board Committees, Policies and Disclosures.



Data Privacy & Cyber-security

PEL prioritises data privacy and cybersecurity by embedding robust measures and transparent policies into its operations, including a comprehensive governance program and advanced technology investments. The Company tries to foster a security-conscious culture through gamified employee training and maintain vigilance with continuous risk management and improvement.

Cyber Threat Monitoring and Management

Following RBI/NHB's Information Security framework introduced in June 2017, PEL revamped its cybersecurity approach by prioritising the highest standards of information security. Leveraging Gartner's framework. The Company conducted Red Team assessments and deployed advanced security solutions to fortify its infosec infrastructure, aligning with leading global banks' practices.

Employee Training and Awareness

We prioritise employee resilience against cyber threats, implementing gamified awareness programmes,

quizzes, and regular training sessions. Phishing assessments ensure ongoing evaluation of employee awareness.

Promoting Data-Driven Decisions Across the Customer Lifecycle

PEL has tailored scorecards, designed for secured and unsecured products, which leverage technology to analyse customer behaviours, ensuring a personalised loan experience and optimising risk assessment for improved performance. The Company has also introduced multivariate AI models to enhance policy decisioning, improving approval rates and reducing turnaround time by considering multiple variables simultaneously. This innovation ensures objectivity, higher approval rates, and uniformity in decisions.

Lastly, PEL has enhanced digital income detection using machine learning algorithms, enabling faster loan assessments without physical underwriters. This boosts efficiency, reduces disbursal time, and improves customer experience. Integration of digitised banking data via account aggregators complements credit risk models, enhancing approval rates while managing risk.

Sales Productivity Through Generative Ai

PEL has introduced a GenAI Chatbot for its sales teams, enhancing productivity with instant data access and strategic support. The AI tool ensures secure, flexible data retrieval and presents insights in user-friendly formats, boosting sales efficiency and decision-making. This innovation highlights PEL's commitment to AI-driven business advancements.

Data Dashboards

PEL has implemented data democratisation, providing real-time data access to over 7,000 staff for informed decisions. Custom dashboards for all levels, from executives to frontline workers, offer near real-time KPIs, guiding daily operations and strategic planning. This approach gives PEL a competitive edge in proactive decision-making within the BFSI sector.



Risk Management

Embedding ESG in the framework

The Company has a robust Risk Management framework to identify, measure, manage and mitigate business and opportunities. This framework seeks to create transparency, minimise adverse impact on the business strategy and enhance the Company’s competitive advantage. The Company maintains a risk control matrix which systematically identifies key risks and corresponding controls across various functions.

The Company’s risk management is supervised by the Board of Directors, who have established the Sustainability & Risk Management Committee (SRMC) to ensure effective implementation of risk strategy. The SRMC guides the development of policies, procedures, and systems, continuously evaluating their suitability and relevance to evolving business and risk tolerance. Oversight is independently managed by the Chief Risk Officer (CRO), who maintains regular communication with SRMC members. The SRMC is primarily responsible for executing the risk strategy, including the development of policies and systems to identify, measure, monitor, assess, and manage risks effectively.

Enterprise Risk Management

PEL has an independent and dedicated Enterprise Risk Management (ERM) system to identify, manage and mitigate business risks. Risk management, internal controls and assurance processes are embedded into all activities of the Company. PEL’s ERM framework is designed by integrating Committee of Sponsoring Organisations of the Treadway Commission (COSO) framework at its core.

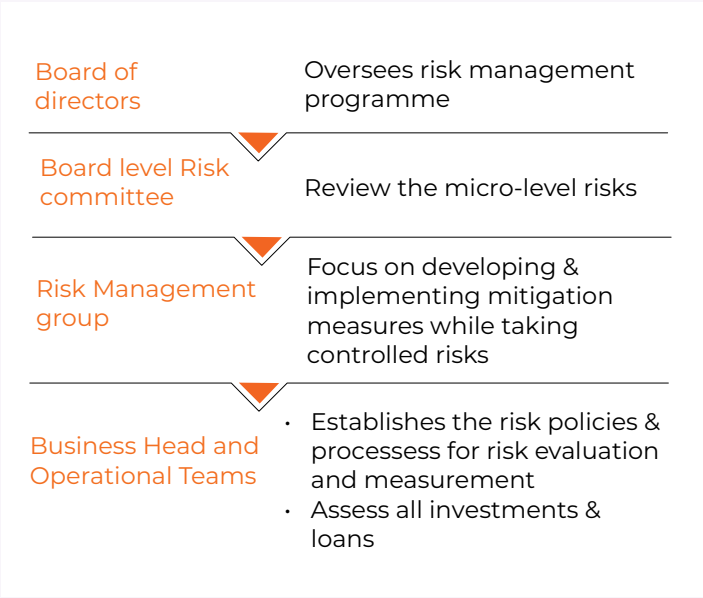
The Risk Appetite Framework (RAF) sets the Company’s risk profile and forms part of the process of development and implementation of its strategy and determination of the risks undertaken in relation to the risk capacity. Risk strategy and appetite framework are integral components of enterprise-wide risk management framework. The RAF helps drive risk and governance discussions, informs strategic planning and capital allocation decisions, and reassures regulators, shareholders, and rating agencies

that the organisation has a clear understanding and established boundaries for risk it can tolerate. The Company has institutionalised Risk Appetite as part of Board approved ICAAP policy. The risk appetite framework defines risk appetite parameters and tolerance limits for Capital Position, Profitability, Credit Risk, Concentration Risk, Liquidity Risk, Operational Risk, Compliance Risk, and Interest Rate Risk.

The Company also conducts stress tests covering material risk dimensions to evaluate its vulnerability to unlikely but plausible events or movements in the market conditions that could have an adverse impact on its business operations and overall capital adequacy.

Risk Governance

The Board of Directors has the ultimate ownership of ensuring appropriate risk governance and oversight. The Company has various committees in place including executive management which ensures sound risk governance. The Risk Management Group (RMG) uses internal risk assessment models to evaluate credit, market, and concentration risks embedded in all investment or loan deals of PEL’s business. The RMG reports directly to the Board. The Board-level SRMC reviews and reports the micro-level risks to the Board. Roles and responsibilities of key stakeholders who are part of the risk governance framework have been defined as follows:



The major risks perceived by PEL, along with the measures taken to mitigate them, are as follows:

Possible Risk	Possible Impact	Mitigation Measures
Credit Risk	Credit risk is the current or prospective risk to earnings and capital arising from an obligor’s failure to meet the terms of contracts for any credit facilities with the lending institution or its failure to honour its obligation.	- The Company has established Risk Management Policies that encompass both wholesale and retail business operations, with a focus on overseeing credit risk. The Credit Risk Management Committee conducts regular portfolio reviews and engages with management to address emerging risks and highlights any breaches in the risk limits to the SRMC. - For wholesale business, the risk team assesses every loan proposal independently using proprietary risk assessment models.
Concentration Risk	- The risk of default and non-payment by borrowers may adversely affect profitability and asset quality. - The Company may also be exposed to concentration risks across sectors, counterparties, and geographies.	- The business team and an independent risk team assess each loan. The combined analysis of these teams is presented to the approving committee. - A large part of the loan book is secured with healthy security cover obtained at the time of deal origination. - The concentration risk framework partly mitigates concentration risk, incentivising businesses to diversify their portfolios across counterparties, sectors, and geographies.
Interest rate Risk	Interest Rate Risk in Banking Book refers to the current or prospective risk to earnings and capital arising from adverse movements in interest rates affecting the banking book assets, liabilities, and off-balance-sheet positions.	Asset Liability Management (ALM) policy of the Company defines the framework for interest rate risk management. The Company prepares & monitors Interest Rate Gap Statement which outlines the difference (or gap) between the interest rate-sensitive assets and liabilities held by the institution within specified time horizons for the purpose of Interest Rate Risk Monitoring. Asset-Liability Management Committee (ALCO) actively reviews the interest rate risk and ensures that interest rate gaps are maintained as per ALCO’s interest rate view.
Liquidity Risk	Liquidity Risk refers to the risk that the entity will be unable to meet its obligations as they become due, because of an inability to liquidate assets or obtain adequate funding (referred to as "funding liquidity risk") or cannot easily unwind or offset specific exposures without significantly lowering market prices because of inadequate market depth or market disruptions ("market liquidity risk").	Asset Liability Management (ALM) policy of the Company defines the framework for liquidity risk management. Within the ALM organization, ALCO comprising of Senior functionaries is responsible for ensuring adherence to the internal and regulatory limits for liquidity risk and deciding the business strategy of the Company (on the assets and liabilities sides) in line with the Company’s budget and decided risk management objectives.
Compliance Risk	Compliance risk is potential exposure to legal penalties, financial forfeiture, and material loss, resulting from its failure to act in accordance with industry laws and regulations, internal policies or prescribed best practices.	The Company has a dedicated compliance team headed by chief compliance officer. The compliance function actively tracks and reviews compliance with regulatory guidelines.



Possible Risk	Possible Impact	Mitigation Measures
Investment Risk	• PEL has equity investments in various companies in India which are exposed to systematic and unsystematic risks.	• The Company continues to effectively evaluate various risks involved in underlying assets, before and after making any such strategic investments. These investments are re-valued and appropriate valuation adjustments are taken into consideration.
Cyber-Security Risk	• Persons having permitted or illegal access to PEL's information technology systems or infrastructure might do serious damage its business and activities. This might cause legal claims, regulatory fines, or reputational harm.	• PEL has implemented robust cyber security measures, including anti-virus, anti-spyware, firewalls, and offsite data backup. The organisation is committed to constantly enhancing and upgrading its tools and solutions to protect against cyber-attacks and minimise damage. These measures encompass a privacy policy, data privacy impact assessments, and data leakage protection monitoring.
ESG Risk	• ESG risks including climate risks and geopolitical risks are critical for the long-term financial well-being of the business.	• PEL has initiated a climate risk assessment for its portfolio. • PEL is committed to integrating climate risk in its risk management by exploring the integration of transition and physical climate risks more explicitly in all its lending activities.
Brand and Reputation Risk	• Reputational risk is the risk arising from negative perception on the part of customers, counterparties, shareholders, investors, debt-holders, market analysts, other relevant parties or regulators that can adversely affect a Company's ability to maintain existing, or establish new business relationships and continued access to sources of funding.	• The Company strives to enhance its reputation by delivering exceptional customer experiences, providing a diverse array of products and services, and continuously reinforcing its grievance handling mechanism. The Company maintains regular communication with various stakeholders through appropriate engagement mechanisms to address any concerns they may have. The Company, through a scorecard-based approach monitors various parameters across key dimensions including legal & compliance, customer service, media, investor, employee & management to assess the level of reputation risk it faces and proactively takes measures to mitigate them.
Operational Risk	• Operational risk refers to the potential loss or disruption resulting from inadequate or failed internal processes, people, systems, or external events.	• Operational Risk Management policy provides the structure and techniques that facilitates consistent functioning of Operational Risk Management framework. This Policy is focused on Operational Risk arising on account of People, Process, Systems, and external events. The Company has an independent Operational Risk Management Team (ORM) which has created framework and review mechanism to identify, assess, monitor and manage risks through the effective use of detailed framework and processes, internal controls, information technology and fraud monitoring mechanisms under the as per policy.
Fraud Risk	• Fraud risk refers to the potential for intentional deception or dishonest behaviour within an organization, posing threats to its assets, operations, and reputation.	• Fraud Risk Management policy focuses on prevention, detection, investigation of fraud and actions that Company should take in the event of fraud. A Fraud Risk Management Committee (FRMC) comprising of top management representatives is constituted which oversees the matters related to fraud risk, review and approve actions against frauds/perpetrators.

Aligning with TCFD recommendations

PEL recognises the growing frequency of climate-related incidents globally and the critical need to identify and manage the associated risks. Climate risks pose threats to business continuity and the safeguarding of both tangible and intangible assets. PEL acknowledges vulnerabilities in its investments, portfolio companies, operations, infrastructure, physical assets, and the sectors it finances.

In the financial sector, climate risks manifest in various forms, including credit, market, liquidity, operational, and reputational risks. To facilitate informed decision-making, it is essential to enhance disclosures on climate risks and opportunities. The TCFD framework offers a globally accepted standard for communicating an organisation's approach to climate-related governance, strategy, risk management, and metrics and targets, emphasizing financial implications.

PEL is committed to providing transparent and comprehensive information regarding its stance and plans for managing climate-related risks and opportunities, in line with TCFD recommendations. The Company has established a robust ESG governance structure and plans to integrate climate risk into its existing risk management framework. This includes explicitly incorporating transition and physical climate risks in all lending activities. PEL's ESG strategy is aligned with the four thematic areas of the TCFD, guiding its actions to mitigate risks and capitalise on opportunities.

TCFD Pillar/ Recommendation	PEL's approach
Governance	
Board's oversight of climate-related risks and opportunities.	The SRMC reviews the potential risks and opportunities identified related to ESG factors (including climate risks), helping the Company to mitigate risks and seize opportunities for sustainable growth.
Management's role in assessing and managing climate related risks and opportunities.	The Committees establish specific and measurable ESG goals that align with the Company's values and stakeholder expectations and meet regularly to provide guidance, monitor progress, and execute initiatives while closely monitoring data and key performance indicators.
Strategy	
Climate-related risks and opportunities the organization has identified over the short, medium, and long term.	• PEL is in the process of analysing the impact of climate-related risks and opportunities at a high level, with its portfolios exposed to maximum risk. PEL has identified climate related risks and opportunities at a broad level. • It will conduct a detailed analysis to identify climate-related risks and opportunities over short, medium and long term, its impact on business, strategy and financial planning aligning with TCFD framework and RBI's guidelines on climate risk stress testing. • Physical Risks: PEL will assess the climate-related physical risk for potential acute and chronic risks and opportunities associated with the physical impacts of climate change in a phased manner across several time horizons and apply future climate projects from the Intergovernmental Panel on Climate Change's (IPCC) Representative Concentration Pathway (RCP) scenario. • Transition Risks: PEL will assess the climate-related transition risk assessment scenarios from the International Energy Agency (IEA) to analyze the impact of transition risks on company's potential future revenues and costs in short and medium term. • Opportunities include continuing to invest in green buildings, energy efficiency projects, innovative construction financing and others.



TCFD Pillar/ Recommendation	PEL's approach
Impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	- Climate-related risks and opportunities will be considered in PEL's business, strategy, and financial planning across the direct operations, products and services, funding and supply chain. - There is a growing demand for sustainable investment products and the potential for operational efficiencies through resource and energy efficiency. - PEL has initiated the development of a sustainable finance framework to raise funds for green buildings and other sustainable projects.
Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	- The Company will frame its strategy basis market forces and regulatory guidance. - For climate-related physical risk assessment, PEL will be evaluated potential threats and mitigation opportunities PEL will prepare a robust ESG risk mitigation plan to make its strategy robust.
Risk Management	
Organisation's processes for identifying and assessing climate-related risks.	As part of its materiality assessment, PEL has determined 'Climate Strategies and Emissions Management' as a high priority. Climate-related risks are interconnected and overarching across all risk types as it may manifest as credit risk, operational risk, market risk, liquidity risk, and other risk types.
Organisation's processes for managing climate related risks.	- PEL recognises the importance of integrating climate-related risks into its existing risk management. - The Company will review its processes and related policies to identify, assess, prioritise, and monitor climate-related financial risks.
Processes for identifying, assessing, and managing climate-related risks are integrated into the Organisation's overall risk management.	The SRMC committee will assign clear responsibilities, integrate climate risk considerations into decision-making processes, and ensure adequate resources and expertise are allocated.
Metrics & Targets	
Disclose the metrics used by the organisation to assess and manage relevant climate-related risks and opportunities where such information is material.	- PEL has established numerous targets in the short, medium, and long term, placing a strong emphasis on sustainability. The Company has implemented a structured sustainability strategy that centres on multiple pillars to assess its progress and has devised plans to attain its goals. These targets are taken across the E, S and G parameters. - Further, PEL will align these targets and disclosures to guidelines provided by RBI on climate risk stress testing.
Disclose Scope 1, Scope 2 and, if appropriate and feasible, Scope 3 GHGs emission, and the relevant risks.	Please refer page 93 of this Report
Describe the targets used by the organisation to manage climate-related risks and opportunities and Performance against targets.	Please refer page 14-15 of this Report





Business Resilience

Economic Performance

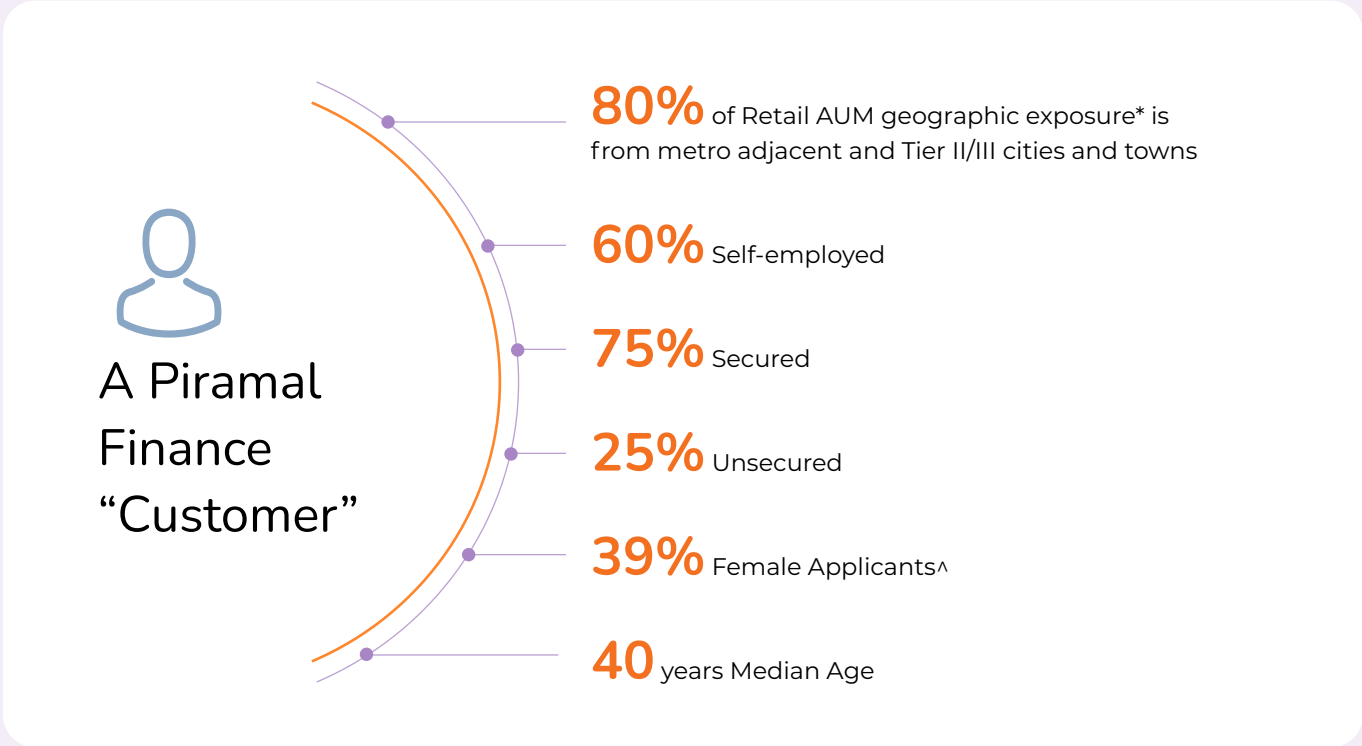
PEL's financial resilience is anchored in the trust and support of its investors, enabling transparent operations and the upholding of diverse stakeholder interests. By leveraging its deep expertise, skills, and strategic partnerships, PEL continuously innovates and adapts, ensuring robust and sustainable growth. Through vigilant market analysis and strategic prioritisation, PEL strengthens the Company's core business and build lasting resilience.

Retail Lending

The secured product segment forms a major part of the AUM and comprises Housing, Loan Against Property (LAP), and other Secured Loans. The AUM also consists of Unsecured Lending products such as Personal Loans, Business Loans, Digital Embedded Finance and Microfinance Loans. Through our Digital Embedded Finance business, we offer personalised financing solutions to retail customers via the digital and tech-based platforms through partnerships with leading Fintech and Consumer tech firms.

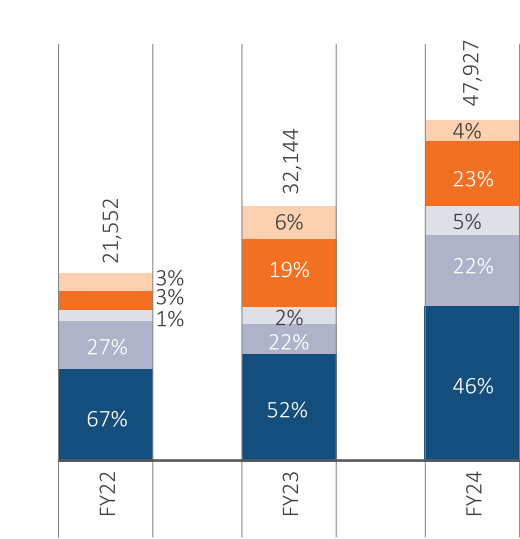
Serving the Purpose of Nation-Building Through Lending

With a focus on 'Budget Bharat,' PEL addresses the credit needs of Bharat's unserved, underserved and highly under-leveraged segment in the market. Unlike banks or NBFCs that look at the capability and paperwork of customers, our approach is to go beyond paperwork and see the person's intent.

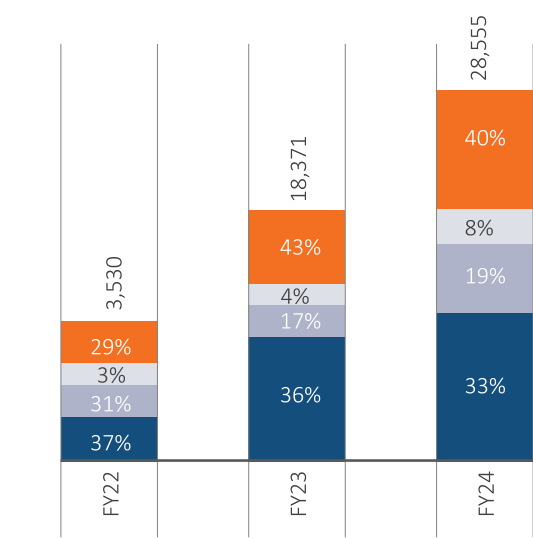


Notes: (*) Population considered Tier I: 40+ lakh, Tier II: 10-40 lakh, Tier III: <10 lakh; metro adjacent locations carved out from Tier I/II/III for centres in peripheries of metros. (^) Including co-applicants

Retail AUM¹



Disbursements



Notes:

- Total (₹) crore

Others²

Unsecured

Other secured

LAP

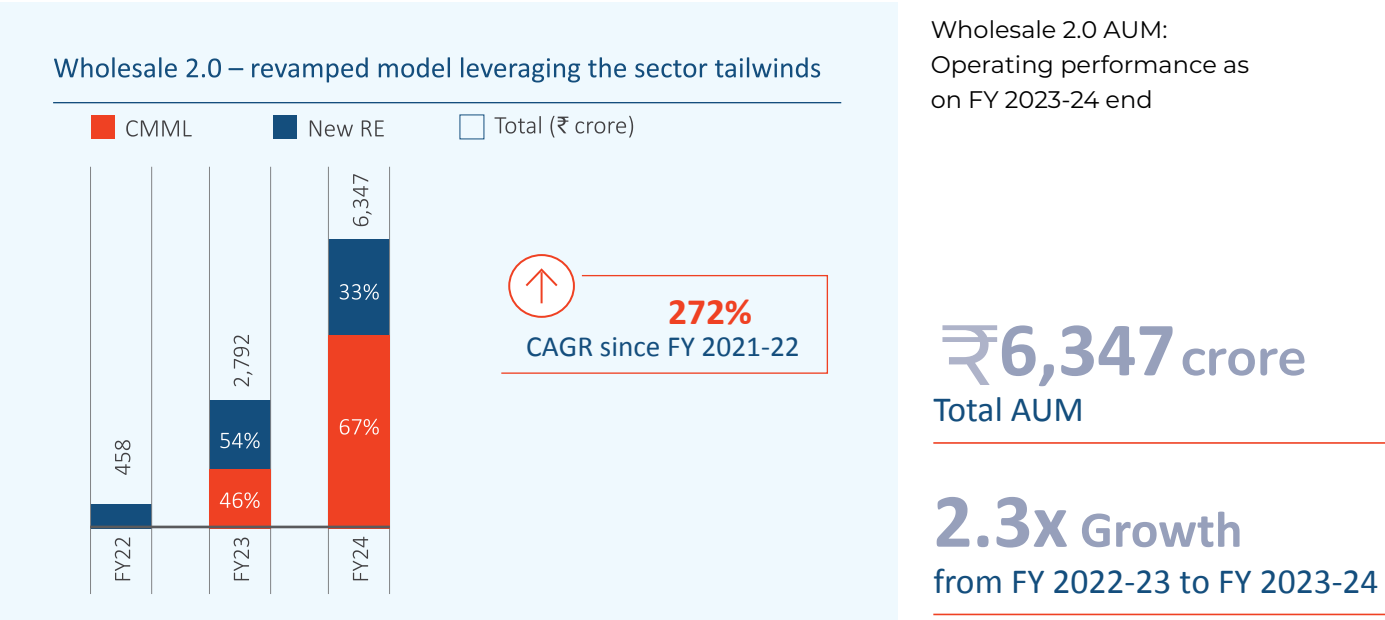
Housing
1. Retail AUM includes security receipts (SRs) (₹1,579 crore as of FY 2023-24) & pass-through certificates (PTC) (₹152 crore as of FY 2023-24), direct assignment (DA) (₹1,598 crore as of FY 2023-24), Co-lending (₹27 crore as of FY 2023-24) and excludes acquired off book assets (₹8,547 crore as of FY 2023-24) in the nature of DA & PTC as part of the DHFL acquisition

2. Others include SRs (₹1,579 crore as of FY 2023-24) & pass-through certificates (PTC) (₹152 crore as of FY 2023-24)

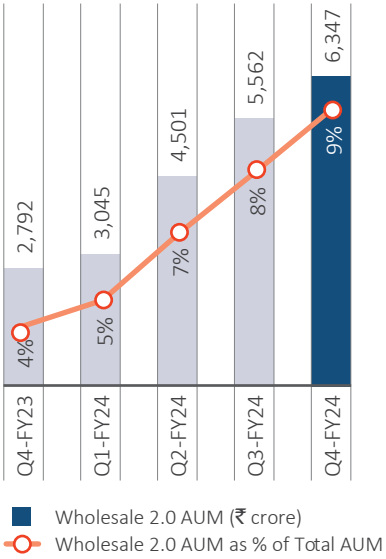
Wholesale Lending

Under its Wholesale business, the company is strategically developing a diversified and granular Wholesale 2.0 portfolio, focusing on Real Estate and Corporate Mid-Market Lending. In the wholesale portfolio, PEL has increased its focus on green real estate projects and boosted female representation in the workforce and senior management. Additionally, its KPI for addressing service queries through digital mediums consistently exceeded 80% in FY 2023-24.

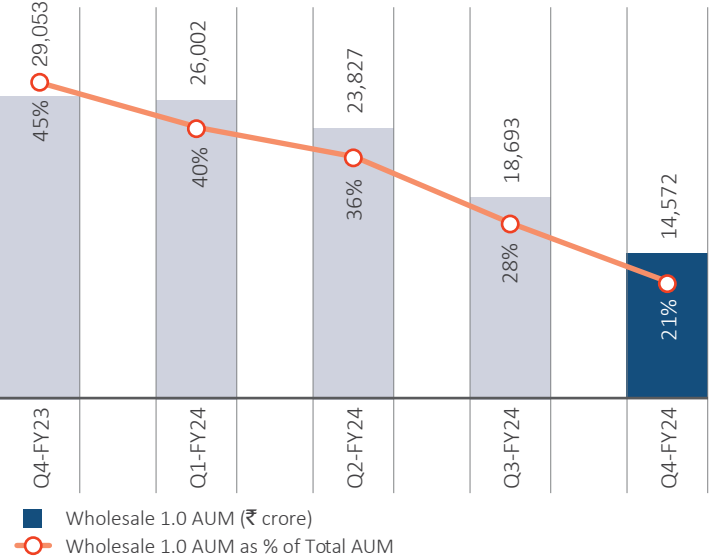




Wholesale 2.0 AUM and its share in total AUM



Wholesale 1.0 AUM and its share in total AUM



The AUM of Wholesale 1.0 is currently ₹14,572 crore, reflecting a 50% year-over-year reduction and a 66% decrease since FY 2021-22. On the other hand, there is a steady increase in the AUM of wholesale 2.0, which is currently standing at ₹6,347 crore.





Social

Employees

At PEL, trust signifies the Company’s confidence in employees to drive organisational and collective growth, but that trust is also reflected in how employees trust the organisation to invest in their well-being, growth, and development. The Values that guide PEL’s culture are embodied in its purpose - ‘Doing Well and Doing Good’. PEL believes that individual success and organisational growth cannot be mutually exclusive from responsible and ethical business practices. It stays true to its purpose by following three basic tenets:



Serving people: PEL aims to serve its customers, community, employees, partners, and all other stakeholders by putting their needs and well-being first.



Making a Positive Difference: PEL aims to make a positive difference through its products, services, customer-centric approach and innovation-led research.



Living Our Values: PEL lives by its Values in its everyday actions, decisions, and conduct, at a personal as well as a professional level.

Agile Workforce

PEL strives to maintain an open and enabling work culture, with employees motivated to contribute to the best of their ability. To bring out the best in everyone, the Company is dedicated to creating an inclusive workplace. Employees are provided equal opportunities, industry-leading compensation and benefits, a safe environment, and the opportunity for further learning.

Workforce Distribution for FY 2023-24

Category	Age Group			Gender		
	Less than 30 years	30-50 years	More than 50 years	Male	Female	Total
Junior Management	4,620	6,721	64	10,101	1,304	11,405
Middle Management	372	1,722	116	1,916	294	2,210
Senior Management	0	69	22	81	10	91
Total	4,992	8,512	202	12,098	1,608	13,706

New Hires for FY 2023-24

Category	Age Group			Gender		Total
	Less than 30 years	30-50 years	More than 50 years	Male	Female	
Junior Management	4,845	3,159	0	6,876	1,128	8,004
Middle Management	83	427	2	455	57	512
Senior Management	0	6	0	6	0	6
Total	4,928	3,592	2	7,337	1,185	8,522

Empowering the Youth of India

PEL’s employee selection follows an unbiased process, providing equal opportunity to all candidates. The recruitment practices are designed to ensure fairness and objectivity, allowing PEL to identify the best talent based on merit, skills, and potential, regardless of background, gender, ethnicity, or any other characteristic. The Company is committed to fostering a diverse and inclusive workplace where everyone has the chance to thrive and contribute to its collective success.

Its employment and related decisions across its operations are based on merit, considering the individual’s qualifications, skills, performance, experience, and achievements.



Bring your Buddy

PEL encourages employees to refer candidates from their network. This helps to reduce the cost, monitor the engagement level of employees, creates an Employee Value Proposition and showcases the trust PEL places in its employees to actively contribute to expanding its talent base.



Career Opportunity Programme (COP)

The COP empowers employees to pursue their professional advancement within the Company by facilitating internal mobility.



Campus Recruitment

PEL’s Campus Recruitment initiative aims to cultivate talent from leading educational institutions across the nation. Through a comprehensive approach encompassing rigorous selection processes and ongoing engagement activities, the Company ensures the recruitment of high-potential individuals who align with its values and strategic objectives.



Diversity, Inclusion, Belongingness and Accessibility (DIBA)

PEL is dedicated to fostering inclusivity, prioritising diversity, equity and inclusion in talent acquisition to achieve gender balance and equal opportunities. The Company aims to cultivate a workplace where every individual can excel and assume leadership roles, encouraging diverse perspectives to flourish. Its commitment to diversity, inclusion, belonging, and accessibility extends beyond the organisation, valuing insights from customers, partners, and communities to enrich its culture and drive innovation.

To enhance employee performance and empower individuals, PEL implements programs that unlock their full potential. Recognising the digital gap in rural areas, the Company launched a programme to support women in these regions, providing opportunities to enhance their computer skills and navigate the digital landscape, fostering personal and professional growth. This initiative was conducted in collaboration with Piramal Foundation.

PEL’s dedication to inclusivity is reflected in several pioneering initiatives aimed at promoting DIBA across our workforce. Some of the initiatives are:

- **HR Academy - Unconscious Bias:** Recognising the influential role of our HR team in shaping the organisational culture, PEL launched a groundbreaking programme on Unconscious Bias. This initiative equips its HR professionals with the mindset and awareness necessary to cultivate an inclusive workplace, laying the foundation for a more diverse and equitable workforce.

► **Inclusive Policies:** PEL’s system now incorporates partner details including mediclaim policies covering LGBTQIA+ partners and gender-agnostic Prevention of Sexual Harassment (POSH) policies.

► **LGBTQIA+ Internships:** To promote inclusivity, the Company has launched internships specifically for LGBTQIA+ individuals.

► **Pride Month Sensitization Sessions:** To further promote understanding and empathy, PEL conducted sensitisation sessions during Pride month. These included leadership training, a session by Ms. Radhika Piramal, a sensitisation webinar for all employees, and a Human Library event aimed at fostering empathy and understanding across the organisation.

► **Piramal Empowered Networks (PENs):** PEL has three Employee Resource Groups called PENs. Piramal Empowered Networks are voluntary,
- employee-led groups designed to cultivate inclusivity in the workplace. These groups provide a platform for employees who share common interests, characteristics, or affinities to support one another and raise awareness. The aim is to foster a safe and inclusive environment where every employee can bring their whole selves to the table. The three PENs are:

► **Pride PEN:** Celebrating and supporting LGBTQIA+ employees and allies, while promoting awareness and advocating for equality.

► **EmpowerHer PEN:** Empowering women in the workplace by offering support, mentorship, and opportunities for growth.

► **PWD PEN:** Working towards creating a more accessible workplace for individuals with diverse abilities.

Through PENs, PEL strives to create a workplace where every employee feels valued, respected, and empowered to reach their full potential.

► **Endorsing Women Empowerment:** The Company is dedicated to continuously empower its women employees, ensuring they have equal opportunities

to excel. By breaking down gender barriers and promoting gender equality, it has fostered an environment where women colleagues can exercise their rights, make informed decisions, and contribute actively to the organisational goals and societal betterment.

- **Promoting “Maitreyi” branches:** PEL has launched six all-women branches called ‘Maitreyi’ across various cities in India. ‘Maitreyi’ holds great significance as it represents a wise, intelligent, and knowledgeable lady, embodying the Company’s belief in the remarkable talent and potential of women professionals who will shape their destinies while serving customers’ financial needs



Building and supporting careers for long term

Retention is paramount for organisational success, ensuring continuity, stability, and a positive work environment. The implementation of gender-neutral leave policies for primary caregivers and a comprehensive Parental Support Scheme underscores the Company’s commitment to supporting employees at different stages of their lives.

Towards promoting a culture of engagement and belonging, PEL prioritises open communication and two-way feedback. Conducting periodic employee engagement and satisfaction surveys strengthens retention efforts by enabling the Company to assess workforce satisfaction and involvement, facilitating targeted improvements in employee engagement initiatives. Furthermore, the Company’s Digital Centre of Excellence (CoE) enhances the employee experience with a user-centric platform.

Parameters for FY 2023-24	Male	Female	Total
Employees entitled to parental leave in the reporting period	12,098	1,608	13,706
Employees that availed parental leave in the reporting period	301	39	340
Employees who returned to work after availing parental leave in the reporting period	301	16	317
Employees who were due to return to work after availing parental leave in the reporting period	301	16	317
Return to work rate	100%	100%	100%
Retention rate	56.16%	76.47%	57.63%



Empowering Women’s Employability With Karuna Fellowship

PEL collaborates with the Piramal Foundation to recruit women from the Karuna Fellowship program, which empowers underprivileged women with life skills, livelihood skills, and digital skills. These women, known as Karuna Fellows, undergo a rigorous screening process before joining. This initiative reflects Piramal Foundation's commitment to fostering women-led development for a brighter future. The programme supports women facing various challenges, including low family income and living in semi-urban or rural areas, empowering them with opportunities for professional growth.

Learning & Development

PEL recognises the pivotal role of learning in transforming, growing, and ensuring the success of both its people and its business makes a significant impact. This drives PEL’s strong dedication to learning and development aligned with its core Value of Knowledge and Impact. Each learning intervention has not only equipped its employees with new skills but also propelled the business forward, thereby creating an impact.

Piramal Learning University (PLU) stands as a flagship brand for learning and development within the Piramal Group. At PLU, the Company goes beyond traditional learning approaches, encouraging employees to actively engage in the learning ecosystem through peer learning, coaching, mentorship and action learning projects. To enhance employee development, it has partnered with leading learning management platforms. PEL has also offered over 60,000 courses for its entry-level staff and provided over 10,000 courses for corporate employees at all managerial levels.

It ensures diverse interventions for employees at every level across all verticals and functions within the organisation. Some initiatives span across its Retail, Wholesale, Alternatives business, and Partner functions, providing comprehensive and tailored development opportunities for all.

1. **Wholesale Learning Academy:** With an aim to equip PEL's future leaders with the right knowledge and skills, it launched the RE Accelerator Programme (REAP) under the Wholesale Learning Academy. This comprehensive certification journey was meticulously crafted to deepen our employees' expertise in real estate financing.

2. **Alternatives Academy:** PEL's commitment to individualised learning was exemplified by the launch of Individual Learning Cards through the Alternatives Academy. By offering tailored learning experiences and facilitating diverse group and individual programmes, the Company ensured that every employee had access to personalised growth opportunities tailored to their unique aspirations and learning styles.

3. **Ways of Working:** Embarking on a transformative journey within the Internal Audit department under the Ways of Working framework exemplifies PEL's proactive approach towards operational excellence. By embracing innovative methodologies and refining its internal processes, PEL has not only optimised efficiency but also enhanced our overall organisational agility.

4. **Masterclass and Leader Connect Series:** The Masterclass and Leadership Series served as a beacon of inspiration, offering enlightening sessions on an array of pertinent topics ranging from economic insights to efficiency enhancement, agile methodology and many others.

5. **First Time Managers:** Recognising that effective leadership is fundamental to driving organisational growth, PEL launched the First Time Managers initiative. This has been designed to equip emerging leaders with the requisite skills and

acumen. This programme has not only enhanced managerial efficacy but has also cultivated a pipeline of capable leaders poised to steer the Company towards future success.

6. **ASPIRE– Leadership Development Program:** A learning journey tailored for 40+ Zonal Heads, uniquely addressing the specific challenges and opportunities within the organisation. This distinctive programme unfolded in three meticulously crafted modules namely Personal Excellence, People Excellence, and Performance Excellence.
7. **AXCELERATE- First Line Manager - Managerial Development Program:** PEL actively recruits and nurtures fresh talent, elevating them to managerial roles. To address the unique challenges they encounter, the Company launched a dedicated 'First-Line Manager Program' across diverse teams. This initiative is designed to equip emerging leaders with the skills and insights essential for success in their managerial roles. PEL has trained more than 1,500 managers pan-India as a part of this journey.
8. **Data Science Academy - Fresher and existing talent development (technical upskilling):** The Data Science Academy (DSA) stands as a specialised training institution exclusively tailored for the Business Intelligence and Analytics (BIU) department. With a focus on cultivating a best-in-class agenda, it is a pivotal resource for honing the skills and knowledge essential for success in the dynamic field of business intelligence. Through a thoughtful blend of in-person and online training sessions and workshops, DSA ensures that its workforce is equipped with the latest industry insights, tools, and techniques.
9. **Credit Academy:** PEL envisions its Credit Team as a pivotal force in making accurate lending decisions and boosting business growth. In line with this vision, the establishment of the Credit Academy becomes imperative, aiming to implement a standardised learning process.
10. **Piramal Learning University- Virtual Campus:** Piramal Learning University's Virtual Campus (PLU-VC) is a robust online learning platform catering to diverse skill domains. It extends its offerings to collaboration, personal effectiveness, managerial skills, leadership development, conflict management, and much more.
11. **Skill Wallet- Learning Reward System:** Skill Wallet is a dynamic approach to fostering a culture of continuous learning in Retail Finance. Launched in November 2023, through PEL's in-house learning platform Piramal Learning University (PLU) - Virtual Campus, Skill Wallet introduces a gamified learning experience. Learners can visualise their earned credits via the Skill wallet widget over Piramal Learning University- Virtual Campus in its LMS.
12. **Piramal Learning Festival:** The Piramal Learning Festival aims to cultivate a culture of continuous learning. The learning festival is a unique initiative spread across two days that allows employees to consume a variety of value-added content virtually. The Piramal Learning Festival 2024 saw a total digital footprint of nearly 10,000 participants across 21 sessions over two days, supplemented by additional attendees from branches, regional offices, and various locations on both days. The sessions encompassed a blend of inspiration, wellness, skill-building, and culture.





ESG related learning

The ESG policy highlights the Company’s commitment to increase employee awareness of sustainability and ESG issues through diverse initiatives. These include Human Rights training module, and awareness on environmental management, social and environmental risk mitigation and business opportunities stemming from these initiatives.

PEL has launched an online learning module for ESG and Human rights to reaffirm their commitment to responsible and sustainable business practices, ensuring all employees are informed and empowered to uphold these essential principles in their daily work.

Career progression

The Career Opportunity Programme (COP) empowers employees to pursue their next career advancement. Similarly, high potential programmes like ASCEND groom talent at various management levels for accelerated career growth. PEL’s comprehensive personnel development and management system, including a robust succession planning program, guarantees the availability of qualified individuals with the necessary skills and mindset to assume critical operational and strategic roles as required.

Workplace Safety

Human Rights

PEL is committed to respecting human rights and providing equal opportunities for all employees. The Company’s Code of Conduct and ESG Policy guide and reaffirm this commitment, ensuring fair and ethical treatment within the workplace.

POSH

PEL stands for Zero Tolerance against any form of sexual harassment. The POSH policy is gender agnostic, ensuring a workplace where every member feels safe, respected and valued. This commitment is a cornerstone of PEL’s ethos. The Company believes in cultivating a workplace where every voice is heard,

and every person is treated with the utmost dignity and fairness. Its commitment to trust is integral to its workplace safety initiatives like:



Trainings: Over 280 POSH training batches conducted across India, ensuring that each employee has the opportunity to gain in-depth knowledge of workplace safety and ethics.



Internal Trainers: 40+ dedicated internal POSH trainers spread across India, not only impart knowledge but also create a sense of community and understanding within the organisation.



Commitment to Legal and Ethical Standards: Aligning with the Sexual Harassment of Women at Workplace Act builds trust, demonstrating our unwavering commitment to a safe and legally sound work environment.



Gender Agnostic Policy: The policy emphasises inclusivity by acknowledging and respecting diverse perspectives, PEL fosters an environment where all employees feel equally protected and valued.



Protection Beyond Boundaries: PEL’s commitment to trust goes beyond organisational boundaries by considering the well-being of all stakeholders and reinforcing trust in its commitment to safety.

Mental Wellness

PEL takes a comprehensive approach to employee well-being, including mental health support. In addition to top-tier medical benefits, the Company offers coverage for psychiatric treatment and therapy sessions. This initiative reflects modern workplace priorities, nurturing a culture of care and support. With dedicated coverage for psychiatric care and therapy sessions, PEL ensures employees have access to professional mental health resources tailored to their needs.

Fire drills and other safety measures

PEL’s efforts go beyond compliance with legislation. It strives for excellence in minimising health hazards and offering a safe working environment through its in-depth occupational health evaluation programme. It has implemented the following measures:



Installation of fire and burglar alarms with fire and smoke sensors in multiple offices, along with fire extinguishers

Automatic fire suppressants in data/ server rooms in selected offices

Earthing pits in all branches, with some equipped with lightning conductors

Display of important contact numbers for emergency services at branches/offices

Public address systems in office premises

Display of floor plans and exit routes in office premises

CCTV surveillance for monitoring activities, including sabotage etc.

Provision of first aid kits

Periodic maintenance of fire safety equipment and measures

Conducting mock drills, fire drills, and physical checks of evacuation plans and safety equipment

Identification and training of fire marshals

Insurance coverage for compensation in case of emergencies

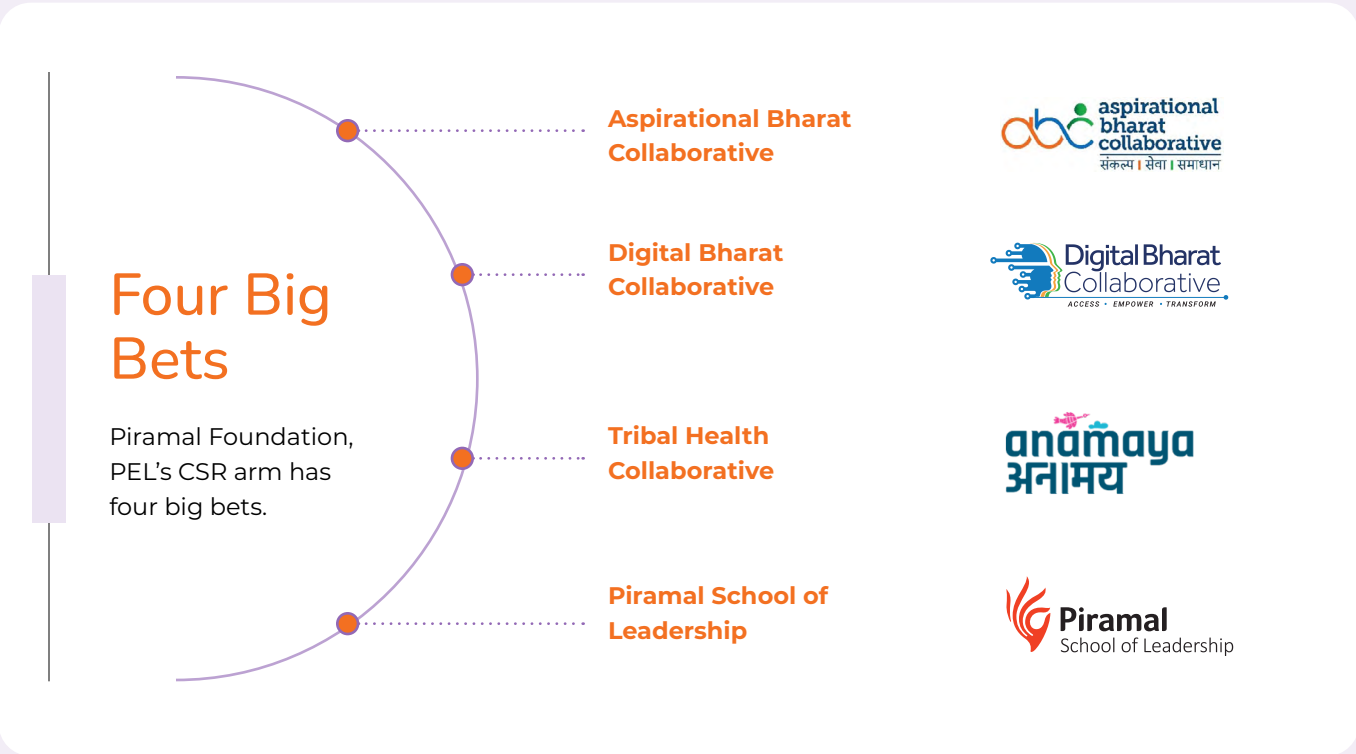


Community Development

PEL supports Piramal Foundation’s four Big Bets, whose work focuses on communities for greater decentralisation and inclusion and with local and State administrations through leadership development and digitisation of service delivery as well as governance. A special feature is the ability to harness the power of youth and rural women to act as changemakers in all the four Big Bets.

Through Piramal Foundation, the Company is committed to ushering in transformation at scale, by addressing the most intractable problems of India and addressing the most opportunity-deprived populations of the country by strengthening systems from both the demand and supply sides.

The Foundation has impacted 113 million+ lives by deploying high-impact systemic solutions to strengthen Government service delivery across Health, Education, and Sustainability. Key partners include Governments and national organisations, donors, technical partners and academia to help improve the delivery of Government services. Piramal Foundation’s activities are spread across the length and breadth of India spanning 27 states and 2 Union territories and employs more than 4,000 people.



The purpose of the Big Bets is to reach and serve disadvantaged populations and ensure that nobody is left behind. These efforts seek to create lasting change in India by improving systems through leadership development, digitalisation, and involving young people in national development efforts

Strategy	Programme	Impact Outcomes	SDG	Key Partners
Improve lives of 100+ million citizens of 112 aspirational districts and 100+ million tribal people in tribal districts to enable them to benefit from Bharat's growth story.	Aspirational Bharat Collaborative	Health and nutrition: Established 12,000+ model Village Health Sanitation Nutrition Day (VHSND) sites. Education: Established 7625 demo schools, supported 6,20,000 new student enrolments, re-enrolled 1,27,000 school dropouts and achieved 5-9% improvement in student learning outcomes. Water conservation: Strengthened 400+ Paani Samitis by mobilising 45,000+ members in 25 districts.	  	NITI Aayog - Department of School Education - Department of Social Welfare - Government of Nagaland - Department of Health and Social Welfare - Bihar Education Project Council - Government of Bihar - State Health Society, Department of Health - Government of Bihar (this is for 3 bigbets) - National Health Mission - Government of Madhya Pradesh - Samagra Shiksha - Government of Uttarakhand - Jharkhand Education Project Council - Government of Jharkhand Donors - Google - Tata Communications, Founders Pledge, Development Impact Bond, - Maitri Trust - Prudential Foundation - LGTVP - Sri Chaitanya Seva Trust - CIFF - Co-Impact, Edelgive Foundation



Strategy	Programme	Impact Outcomes	SDG	Key Partners
Transform public systems through capacity building of 'middle managers' to strengthen institutional processes, and practices within the government and foster the spirit of 'Sewa Bhaav'.	PSL (School of Education and Systems Change)	- Trained and capacitated 10,030 mid-level education leaders in six states of India. - Total number of Beneficiaries – 1,08,652.		- Union Government & State Governments - Emory University - PORTICUS - GENPACT - Atal Bihari Vajpayee Institute of Good Governance & Policy Analysis - Dream a Dream (DaD) - Quest Alliance (QA) - Tata Institute of Social Sciences (TISS)
Transform public systems through capacity building of 'middle managers' to strengthen institutional processes, and practices within the government and foster the spirit of 'Sewa Bhaav'.	PSL (School of Health)	- Trained and capacitated 3,100+ health leaders in Bihar. - Total number of Beneficiaries – 3,100.		- Union Government & State Governments - Bill & Melinda Gates Foundation (BMGF)
Build Information system to each and every actor of the health system in five key states to improve system interactions and decision-making power of State impacting 50,000+ Government employees and 200 million + citizens.	Digital Bharat Collaborative	- Facilitated digital transformation of the healthcare system across five states—Bihar, UP, Assam, Chhattisgarh, and Odisha—while spearheading the digitisation of ESIC in three states and implementing last-mile initiatives in 16 states. - Enabled 120 Facilities with tech, built State's digital capacity by empowering ~5,805 district and block officials and ~15,500 frontline workers. 12 Dashboards & Monthly Scorecards published, 8,000+ Follow up calls, Grievance redressals, Critical incidents and service failures resolved. 100+ CS monthly Reviews, Program reviews, MRM and special visits conducted.		- Bill & Melinda Gates Foundation - USAID - CIFF - CISCO - National Health Authority

Strategy	Programme	Impact Outcomes	SDG	Key Partners
Leverage the power of youth and build future leaders who will engage in Nation building.	Gandhi Fellowship	- Deployed diversified batch of more than 2,000 Gandhi Fellows. - Current batches of more than 1,200 Gandhi Fellows are deployed in multiple programs and spearheading change in multiple geographies in India.	-	-

Aspirational Bharat collaborative (ABC)

Catalysing development through Integrated Collaboration is what Aspirational Bharat Collaborative (BharatCollab), Kaivalya Education Foundation (KEF), an initiative by Piramal Foundation in partnership with NITI Aayog represents a concerted effort towards achieving a developed India by 2047.

Central to BharatCollab's methodology is the decentralisation of power, aiming to democratise development by entrusting it into the hands of the people. This approach is operationalised through last-mile collaboration and convergence, effectively

utilising an extensive network of channel partners. This network includes Panchayati Raj Institution (PRI) members, Self-Help Group (SHG) members, Faith Leaders, Local Media professionals, Hyper-Local non-government organizations (NGOs), and Youth, ensuring a comprehensive community-driven development model.

BharatCollab stands firm in its collaborative effort and shared vision, driving towards an inclusive, empowered, and sustainable future for India. The initiative invites all stakeholders to join hands in this transformative journey, contributing to the realisation of a 'Viksit Bharat' by 2047.



Assessment of height and weight of the children in the Anganwadi Centre



PEL team visit to the Anganwadi Centre to analyze the nutritional status of children



Anaemia Mukht Campaign: An Anganwadi Healthcare worker interacting with the villagers

The key focus areas are:



Universal access to quality education



Enhancing accessibility to healthcare and improving nutritional standards



Ensuring the provision of clean and safe water to communities.



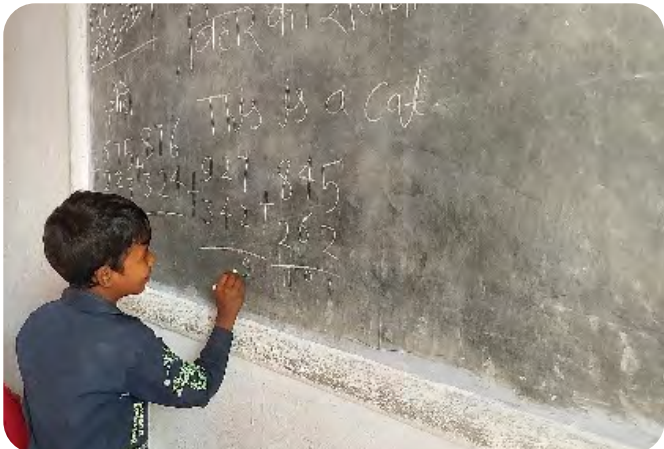
Advocating for Women's rights and promoting Gender Equality

Bharat Edtech Initiative

The Bharat EdTech Initiative (BEI) is a multi-stakeholder collaborative that aims to bridge the learning gap for students from low-income communities. BEI aims to unleash students' learning potential by driving effective and equitable ed-tech access as well as adoption. Under BEI's purview, El Mindspark's mobile application has been launched in five aspirational districts – Korba, Rajnandgaon, Mahasamund, Kanker, and Kondagoan of Chhattisgarh for students of Classes VI-IX of 600+ government schools. Under this system-enabled, community-led model, 33,000+ students and 8,000+ parents have been oriented. More than 40+ district and block-level workshops have been conducted for middle managers. Additionally, 120+ volunteers have been onboarded to hold mohalla classes to create an environment conducive to ed-tech adoption.

Buniyadi Shiksha Abhiyan (BSA) aims to strengthen different State initiatives taken under the Foundational Literacy and Numeracy Mission to improve foundational literacy and numeracy skills in aspirational districts. The campaign was focused on improving district administration collaboration, middle managers' capacity building and a community-driven approach to increase community participation in student learning through community classes. The campaign has aligned 112 districts, selected 17,516 demonstration schools, and trained 53,835 middle managers and teachers.

Students engaged in interactive learning activities as part of PEL's Education CSR initiatives, fostering growth and development in the community



Digital Bharat Collaborative

The vision of Digital Bharat Collaborative (DBC) is to build information systems that will enable the flow of information to each actor of the public system to improve interactions and decision making. The information system contributes towards other building blocks, such as enhanced leadership, data-driven Governance leading to advancement in significant healthcare outcomes such as RMNCHA, Non-Communicable Diseases and Nutrition.

Within Healthcare, DBC aims to improve access, quality, and affordability of services by building a digital platform for public health delivery through field deployment and an integrated approach to enable holistic digital transformation in five states. It adopts a collaborative model to support state governments, bringing together multiple technical experts to build a digital transformation roadmap and enable execution of the vision until grassroots through change management. To achieve its goals, DBC collaborates with the state to develop a comprehensive, long-term strategy and vision aimed at leveraging technology to address public system gaps. Develop, partner and deploy innovative solutions to improve quality of patient care through sustainable digital transformation and manage change through the team of young nation builders called Gandhi fellows. It sets up distributed and data-based structures to support the state in improved governance mechanism and decision-making. The collaborative has initiated work in all five lighthouse states and enabled technology in 120 healthcare facilities.

DBC also supports the government in operationalising health information helplines in states of Bihar and Assam, supporting them in monitoring healthcare needs and provision of 24x7 medical advice, using validated algorithms and disease summaries, counseling, grievance redressal, and mother and child tracking services (MCTS). DBC is also operating 128 Mobile Medical Units (MMUs) and telemedicine centers and six static clinics in partnership with state governments and corporates to provide healthcare services at the doorstep of unreached communities and access to medical specialists in remote locations through a technology-driven approach.

DIGITAL BHARAT COLLECTIVE



39.55 million

Beneficiaries in the last decade through health information helplines



4.30 Lakhs

Beneficiaries in the past decade through static clinics and telemedicine



18.72 million

Beneficiaries in the last decade through Mobile Medical Units (MMUs)



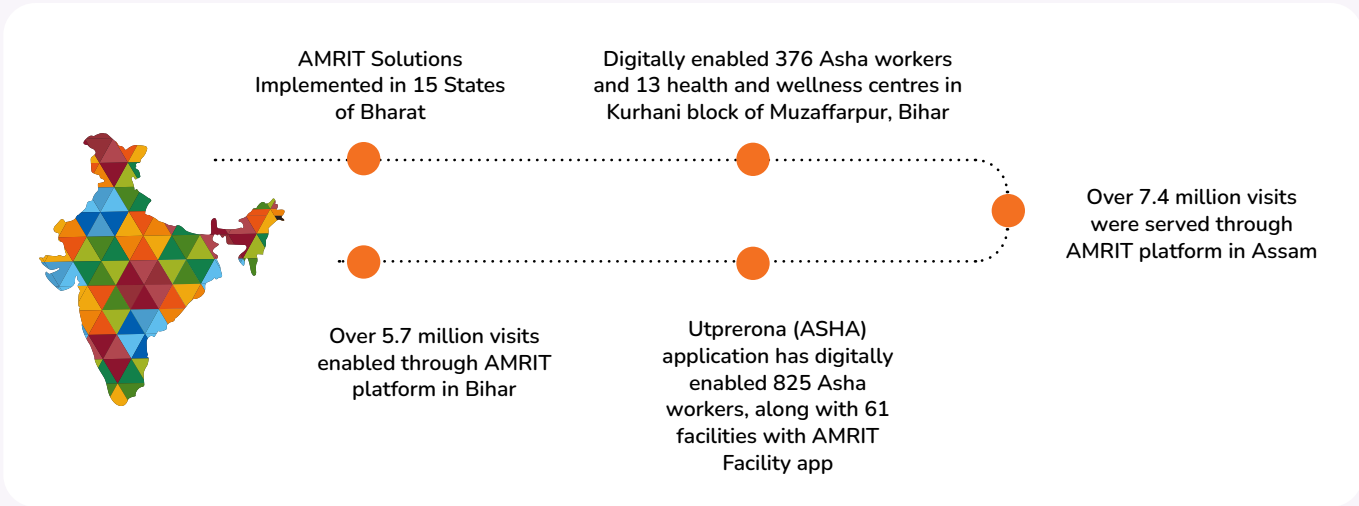
Capacity building

Built digital capacity of ~5,805 officials and ~15,500 frontline health workers



Amrit Platform: Last-Mile Service Delivery

DBC has developed and implemented AMRIT, an open source (AMRIT code is available in public GitHub) Electronic Health Records (EHR) platform aimed at enhancing healthcare accessibility and affordability. AMRIT is an Ayushman Bharat Digital Mission (ABDM) compliant EHR platform suitable for operating health helplines (104 helpline, 1097 helpline, Mother and Child Tracking Systems and Early Childhood Development), MMUs in remote areas and telemedicine facilities. Additionally, AMRIT offers an end-to-end solution for Comprehensive Primary Healthcare, with its application tailored for low-resource centers.



Anamaya, The Tribal Health Collaborative

Anamaya, The Tribal Health Collaborative (THC) is a multi-stakeholder collaborative dedicated to ending preventable deaths among India's tribal and marginalised communities. It prioritises fostering ongoing communication between communities and public systems. Its approach involves collaborating with communities (Communitisation), organising enriching experiences (Knowledge), and interacting with governments (System Strengthening) to promote this dialogue. THC aims to improve healthcare access and outcomes for the 104 million tribal people living in 177 tribal districts in India, who often live in remote, underserved areas, through a three-pronged approach:

Strengthen public health system: Mobilizing Ministry of Tribal Affairs (MoTA) resources (approx. ₹70 crore) for strengthening TB elimination services in tribal geographies.

Community engagement: Engaged 2742 tribal healers and 29,494 PRIs and village council members to make healthcare more accessible.

Community-driven development: Organised a community-based platform with 150+ Adivasi and indigenous dignitaries and participants to foster dialogues and exchange knowledge for self-determined development in August, 2023 in New Delhi.



Despite facing challenges such as lack of access to services, communities living in remote, hard-to-reach areas, and inadequate healthcare infrastructure, Anamaya THC has made significant progress in improving access to services and prioritising tribal health agenda in Bharat. Project members have actively engaged with community stakeholders and formed partnerships with the government, community-based organisations, and academic institutions.

Initiatives to Address Health Inequities in Tribal Communities

- 1. 278 VHSNDs visited across six states to provide supportive supervision to improve maternal health service delivery and uptake amongst tribal mothers
- 2. Adopted Active Case Detection and Management (ABDM) to enable timely detection and management by focusing on digital documentation with DBC in Darrang, Assam
- 3. AI-guided TB detection using analogue X-rays and fast tracks treatment in Chhattisgarh's tribal districts with Qure.ai

Community Engagement with Stakeholders

In 48 districts, tribal community members are included in TB Forums, and awareness sessions about TB are conducted for tribal children studying in Ekalavya Model Residential Schools (EMRS). Additionally, a community health entrepreneurship model piloted in Chhattisgarh by tribal women has conducted 10,264 medical tests, providing both sustainable livelihood options and access to last-mile healthcare services

Developing Knowledge Products and Promoting Dialogue.



Translated and recorded training modules for TB champions in 10 tribal languages for greater adoption



Published and launched Phurti – an anthology of poetry written by students from public tribal residential schools – at Adivasi Sanskrutik Ekta Mahasammelan in Silvassa in January, 2024



Co-organised a two-day national seminar on issues regarding the nature of indigeneity in India called 'Musings on Indigeneity in India' with Indian Social Institute and USAID in December, 2023



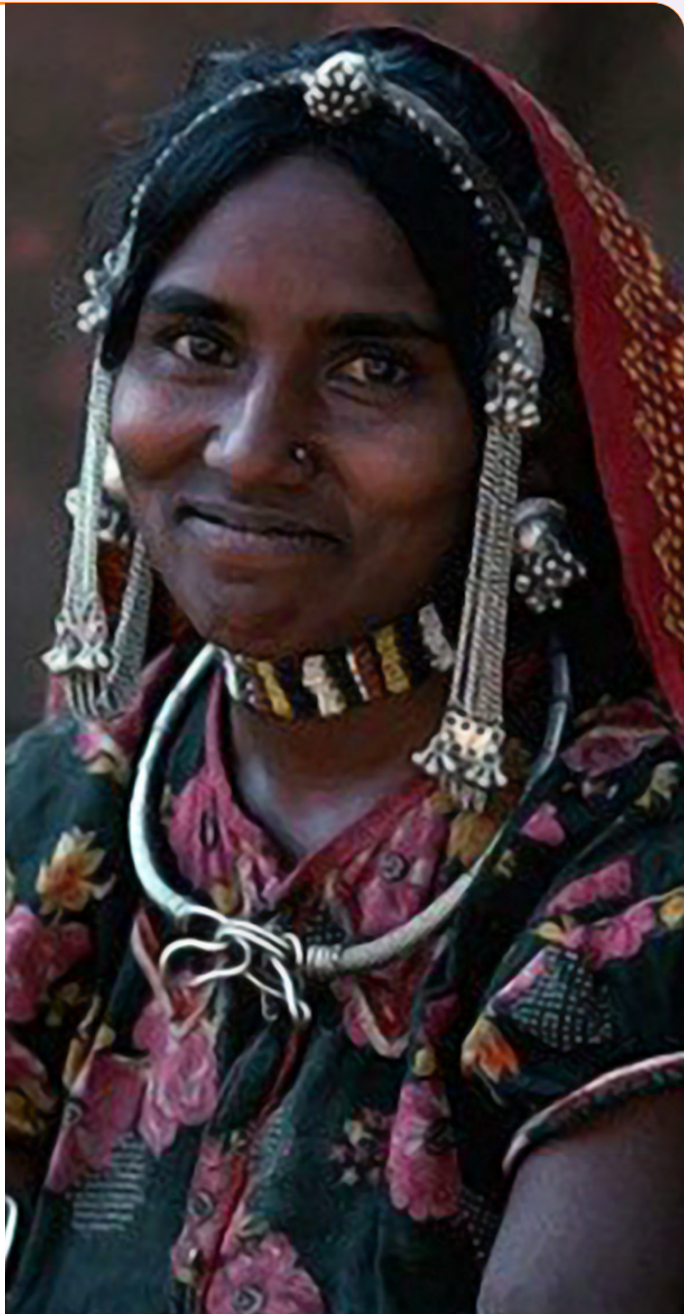


Empowering transformation through empowerment of Tribal Healers

The Tribal Health Collaborative has launched an initiative to enhance healthcare access for tribal populations by empowering traditional tribal healers. Leveraging their invaluable indigenous knowledge, the initiative aims to document and organise the health practitioner’s ecosystem, integrating their role into the public health system.

The project began with situational analysis and capacity-building for 1,582 tribal healers, focusing on areas like RMNCHA and herbarium management. These healers were organised into village-level groups and underwent extensive training. The certification processes provided formal recognition, with selected healers joining Advisory and Evaluation panels. An online dashboard tracked their progress.

The initiative has engaged 21,808 tribal healers, certifying 262 in the past year. This effort has improved the acceptance and quality of care provided by tribal healers, facilitating better patient referrals to public health systems. Tribal populations now have greater access to quality healthcare through the enhanced role and recognition of tribal healers. The documentation and integration of traditional practices into modern healthcare ensure sustainable health improvements for tribal communities, preserving and promoting their heritage.



Piramal School of Leadership

The Piramal School of Leadership is a world-class residential facility established to build the leadership of government officials and enhance institutional processes, practices, and governance within the public sector. Its goal is to trigger the ‘Agency to Serve’ among one million government middle managers by fostering self-transformation and the spirit of Sewa Bhaav. By developing compassionate leadership, the school aims to solve complex domain problems in education, health, climate, and inclusion, ultimately strengthening public institutions and driving sustainable change.

Holistic Child Development

Project Sampoorna promotes Social and Emotional Learning (SEL) among children across all 24 districts of Jharkhand. The programme demonstrates innovative SEL approaches, enhances teacher and principal capabilities, and drives systemic educational change. Collaborating with eight partners, the consortium receives mentorship from the Jharkhand Education

Project Council (JEPC) and Jharkhand State Education Research & Training (JCERT). Recognised by the Department of School Education & Literacy (DoSE&L), SEL interventions aim to meet the National Education Policy (NEP) 2020 goals, impacting over 1 million students, 18,000 teachers, and 4,500 headmasters in School of Excellence/Adarsh Vidyalayas.



65,000

Around 65,000 teachers oriented on SEL through DIKSHA courses, Webinars, and intensive training programmes.

680

Trained 680 teachers and 40 DIET faculty members in SoE schools with 535 Teachers owning SEL by creating lesson plans. 203 adolescents engage with SEL corner weekly.



312

312 State Resource Group and 150 District Resource Group members trained to deliver School Health & Wellness Program (SHWP) modules reaching over 75,000 students of SOEs and KGBVs.

75,000

312 State Resource Group and 150 District 80% SMCs members of the 121 demonstration schools discuss students’ progress on SEL. Over 20,000 parents engaged in their role for children’s wellbeing through IVRS and webinars. Group members trained to deliver School Health & Wellness Program (SHWP) modules reaching over 75,000 students of SOEs and KGBVs.



Key Highlights

- ▶ Piramal School of Leadership is working to build a cadre of educators and health leaders, and optimising institutional processes, practices, and governance through partnerships with state governments.
- ▶ Built ‘Sewa Bhaav’ (spirit of service) amongst education leaders by empowering 1,08,652 state-level, district-level, block-level, and cluster-level education officials
- ▶ Partnered with six states to strengthen of State Institute of Educational Management and Training (SIEMAT), State Council of Educational Research and Training (SCERT), Directorate of Education (DoE), Samagra Shiksha, and District Institute of Education and Training (DIET).
- ▶ Trained and built Sewa Bhaav of 3,100 health leaders at state, district, and block levels in Bihar.
- ▶ Strengthened institutions by influencing the restructuring of the State Institute of Health and Family Welfare in Bihar.



Nurturing Nature’s Bounty: Shraddha Yamkar’s Impact

Shraddha Yamkar, a Batch 2 Gandhi Fellowship alumna, leads Farmers Pride, championing biodiversity-based organic farming. Her initiatives empower farmers and connect consumers with organic produce, fostering a sustainable food ecosystem.

The Piramal Academy for Sewa (Fellowships)

With 22% of its population being young people, India has a tremendous opportunity to drive transformative change through youth involvement. However, there is a significant challenge in the absence of a platform to cultivate and nurture youth leadership for development and nation-building. The Piramal Academy for Sewa (TaPAS) addresses this by envisioning the empowerment of youth to become future leaders engaged in national progress. TaPAS aims to recruit and train a dedicated group of young individuals, including 5,000 fellows focused on nation-building and 1,000 women who will receive training in digital jobs to support government initiatives and their communities. This strategy includes the implementation of the Gandhi Fellowship and the launch of the Karuna Fellowship, leveraging the power of youth to drive sustainable development.



Jabir Karat - Batch 5 Alumnus

Jabir Karat, founder of Green Worms India, showcases waste management best practices globally.

Agents of Change
Gandhi fellowship

GANDHI FELLOWSHIP
unfold impact enjoy



Through the Gandhi Fellowship, TaPAS has empowered young individuals in Bharat with a twenty-three month experiential learning programme aimed at fostering self-awareness and leadership skills. As the sole pan-country fellowship programme spanning across multiple domains for systematic change, it has already nurtured more than 2,000 fellows. The programme also offers post-fellowship support and networking opportunities through its alumni platform, NEST.

Focus area	Indicator	Achieved
Overview	Number of total fellows	3,269
	Number of current fellows	1,204
	Number of Alumni	2,065
Structured L&D	Fellows engaged in individual process	95%
	Fellows engaged in group process	98%
	Fellows engaged in reflective process	95%



Gandhi Fellows engaging in a group activity



Agents of Change Karuna Fellowship



The Karuna Fellowship empowers women from rural areas by equipping them with technology and other employable skills. These trained women support teacher professional development and enhance student learning outcomes by providing essential services.

Highlights for FY 2023-24



Karuna Fellowship Program has achieved the following impacts:



In collaboration with Piramal Corporate Housing Finance Ltd. “Samruddhi Pehla Qadam”, an accelerated apprenticeship programme aimed at fostering women’s participation in the Financial Services Sector. From a competitive pool of 599 candidates, in the first phase, 39 women were selected and have started their learning journey. The programme strives to build their capabilities and improve women workforce participation in the PCHFL branches in the next three years.



Another collaboration has been around Diversity Inclusion, Belongingness and Accessibility (DIBA). Karuna Fellowship is supporting Piramal Pharma plants to improve women workforce participation to 25% over next three years. The first step in this direction was facilitation of a two-day workshop on Gender Inclusion. 43 Middle Managers from 12 departments of the Digwal plant participated. The objective was to foster a gender inclusive workplace culture that celebrates DIBA.



Four Karuna Fellows under the Google Read Along partnership have been placed in Digwal and Chilkapally panchayats of Sangareddy district of Telangana state. These Karuna Fellows will cultivate community trust, build local connections, and foster Foundational Literacy & Numeracy (FLN) among children while concurrently enhancing their digital skills.



Focus area	Indicator	Achieved
Overview	Total Fellows developed	615
	Current Fellows (as of March 31, 2024)	369
	Alumni Members	252
Structured L&D (as on March 31, 2024)	Number of hours invested in learning Leadership skills	1,094
	Number of hours invested in learning Communication skills	1,028
	Number of hours invested in learning in Digital skills	1,156
Placement	Companies participated in placement process	44
	Average salary package	24,000
	Fellows placed	244
	Seminar conducted during the year	43



Case Study 1: Transforming Maternal Healthcare: Pallavi Singh’s Impact in Gopalganj

In Gopalganj, Pallavi Singh, a Batch 4 Karuna Fellow, tackled maternal healthcare challenges at the District Hospital with steadfast dedication. Addressing critical gaps like staff shortages and lack of awareness, she noticed on Pradhan Mantri Surakshit Matritva Abhiyan (PMSMA) day that pregnant women struggled due to the absence of gynaecologists. By October 9th, 2023, thanks to her coordination with health authorities, three gynaecologists were available, equipment was replenished, and expectant mothers prioritised their MCP cards. Pallavi’s proactive efforts restored community hope, earning accolades from DS and the women she served. Her story exemplifies the transformative impact of compassion and commitment in healthcare.



Pallavi Singh
Gopalganj

Case Study 2: Driven to Succeed: Khanjamoni Daimary’s journey of Resilience and Empowerment

Khanjamoni Daimary, a 21-year-old from Assam’s Goalpara District, transformed her past as a child laborer into a story of resilience and ambition. Now pursuing a B. Com. degree, she joined the Karuna Fellowship in 2023. Balancing studies and fellowship duties, she actively engages with the Khushal Bachpan Abhiyan, advocating for children’s right to education— a right she fought hard to attain.

Reaching out to remote villages, Khanjamoni collaborates with Anganwadi Workers and Self-Help Groups, motivating communities about the importance of education and government schemes. Her dream is to become a successful businesswoman, establishing a local marketplace to eliminate long travel for essential goods.

Driven by her own experiences, Khanjamoni aims to prevent others from enduring child labour, empowering children to pursue education and lead better lives. Her journey epitomizes turning hardship into hope, inspiring an entire generation.



Khanjamoni
Assam



Employee Volunteerism

PEL has a strong commitment to encouraging employee volunteerism. The Company’s CSR team organises regular volunteering opportunities for employees to engage with various social causes, such as education, health, and environment.

The Company, as a practice, gives employees the required time off and when needed to participate in volunteering activities. PEL has set a target to increase volunteering hours for each employee per annum. PEL’s focus on employee volunteerism benefits the communities it serves and helps foster a culture of social responsibility and personal growth among its employees.

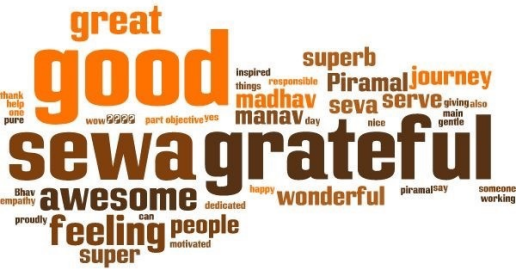
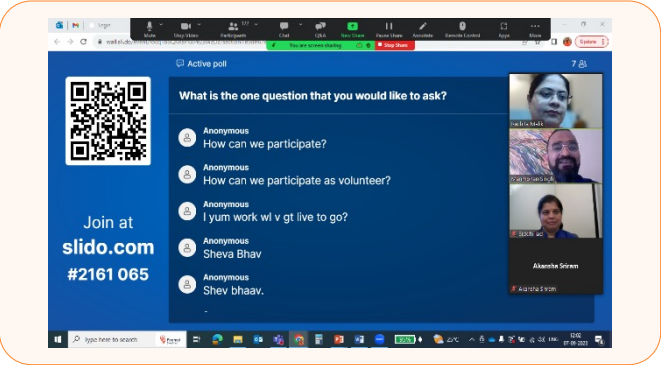
Engaging Employees with Project NEEV

Project NEEV is a collaborative effort between Retail Finance and Piramal Foundation-Aspirational Bharat Collaborative (Bharat Collab) team to work together in aspirational districts. The project was initiated on October 22, 2022, with the aim of understanding each other’s work through immersion and reverse immersion visits. During immersion, the Retail Finance team visited aspirational districts to gain a better understanding of the work being done by the Foundation team, while reverse immersion involved Foundation team members visiting Retail Finance offices to understand their processes and capabilities.

In Phase 1, both teams collaborated to identify ground challenges and areas where Retail Finance could support the Foundation team. This resulted in Project NEEV being elevated to a programme with project themes and leaders being identified to take the initiatives forward.

In Phase 2 of the project – 256 Piramal Finance employees visited 20 districts across 14 states to building an understanding of the Bharat Collab teams, local communities, government stakeholders and campaigns. 80+ ideas covering a wide spectrum of programmatic themes for collaboration under NEEV

Some Emotions captured at the end of session



were generated jointly by 13 sub-groups of Piramal Finance and district Bharat Collab team. These ideas were categorised into 4 broad themes –

- ▶ **Adopt an institution** – adopt a school, AWC, PHC/ HWC
- ▶ **Adopt a Channel partner** – adopt a local NGO, SHG, mentor 10 youth volunteers
- ▶ **Nurture Nation Builders** – college partnerships, orientation, recruitment
- ▶ **Leverage your skills** – documenting success studies, branding & social media strategy, video documentaries

The Foundation also conducted a session on fostering the spirit of Sewa Bhaav for Matreyi - 700+ women led forum from Piramal Finance Shared Services (PFSS).

Employee Volunteering Group – an Overview

To achieve its objectives of fostering greater synergies between Piramal Enterprises Limited and Piramal Foundation (PF), a series of activities and immersive visits were planned and conducted upto March, 2024.



Immersions

About 270 people from PEL visited its field sites across 14 states and acquired in-depth knowledge of the grassroots and the communities, including the change that Piramal Foundation is bringing by supporting the government and collaborating with local stakeholders. The visits have sparked a great sense of pride in PEL teams through the work being done by the Foundation.



Orientation sessions

15 professional trainers from PEL were oriented on Piramal Foundation, so that they in turn could include an orientation on the Foundation during induction sessions of new joinees at PEL.



Exhibitions

8 exhibitions showcasing the work and impact of Piramal Foundation and the 4 Big Bets have been held at multiple locations including Baggar, Mumbai, Patna and Jaipur. PEL teams were provided an opportunity to interact with PF teams, PF beneficiaries and also government partners which provided a deep understanding of the systemic transformation being wrought by Piramal Foundation. These interactions threw light on how the Foundation is a trusted partner of the government and how communities have great confidence in the Foundation as well.

PEL employees volunteering their time and skills to make a positive impact in the community





Financial Inclusion

PEL is dedicated to advancing financial inclusion, particularly in Tier II and III cities, where access to finance remains limited for the underserved communities. The Company’s commitment extends to addressing the diverse needs of underserved segments, including non-salaried individuals, as well as the affordable housing sector across Bharat’s smaller towns and cities. Furthermore, PEL is actively working to enhance the representation of women borrowers (currently about 39% of all borrowers) in its Microfinance segment, recognising the pivotal role they play in driving economic growth and prosperity. This segment is also one of the target segments of PEL’s financial literacy programmes.

In line with this commitment, last year, Piramal Finance launched its inaugural brand campaign, titled ‘Hum kagaz se zyada neeyat dekhte hain,’ which shifts focus to serving the credit needs of underserved

communities in Bharat. This innovative campaign emphasises PEL’s commitment to customer-centricity by looking beyond conventional paperwork to assess loan applicants’ creditworthiness.

As a Non-Banking Financial Company (NBFC), PEL is uniquely positioned to complement traditional banking institutions in achieving India’s financial inclusion objectives. By extending support to MSMEs and retail borrowers in smaller Tier 2 and 3 towns, the Company contributes significantly to bridging the financial inclusion gap and fostering socio-economic development. PEL’s recent collaboration with Paytm exemplifies its commitment to expanding access to credit in underserved markets. Leveraging PEL’s extensive network of over 450 branches across India, it aims to amplify its reach and drive financial inclusion by providing merchant loans to small businesses and retailers in smaller cities and towns.



Financial Literacy

Over 1 crore individuals so far have benefited from PEL’s financial literacy programmes, with a particular focus on Tier II and III cities. To further catalyze the development and empowerment of women in these regions, the Company has implemented various initiatives through its financial literacy programmes. Notably, the programmes have provided financial literacy to more than 1 crore beneficiaries, facilitating their understanding of crucial financial concepts.

Looking ahead, its commitment to enhancing financial literacy remains unwavering. In the coming years, the PEL group aims to train 10,000 partners to foster growth and employment opportunities. Additionally, it plans to conduct financial literacy and awareness sessions for 2,20,000 beneficiaries and strive to augment the representation of women in the workforce. PEL has successfully achieved this target in its first year.



1 crore+

Number of people benefitted from the sessions

28,000

Number of channel partners trained



Secured Lending

PEL boasts a robust and varied retail portfolio, anchored in the stability of secured loans, with a strategic focus on long-term financing. Its offerings, including Home loans, Secured MSME Loans, and Used Car Loans, are tailored to meet the financial aspirations of ‘Budget Customers’—predominantly individuals and small business owners in Tier II and III cities. Embracing a sustainable approach, PEL harmonises digital innovation with a personalised, high-touch service model, maintaining a balanced customer base with 58% self-employed and 42% salaried individuals.

Loan Category	Number of New to Credit Customers	Loan Amount to New to Credit Customers (₹ in crores)	% of Loan Book	% of Women Borrowers
Affordable Housing Loans	21,905	2,433.40	9.95%	9.81%
Budget Housing Loans	6,440	424.1	1.35%	10.07%
Mass Affluent Loans	8,842	2,830.18	14.75%	12.51%
MSME Loans	17,185	3,097.06	23.21%	11.86%
Loans against Security	320	52.22	1.14%	31.83%
Used Car Loans	3,110	133.80	3.05%	16.43%
Unsecured Business Loans	18,983	1,183.43	5.91%	21.56%
Personal Loans	4,948	206.36	3.67%	17.11%

Housing Loans

PEL’s housing loan division, with a commanding 46% share of its retail AUM and 32% in disbursements, leads its retail lending with a focus on affordable, mass affluent, and budget housing. By extending retail housing loans tailored for affordable, mass affluent, and budget housing segments, PEL plays a pivotal role in bridging the homeownership gap, empowering individuals and families to secure their own homes and build a foundation for a better quality of life. This initiative not only fosters community development and social welfare but also contributes to the economic upliftment of society by enabling more people to invest in property and build personal wealth. The average yield on disbursements stands at 11.1%, reflecting a diverse product suite that meets the nuanced needs of both salaried and self-employed clients, underpinned by a prudent loan-to-value ratio of 61% and rigorous multi-tiered checks to ensure superior asset quality. Leveraging the expansive branch network fortified by the DHFL acquisition, PEL is dedicated to empowering the real ‘Bharat’—India’s heartland—through innovative, data-driven underwriting that taps into alternative data for a more accurate assessment of customers’ financial profiles. By FY 2023-24, PEL’s subsidiary Piramal Finance has enriched the lives of 31,038 new customers in the affordable housing sector, with a balanced mix of 60% self-employed and 40% salaried borrowers, and an average loan size of ₹928,691, thereby driving sustainable growth and financial inclusion in India’s underserved regions.



Manju Raj

Facing the prospect of selling her mutual funds to finance her son’s education in Canada, Mrs. Manju Raj found a smarter solution with Piramal Finance’s Loan Against Mutual Fund (LAMF) facility. By leveraging her investments, she secured the necessary funds, preserving her financial portfolio while ensuring her son’s academic future. Piramal Finance’s LAMF offering turned her dilemma into a win-win situation, highlighting the power of innovative financial solutions.

Loan Against Property (LAP)/ MSME Loans

NBFC’s plays a pivotal role in bolstering economic growth by offering loans against property, which enables individuals to leverage their assets for financial advancement, and by providing MSME loans that empower small businesses to expand operations, innovate, and create employment opportunities. These financial services foster inclusivity and resilience in the economy by supporting diverse segments of society and fueling entrepreneurial ventures. PEL’s LAP segment caters predominantly to the entrepreneurial spirit of self-employed individuals, offering secured business loans, LAP, and LAP Plus for amounts ranging from ₹5 lakh to ₹4 crore. With a granular loan book and an average LTV of 47%, the segment thrives on a prudent lending approach based on projected business cash flows, supported by government policies that fuel its rapid expansion. Accounting for 22% of the retail AUM with an average ticket size of ₹25 lakh and yields of 12.6%, PEL enhances customer experience with cutting-edge, tech-driven services and swift disbursals through proprietary scoring systems. Committed to fostering economic sustainability, PEL’s MSME secured loans empower a diverse clientele, including 11.86% female entrepreneurs, to bolster their businesses, thereby contributing to the growth of India’s underserved credit landscape



Errolla Kumaraswamy
Warangal

Ms. Errolla Kumaraswamy, a successful saree retailer from Warangal, overcame financial barriers with Piramal Finance’s support. Traditional banks turned her away due to insufficient income documentation, but Piramal Finance recognised her potential, providing a business loan that catalysed her inventory expansion and customer reach. This strategic funding not only bolstered her business growth but also reinforced financial inclusion within her community, driving local economic prosperity.



Other Secured Loans – Used Car Loans

PEL's Used Car Loans division is at the forefront of our sustainability drive, championing ESG principles by promoting eco-friendly practices, social inclusivity, and ethical governance. Our seamless paperless process not only reduces our carbon footprint but also exemplifies our commitment to environmental stewardship. By democratising vehicle ownership, PEL extends financial inclusion to underserved segments, fostering social equity. Furthermore, its adherence to ethical lending and transparent partnerships with local dealers reinforces its dedication to responsible governance, solidifying PEL's role as a conscientious corporate entity aligned with global ESG mandates.

Unsecured Lending

The Company is dedicated to fostering economic empowerment and self-sufficiency among women, particularly those from underrepresented segments of society. Under Unsecured loans segment, the Company provides Business loans and Consumer loans. Its Unsecured Business Loans encompass both Microfinance and Business Loans, providing flexible, accessible, and hassle-free financing solutions to help businesses thrive and achieve their full potential. The Company's Unsecured Consumer Loans are not just financial instruments, they are enablers of personal growth, providing the necessary support for individuals to realise their dreams and improve their quality of life. PEL's microfinance initiatives are specifically tailored to support female entrepreneurs whose monthly household earnings do not exceed ₹25,000. By concentrating on this demographic, the Company not only facilitates their financial independence but also contributes to broader, sustainable economic advancement.

In alignment with its commitment to sustainable development, PEL's microfinance offerings are more than just loans—they are a catalyst for change, enabling women to unlock their entrepreneurial potential and create a ripple effect of prosperity within their communities. Its approach goes beyond financial assistance, as PEL aims to build a foundation for enduring growth and equitable progress.



Srithar S

Srithar's loan journey was transformed by Piramal Finance's efficient process. Frustrated by the demanding documentation and slow pace of traditional banks, he found relief when Piramal Finance required just three simple documents and delivered a loan approval within hours. The quick, online, and hassle-free experience with Piramal Finance not only met his financial needs promptly but also left him highly satisfied with their exceptional service.

Customer Centricity

PEL continues to demonstrate a deep commitment to well-being of its customers through various measures. The products, services, and key business activities have been designed to meet the needs and expectations of customers. By focusing on continued transparency and engagement, PEL has enhanced its customer base and nurtured higher customer loyalty.

To ensure optimal customer experience, PEL has embarked on several technology-related initiatives outlined below:

- ▶ New product loan offerings like Loans against Mutual fund
- ▶ PEL has established an internal software development unit in Bengaluru dedicated to crafting digital solutions aimed at enhancing customer service.
- ▶ PEL introduced customer apps on both Android and iOS platforms, enabling customers to access their loan statements and take advantage of cross-selling opportunities. In FY 2023-24, 10,44,245 customers have downloaded the app.
- ▶ PEL launched a universal API stack for Embedded Finance partners, allowing them to offer loans to its customers.
- ▶ Implemented a cloud-based supplier relationship portal to streamline the invoicing process, reducing the cost of managing supplier invoices. This portal offers secure 24/7 access to up-to-date information and complies with emerging regulatory requirements. Additionally, Chatbot and WhatsApp for business were introduced to enhance customer and stakeholder engagement.
- ▶ Introduced a KYC platform, consolidating various types of KYC into a single seamless journey for customers, minimising friction.

Additionally, PEL has upgraded and integrated a multi-cloud platform, with a primary focus on digitising the entire loan lifecycle and data management, utilising cutting-edge technologies in an agile manner. PEL has extensively leveraged into AI/ML capabilities, Decision Sciences, and Automated Business Intelligence (BI) throughout the entire process of re-envisioning the

customer journey through the following initiatives:

- ▶ Implementing a credit rule engine for onboarding new customers
- ▶ Employing an ML model for credit underwriting for new-to-credit (NTC) customers
- ▶ Utilising AI for fraud detection and screening loan applications
- ▶ Managing portfolio risk and monitoring through AI-driven methods
- ▶ Enhancing cross-selling strategies
- ▶ Implementing measures for attrition management
- ▶ Enhancing collection and NPA management processes
- ▶ Integrating AI into everyday operations

PEL has also introduced a Partner Central portal, serving as a centralised hub for the Company's sales partners (Connectors, DSAs) to communicate with the organisation. The registration process for PEL's sales partners is now fully digital, significantly reducing from over four days to an average of 12 minutes.

The Company remains committed to enhancing communication and engagement with clients, fostering trust, and nurturing long-term customer relationships. PEL has introduced several customer-facing and Partner Central apps for Business to streamline the partner engagement process. Additionally, launched Policy Engine, a platform facilitating seamless integration of new data sources and the coding of new policies





Enhancing customer experience with Digitalization

Grievance redressal

Generative AI is helping PEL enhance customer experience by providing a human touch in technology. The CX team uses an interactive dashboard called Dhvani to capture customer feedback from calls, emails, and visits. This tool uses Machine Learning and Generative AI to analyze data and offer immediate insights into key issues and trends, helping to streamline customer-facing operations.

Generative AI is also revolutionizing PEL's Contact Centre by automating call quality monitoring and providing agents with feedback to improve customer interactions. The Post Call Analytics dashboard evaluates performance across key metrics. Furthermore, PEL has also developed a Generative AI voice-bot with ThoughtWorks to aid customers in real-time during their loan process, set for a phased rollout.

In the Wholesale business, PEL has upgraded and integrated a multi-cloud platform, with a primary focus on digitising the entire loan lifecycle and data management, utilising cutting-edge technologies in an agile manner.



PEL is dedicated to resolving customer grievances promptly and effectively. To ensure customer satisfaction, the PEL Group maintains a structured governance mechanism that allows feedback and complaints via a toll-free number or designated email addresses. A report outlining the received and resolved complaints is presented before the Board of Directors each quarter. The Board routinely evaluates the compliance with the Fair Practices Code (FPC) and the functioning of the grievance mechanism. For the purpose of enhancing customer awareness, FPC boards are displayed in all branch offices. Moreover, information regarding the Nodal Officer and the Reserve Bank of India's Integrated Ombudsman Scheme 2021 is available on The Company's website. The Company has resolved ~85% of customer complaints by digital medium.

Supplier Sustainability

PEL values responsible and sustainable procurement, aligning with its ESG strategy and contributing positively to society and the environment.

PEL's aim of empowering Bharat is also deeply rooted in its procurement practices where PEL ensures to source maximum of its supplies from India especially through MSME's. PEL maintains highest level of integrity in its interactions with suppliers and conducts routine supplier evaluations. The Company predominantly engages with local suppliers for its IT procurement needs. PEL has established a Procurement Policy that governs all procurement activities throughout the organisation.

The Company expects suppliers to establish policies and mechanisms that adhere to local laws, business ethics, human rights, and integrity. Additionally, the Company urges suppliers and business partners to extend these principles to their supply chain, fostering a sustainable value chain in a genuine manner. Suppliers are expected to follow business ethics, safeguard human rights, ensure healthy and safe working conditions, foster diversity, and inclusion in their workforce, forbid forced as well as child labour, and establish effective mechanisms for addressing stakeholder complaints.

Sustainable Procurement Practices

The Company is dedicated to upholding the governance and sustainable procurement of goods and services, including the following practices:

- ▶ The Company strives to source products and services that are environment friendly, recycled, energy efficient and locally sourced, to the extent possible
- ▶ The Company encourages its vendors and suppliers to comply with relevant regulations with regards to Human Rights

PEL Group ensures the procurement of Ozone Friendly Air Conditioners for its branches. Additionally, it has enlisted the services of a green consultant for its new office space in Kurla to ensure the procurement of environmentally friendly and sustainable products.





Environment

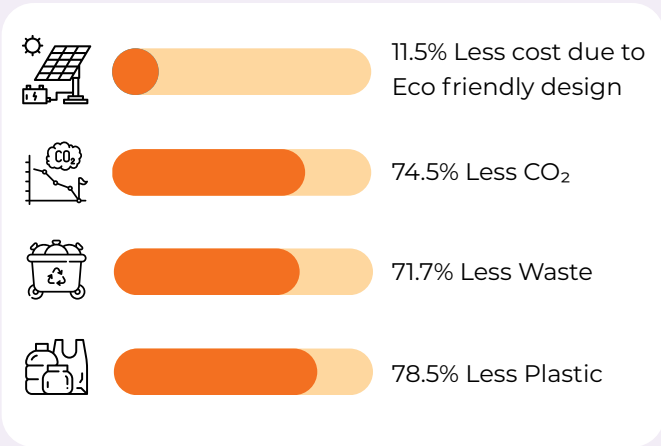
PEL's core values of 'Care and Impact' drive it to address the climate crisis and preserve the environment. The Company prioritises cutting greenhouse gas emissions and managing energy and waste to mitigate climate risks. Committed to sustainability, PEL aligns with 'nature positivity' and implements strategies to minimise its environmental impact, setting ambitious targets for emissions reduction and energy efficiency while educating stakeholders on sustainable practices.

Green Finance

Amidst the climate crisis and heightened awareness among investors and businesses, the surge in global demand for green finance highlights the financial services sector's crucial role in driving a socially responsible economic recovery and facilitating the transition to a sustainable, low-carbon economy. Recognising this, PEL is committed to financing green projects including renewable energy projects, sustainable infrastructure, and green buildings. The Company's dedication to sustainability extends to various initiatives aimed at promoting environmental conservation and mitigating climate change, contributing to a greener and more sustainable future.

With a significant portion of its portfolio allocated to real estate lending, including ten green building initiatives, PEL underscores its commitment to fostering eco-friendly development. Moreover, the Company has allocated 7% of its total Corporate Mid-Market Lending portfolio to renewable energy and e-mobility industries each. This demonstrates PEL's commitment to promoting sustainable energy practices and reducing carbon emissions in Bharat. The Company will finance and promote actions that accelerate the transition to a low-carbon economy and increase its green portfolio. This is a key component of the Company's sustainability strategy.

PEL's approach to project financing is characterised by rigorous due diligence and stringent adherence to governance standards, environmental regulations, and worker safety protocols. Through regular audits and proactive monitoring mechanisms, the Company ensures that its investments not only align with sustainability goals but also contribute positively to the communities and environments in which they operate.



PEL is also steadily increasing its green building portfolio with an aim to drive Bharat's transformation by creating sustainable communities, promoting local economic growth, and positively impacting the environment through reduced carbon emissions, energy consumption, and water usage, while fostering biodiversity and creating healthier, vibrant urban environments. This aligns with the Company's commitment to sustainable finance, fostering environmentally responsible practices, and nurturing resilient economic development.

The criteria for funding green building projects include having an IGBC certification or actively working towards obtaining one, with a required rating of Gold or Platinum. Out of the 10 green building projects, 7 are IGBC Certified (5 Gold, 2 Platinum) and the others are in the process of getting certified where they are expected to drive substantial economic growth, enhance local infrastructure, and create numerous job opportunities. One such project is Marathon Futurex,

an IGBC gold rated, commercial building, receiving funding of ₹205 crore from PEL. The project got a gold rating for its eco-friendly design and construction. The project is expected to produce upto 71.7% less waste and 74.5% less CO₂.



Energy Efficiency and Emissions Management

Energy efficiency significantly impacts PEL's emissions and operational expenses. The Company mainly consumes electricity and fuel for diesel generators, primarily used as backup power sources. PEL has proactively replaced CFL lights with energy-efficient LED lighting at their branches. To reinforce the commitment towards efficiency and reducing emissions, PEL has installed a solar plant with a capacity of 27.5 kWh in the Bangalore office. This has helped save ~2,800 kWh in just one month. Kurla office is powered by 100% renewable energy.

63%

Reduced scope 1 emissions

93,366 kWh

saved by use of renewable energy in offices

Energy and Emissions from Direct Operations

Parameters	Unit	FY 2023-24	FY 2022-23
Diesel Consumption by Company own vehicles/DG set	GJ	258.04	765.22
Petrol consumption by Company owned vehicles	GJ	67.91	75.30
Scope 1 Emissions	tCO2 e	24.30	62.50

Energy and Emissions from Indirect Operations

Parameters	Unit	FY 2023-24	FY 2022-23
Purchased Electricity	GJ	27,830.72	24,838.28
Scope 2 Emissions	tCO2 e	5,535.22	5,620.23

Energy and GHG Intensity

Parameters	Unit	FY 2023-24	FY 2022-23
Energy Intensity	GJ/crore rupee	2.84	2.87
GHG Intensity (Scope 1+ 2) (t CO2 e/million ₹)	tCO2 e/ million ₹	0.55	0.64



PEL continues to monitor emissions and energy usage patterns to analyse reduction measures. The Company aims to identify more energy-saving opportunities and establish targets for reducing absolute GHG emissions (Scope 1 and 2) in alignment with SBTi standards. Additionally, PEL plans to implement an internal energy management system integrating global best practices, retrofit energy-efficient appliances, and deploy smart sensor switches by FY 2027-28. These initiatives underscore PEL’s commitment to reducing its carbon footprint and fostering sustainability for the future.



Solar panels installed on PEL's Kurla office

Waste Management

PEL is committed to adopting the 5R waste hierarchy—reduce, reuse, recycle, recover, and rethink—across all aspects of resource management, including paper usage, e-waste, and general waste across its offices and branches. Major Corporate offices have segregation bins installed. The Company aims to implement waste segregation systems and proper end-of-life disposal methods to ensure recycling and safe disposal. PEL encourages employees and vendors to minimise substance usage and promote material reuse. Moreover, it endeavors to recycle and responsibly dispose of all corporate office waste. The introduction of a proprietary in-house cafeteria app has reduced food wastage by 3,00,000 + kgs. PEL plans to conduct awareness sessions for branch employees to promote responsible paper usage and assess replacing paper cups across offices by FY 2025 to achieve 100% paper waste recycling.

The Company has implemented a system where they regularly identify outdated IT assets and those ready for reassignment and trade-in. Their goal is to optimise usage and reduce electronic waste. When it comes to disposing of outdated assets, the proper handling of e-waste becomes crucial. The Company ensures that the recycling partner they work with is not only licensed but also adheres to top industry standards for electronic recycling.

580 KG

E-Waste recycled



Food service ware management company, chosen by the Piramal Group for its Mumbai sites, has delivered impactful sustainability outcomes over six months, saving approximately 77,877 kilograms of CO₂ emissions, preserving 14,68,842 liters of fresh water, and diverting 5,667 kilograms of waste. Additionally, significant cost reductions of around 30% in operational expenses and over ₹32,00,000 in capital expenditure have been achieved.



Sanitary vending machines installed and disposal is 100% recycled



Water Consumption

PEL acknowledges the importance of water conservation for environmental sustainability and community well-being. The Company limits its water consumption to office and branch usage. Initiatives to reduce water usage include installing water-efficient taps in corporate office washrooms and closely monitoring consumption levels for improvement opportunities. PEL actively takes measures to raise awareness of water-saving practices across all branches. Furthermore, it aims to investigate the feasibility of incorporating recycled water into washroom systems by FY 2026 to enhance water conservation efforts. PEL views this technology as pivotal in conserving water and minimising waste.

Treated water used in the common areas of the corporate parks resulting in saving of 19,600KL

Eco-friendly Innovations for the Kurla Office

The office has achieved over 35% circulation space and strategically positioned most open workstations at the periphery, maximising daylight and external views. Water conservation efforts have resulted in a 45% reduction in usage through efficient fixtures and aerators. Energy efficiency is enhanced with the installation of energy-efficient HVAC systems, reducing overall energy consumption, and a 40% reduction in lighting power consumption. Separate meters monitor energy use for lighting, HVAC, and equipment, and green power is utilised. Over 30% of materials are locally sourced, minimising environmental impact from transportation, and eco-friendly materials are prioritised, earning maximum points with six GreenPro materials. Eco-certified furniture, including rapidly renewable wood-based options, is used throughout. Indoor environmental quality is improved by providing 10% more fresh air than required, installing CO₂ sensors, maximising outdoor views, and ensuring ergonomic furniture design. Health and well-being are further enhanced with collaborative and breakout areas, and low-emitting materials in paints, coatings, and adhesives ensure superior indoor air quality.

Piramal Finance Sukriti office in Kurla has been designed as per the IGBC Platinum Green Interiors certification* requirements. The office stands out for its exemplary green building designs, boasting a spacious 35% circulation area and strategically placed workstations that maximises natural light and scenic views. Remarkable sustainability achievements include slashing water consumption by 45%, implementing energy-efficient HVAC systems, and reducing lighting power usage by 40%. Additionally, the office features individual energy meters, utilises green power, and prioritises the use of materials sourced within a 30% local radius. Embracing eco-conscious choices, 'Sukriti' incorporates GreenPro-certified products, furniture made from rapidly renewable wood sources, and maintains superior indoor air quality with CO₂ monitoring sensors, all complemented by an ergonomic design that underscores their commitment to environmental stewardship and employee well-being.



*Piramal Finance Sukriti office has been awarded the IGBC Platinum Green Interiors certification in July, 2024.

Digitalisation in Operations

PEL leveraged best-in-class AI-driven technology platforms and analytics to align with its dynamic business landscape, ensuring sustainable profits. Building a robust technology-first culture, it fosters a collaborative environment that encourages experimentation and continuous learning. PEL's High Tech + High Touch strategy, which combines advanced technological solutions with personalised human interactions to enhance customer experience and operational efficiency, allows it to serve budget customers in Tier II and Tier III cities of India effectively.



Saving Paper through Digitalisation

HR Process automation and Elimination of Paperwork:

Using technology and digital tools to streamline and improve HR processes which ultimately saves paperwork. By moving these processes online, PEL has saved 7,32,98,930 pages and brought in energy efficiency by automation of these processes.

SAVING PAPER BY DIGITALIZATION

PEL's digitalisation endeavors notably slashed paper consumption within the Company. Particularly in retail lending, the quantity of paper used per loan per product saw a significant decline in FY 2022-23. For instance, the Retail Lending division achieved a remarkable 60% reduction in paper usage across numerous products by actively minimising paper consumption. In total, PEL's digitalisation initiatives conserved approximately 22+ Lakhs sheets of paper across all products, underscoring its dedication to environmental sustainability.



Alignment with GRI Standards

GRI STANDARD/ REFERENCE	INDICATOR DETAILS	DISCLOSURE DETAILS	CHAPTER/ SECTION NAME/ STATEMENTS	PAGE NO.	SDG
GRI 2: General Disclosures 2021	The organization and its reporting practices				
	2-1	Organizational details	About Piramal Enterprises Ltd	4-5	8, 9, 16
	2-2	Entities included in the organization's sustainability reporting	About this Report	3	8, 9, 16
	2-3	Reporting period, frequency and contact point	About this Report	3	16
	4-Feb	Restatements of information	With respect to the previous year, no restatements have been made for this Report		
	5-Feb	External assurance	PEL shall undertake this activity in the near future		
	Activities and workers				
	2-6	Activities, value chain, and other business relationships	About Piramal Enterprises Ltd	4-5, 8-9, 13	8, 9, 10, 11, 12
	2-7	Employees	Agile Workforce	58-59	1, 5, 8, 10
	2-8	Workers who are not employees	Agile Workforce	58-59	1, 5, 8, 10
	Governance				
	2-9	Governance structure and composition	Corporate Governance framework	40	16
	2-10	Nomination and selection of the highest governance body	Board of Directors	40-45	16
	2-11	Chair of the highest governance body	Board of Directors	40-45	16
	2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Structure	41	16
	2-13	Delegation of responsibility for managing impacts	Statutory Committees	43	8, 16
	2-14	Role of the highest governance body in sustainability reporting	Board of Directors, ESG Governance	40-41, 46	16

GRI STANDARD/ REFERENCE	INDICATOR DETAILS	DISCLOSURE DETAILS	CHAPTER/ SECTION NAME/ STATEMENTS	PAGE NO.	SDG
	2-15	Conflicts of interest	Independence Declaration	40	16
	2-16	Communication of critical concerns	Stakeholder Impact	24-25	16
	2-17	Collective knowledge of the highest governance body	Board Experience and Expertise	41	16
	2-18	Evaluation of the performance of the highest governance body	Board Evaluation	41	16
	2-19	Remuneration policies	Annual Report	129	1, 2, 8, 16
	2-20	Process to determine remuneration	Annual Report	138-140	8, 16
	2-21	Annual total compensation ratio	BRSR section in Annual Report	165	5,10
	Strategy, policies, and practices				
	2-22	Statement on sustainable development strategy	ESG Strategy Framework	22	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17
	2-23	Policy commitments	Our policies	46	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17
	2-24	Embedding policy commitments	Our policies	46	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17
	2-25	Processes to remediate negative impacts	Stakeholder Impact BRSR section in Annual Report	24-25 163	8, 16
	2-26	Mechanisms for seeking advice and raising concerns	Stakeholder Impact BRSR section in Annual Report	24-25 163	8, 16
	2-27	Compliance with laws and regulations	BRSR section in Annual Report	156, 172	16
	2-28	Membership associations	BRSR section in Annual Report	172	17
	Stakeholder Engagement				
	2-29	Approach to stakeholder engagement	Stakeholder Impact	24-25	8, 16, 17
	2-30	Collective bargaining agreements	BRSR section in Annual Report	160	8, 16
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Assessment	18-21	8, 9, 10, 11, 13, 16, 17



GRI STANDARD/ REFERENCE	INDICATOR DETAILS	DISCLOSURE DETAILS	CHAPTER/ SECTION NAME/ STATEMENTS	PAGE NO.	SDG
	3-2	List of material topics	Materiality Assessment	18-21	8, 9, 10, 11, 13, 16, 17
	3-3	Management of material topics	Materiality Assessment	18-21	8, 9, 10, 11, 13, 16, 17
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Key highlights	8-9, 30, 33	8, 10, 16
	201-2	Financial implications and other risks and opportunities due to climate change	Aligning with TCFD	51-53	8, 9, 11, 13, 16
	201-3	Defined benefit plan obligations and other retirement plans	BRSR section in Annual Report	159	1, 2, 3
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	BRSR section in Annual Report	165	5, 8, 10
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Stakeholder Impact	25	16
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Our policies (Code of Conduct)	46-47	16
	205-3	Confirmed incidents of corruption and actions taken	BRSR section in Annual Report	156	16
GRI 206: Anti-competitive Behaviour 2016	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	BRSR section in Annual Report	172	16
GRI 301: Materials 2016	301-2	Recycled input materials used	BRSR section in Annual Report	158	6, 7, 8, 12, 13, 15
GRI 302: Energy 2016	301-3	Reclaimed products and their packaging materials	BRSR section in Annual Report	158	8, 12
	302-1	Energy consumption within the organization	Environment (Energy Efficiency and Emissions Management)	93-94	7, 12, 13
	302-3	Energy intensity	Environment (Energy Efficiency and Emissions Management)	93-94	7, 8, 12, 13
	302-4	Reduction of energy consumption	Environment (Energy Efficiency and Emissions Management)	93-94	7, 12, 13
	302-5	Reductions in energy requirements of products and services	Digitalisation in Operations, Saving paper through digitalisation	97	12

GRI STANDARD/ REFERENCE	INDICATOR DETAILS	DISCLOSURE DETAILS	CHAPTER/ SECTION NAME/ STATEMENTS	PAGE NO.	SDG
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Environment (Water Consumption)	96	6, 12, 13
	303-2	Management of water discharge-related impacts	Environment (Water Consumption)	96	6, 12, 13
	303-3	Water withdrawal	Environment (Water Consumption)	96	6, 12, 13
	303-4	Water discharge	Environment (Water Consumption)	96	6, 12, 13
	303-5	Water consumption	Environment (Water Consumption)	96	6, 12, 13
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	BRSR section in Annual Report	171	6, 7, 11, 12, 13, 15
	304-2	Significant impacts of activities, products and services on biodiversity	BRSR section in Annual Report	172	6, 7, 11, 12, 13, 15
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Environment (Energy Efficiency and Emissions Management)	93-94	3, 12, 13
	305-2	Energy indirect (Scope 2) GHG emissions	Environment (Energy Efficiency and Emissions Management)	93-94	3, 12, 13
	305-4	GHG emissions intensity	Environment (Energy Efficiency and Emissions Management)	93-94	3, 12, 13
	305-5	Reduction of GHG emissions	Environment (Energy Efficiency and Emissions Management)	93-94	3, 12, 13
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Environment (Waste Management)	95	3, 6, 12, 13, 14, 15
	306-2	Management of significant waste-related impacts	Environment (Waste Management)	95	3, 6, 12, 13, 14, 15
	306-3	Waste generated	Environment (Waste Management)	95	12, 13, 15



GRI STANDARD/ REFERENCE	INDICATOR DETAILS	DISCLOSURE DETAILS	CHAPTER/ SECTION NAME/ STATEMENTS	PAGE NO.	SDG
GRI 401: Employment 2016	306-4	Waste diverted from disposal	Environment (Waste Management)	95	3, 6, 12, 13, 14, 15
	306-5	Waste directed to disposal	Environment (Waste Management)	95	3, 6, 12, 13, 14, 15
	401-1	New employee hires and employee turnover	Employees (Agile Workforce) BRSR section in Annual Report	58-59 150	5, 8, 10
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employees (Building and supporting careers for long term)	61	3, 5, 8, 10
GRI 403: Occupational Health and Safety 2018	401-3	Parental leave	Employees (Building and supporting careers for long term)	61	3, 5, 8
	403-1	Occupational health and safety management system	Workplace Safety	64-65	3, 8
	403-3	Occupational health services	Workplace Safety	64-65	3, 8
	403-4	Worker participation, consultation, and communication on occupational health and safety	Workplace Safety	64-65	3, 8
	403-5	Worker training on occupational health and safety	Workplace Safety	64-65	3, 8
	403-6	Promotion of worker health	Workplace Safety	64-65	3, 8
	403-8	Workers covered by an occupational health and safety management system	BRSR section in Annual Report	161	3, 8
	403-9	Work-related injuries	BRSR section in Annual Report	161	3, 8
	404-1	Average hours of training per year per employee	Employees (Learning & Development)	62-64	4, 5, 8, 10

GRI STANDARD/ REFERENCE	INDICATOR DETAILS	DISCLOSURE DETAILS	CHAPTER/ SECTION NAME/ STATEMENTS	PAGE NO.	SDG
	404-2	Programs for upgrading employee skills and transition assistance programs	Employees (Learning & Development)	62-64	8
	404-3	Percentage of employees receiving regular performance and career development reviews	Employees (Career Progression) BRSR section in Annual Report	64 161	3, 5, 8
	405-1	Diversity of governance bodies and employees	Employees (Diversity, Inclusion, Belongingness and Accessibility (DIBA)) BRSR section in Annual Report	60-61 150	5, 8, 10
GRI 405: Diversity and Equal Opportunity 2016	405-2	Ratio of basic salary and remuneration of women to men	BRSR section in Annual Report	165	5,8,10
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	BRSR section in Annual Report	166	5, 8, 10, 16
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	BRSR section in Annual Report	167	8, 10
GRI 408: Child Labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	BRSR section in Annual Report	167	8, 10
GRI 409: Forced or Compulsory Labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	BRSR section in Annual Report	167	5, 8, 10, 16
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	BRSR section in Annual Report	167	5, 8, 10, 16
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	BRSR section in Annual Report	167	8, 10, 11, 12, 15, 16
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Community Development	66-81	1, 3, 4, 5, 8, 10, 11, 12, 15, 16
	413-2	Operations with significant actual and potential negative impacts on local communities	Community Development BRSR section in Annual Report	67-69 172-173	1, 3, 4, 5, 8, 10, 11, 12, 15, 16



GRI STANDARD/ REFERENCE	INDICATOR DETAILS	DISCLOSURE DETAILS	CHAPTER/ SECTION NAME/ STATEMENTS	PAGE NO.	SDG
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supplier Sustainability	91	3, 5, 6, 10, 12, 13, 15
GRI 417: Marketing and Labelling 2016	417-1	Requirements for product and service information and labeling	BRSR section in Annual Report	174-175	8, 9, 16
	417-2	Incidents of non-compliance concerning product and service information and labeling	BRSR section in Annual Report	175	8, 9, 16
	417-3	Incidents of non-compliance concerning marketing communications	BRSR section in Annual Report	175	8, 9, 16
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy & Cyber Security	47	8, 9, 16
			BRSR section in Annual Report	175	



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