

ANNUAL REPORT 2024-25

Celebrating 30 years of
Shaping Dialogues on
Responsible Business Practices

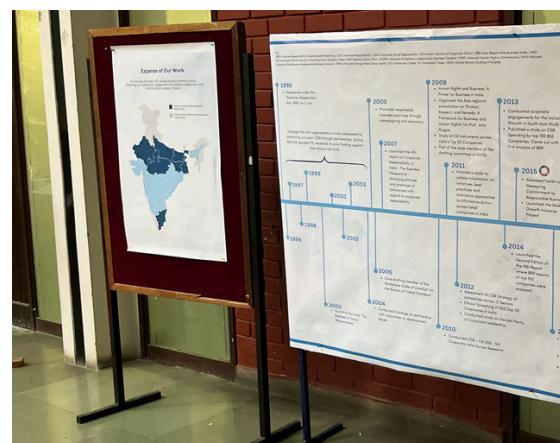


PARTNERS IN CHANGE
Promoting Human Rights in Business



ABOUT PARTNERS IN CHANGE

Since 1995, Partners in Change (PiC) has been working to advance responsible business practices in India. We work at the intersection of business, policy, and civil society to support business approaches that are socially responsive and resilient. Our work spans Corporate Social Responsibility (CSR), sustainability, ESG, and due diligence processes, with particular attention to how business practices affect families, livelihoods, and access to essential services. Through partnerships with government and independent institutions, and by strengthening the capacities of CSOs, academic institutions, MSMEs, and community-based groups, PiC promotes evidence-based approaches that contribute to safer, more inclusive, and sustainable environments for communities and children.



Our Values

Ethics



Empathy

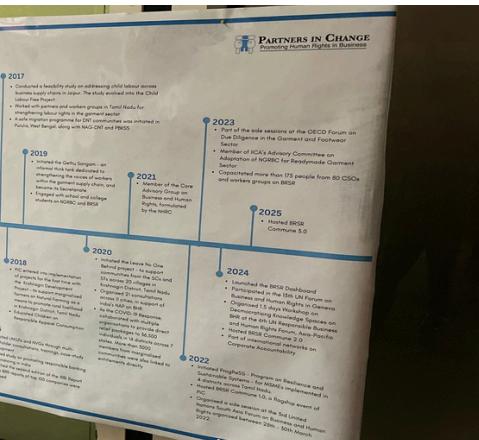


Entrepreneurship



Excellence





Our Vision

We envision a world where improving the quality of life of disadvantaged people, communities and the environment is recognized and practiced as an essential part of doing business.

Our Mission

We partner with business communities and those impacted by business to enable responsible business practices and to remove the obstacles that limit sustainability and inclusive growth in the society.



MESSAGE FROM THE PRESIDENT

Jyotsna Bhatnagar

“This anniversary we believe is one of —30 Years of Change, 30 Years of Possibility— and it reminds us that sustained transformation is built not in moments, but in movement.”

As we mark 30 years of Partners in Change, this Annual Report is both a reflection on our journey and a reaffirmation of our mission. What began in 1995 as a pioneering effort to link business responsibility with social justice has today evolved into a dynamic platform for community empowerment, sustainable development, and rights-based partnerships across sectors.

This anniversary we believe is one of —“30 Years of Change, 30 Years of Possibility”— and it reminds us that sustained transformation is built not in moments, but in movement. Over three decades, PiC has walked alongside marginalised communities, civil society, and businesses, shaping a shared vision of equity and accountability.

In 2024–25, we deepened this work in the villages of Krishnagiri, Tamil Nadu. Our work on child protection and development initiatives strengthened education access and learning outcomes for children. Working with tribal farmers to transition to natural farming methods we worked towards promoting both food security and ecological resilience. And our advocacy helped secure housing and land rights for dozens of vulnerable families, demonstrating how systemic change is possible through community-led action.

A cornerstone of PiC's impact has always been our commitment to promoting responsible business practices. In today's rapidly evolving economic and environmental landscape, this commitment is more urgent than ever. PiC's Programme on Resilient and Sustainable Systems (ProgReSS) supported MSMEs across geographies towards a Just Transition. Through capacity-building on ESG standards, waste management, green technologies, and social accountability, PiC is enabling small businesses to lead with responsibility and resilience. The formation of the Dindigul District Garment Manufacturers Association stands as a powerful symbol of collective action toward sustainability and workers' rights.

Looking ahead, we are inspired not only by how far we've come, but by what lies ahead. As we enter our fourth decade, we remain grounded in our values and ambitious in our vision—to build a just, inclusive, and sustainable future where no one is left behind.



MESSAGE FROM THE DIRECTOR

Pradeep Narayanan

“As sustainability frameworks evolve, PiC is working to ensure they translate into meaningful outcomes for communities in the Global South.”

As Partners in Change (PiC) marks three decades of work, it is timely to reflect on how responsible business conduct has evolved in India and globally. When we began in 1995, sustainability and responsible practices were largely voluntary and fragmented. Over time, these approaches have become more structured, with governments, regulators, investors, and businesses increasingly recognising the importance of integrating social and environmental considerations into core economic activity—particularly in ways that affect workers, families, and communities.

Recent years have been especially significant. In India, the introduction of the Business Responsibility and Sustainability Report (BRSR) for the top 1,000 listed companies has set a new benchmark for disclosure. Instruments such as the National Guidelines on Responsible Business Conduct (NGRBC) and the forthcoming National Action Plan on Business and Human Rights (NAP) provide greater coherence to national policy efforts. Globally, frameworks such as the Corporate Sustainability Due Diligence Directive (CSDDD) are shaping expectations for companies, especially those operating through supply chains in the Global South where community and workforce impacts are most visible.

Since its inception, PiC has contributed to this evolving space by linking policy developments with lived realities on the ground. From being part of the drafting of the Workplace Code of Conduct in 2006, to engaging in the formulation of the National Voluntary Guidelines (NVGs) in 2011, to launching the India Responsible Business Index (IRBI) in 2014, and more recently partnering with institutions and civil society organisations on BRSR initiatives, our role has been to strengthen the ecosystem for responsible business practices in India. Our work has consistently engaged communities, policymakers, civil society organisations, and worker groups, recognising that meaningful progress depends on collaboration across stakeholders.

During the year, our programmes continued to reflect this commitment. At the community level, work across 20 villages in Krishnagiri District centred on education, livelihoods, and local governance—supporting families and children by strengthening the social foundations on which responsible business practices ultimately rest. Engagement with more than 120 MSMEs in Tamil Nadu focused on strengthening understanding of ESG practices and preparing enterprises for disclosure frameworks that increasingly influence markets and supply chains.

On the knowledge-building front, our partnership with the Indian Institute of Corporate Affairs (IICA) for their flagship National Conference on Responsible Business Conduct led to the creation of the BRSR Dashboard, a first-of-its-kind tool to make company disclosures more accessible and usable for a wider range of stakeholders. The convening of BRSR Commune 3.0 further enabled dialogue among communities, businesses, civil society, workers groups, government institutions, and academia, helping bridge reporting frameworks with ground-level perspectives.

Looking ahead, the coming years will test how effectively disclosure and due diligence frameworks translate into improved practices on the ground. It will be particularly important to observe how instruments such as the CSDDD influence reporting expectations and business responses in the Global South, where production systems are closely intertwined with community well-being. For PiC, this presents both an opportunity and a responsibility—to continue bridging policy and practice, and to ensure that sustainability conversations lead to tangible improvements for workers, children, and communities.

As we enter the next decade, I extend my sincere gratitude to our partners, funders, colleagues, team members, and communities who have been part of this journey. Together, we can continue working towards a future where business success is measured not only in financial terms, but also in its contribution to people, families, and the planet.

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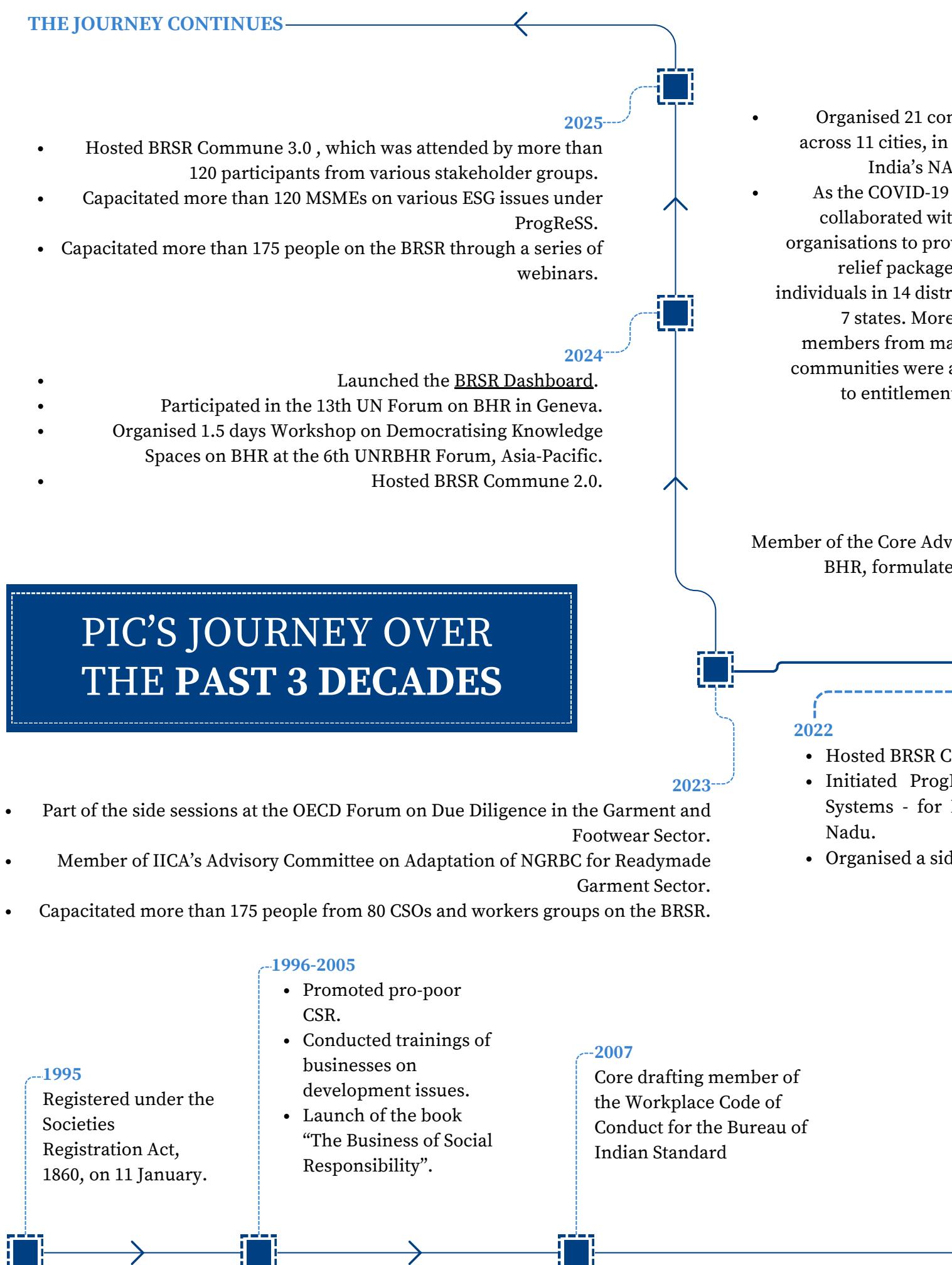
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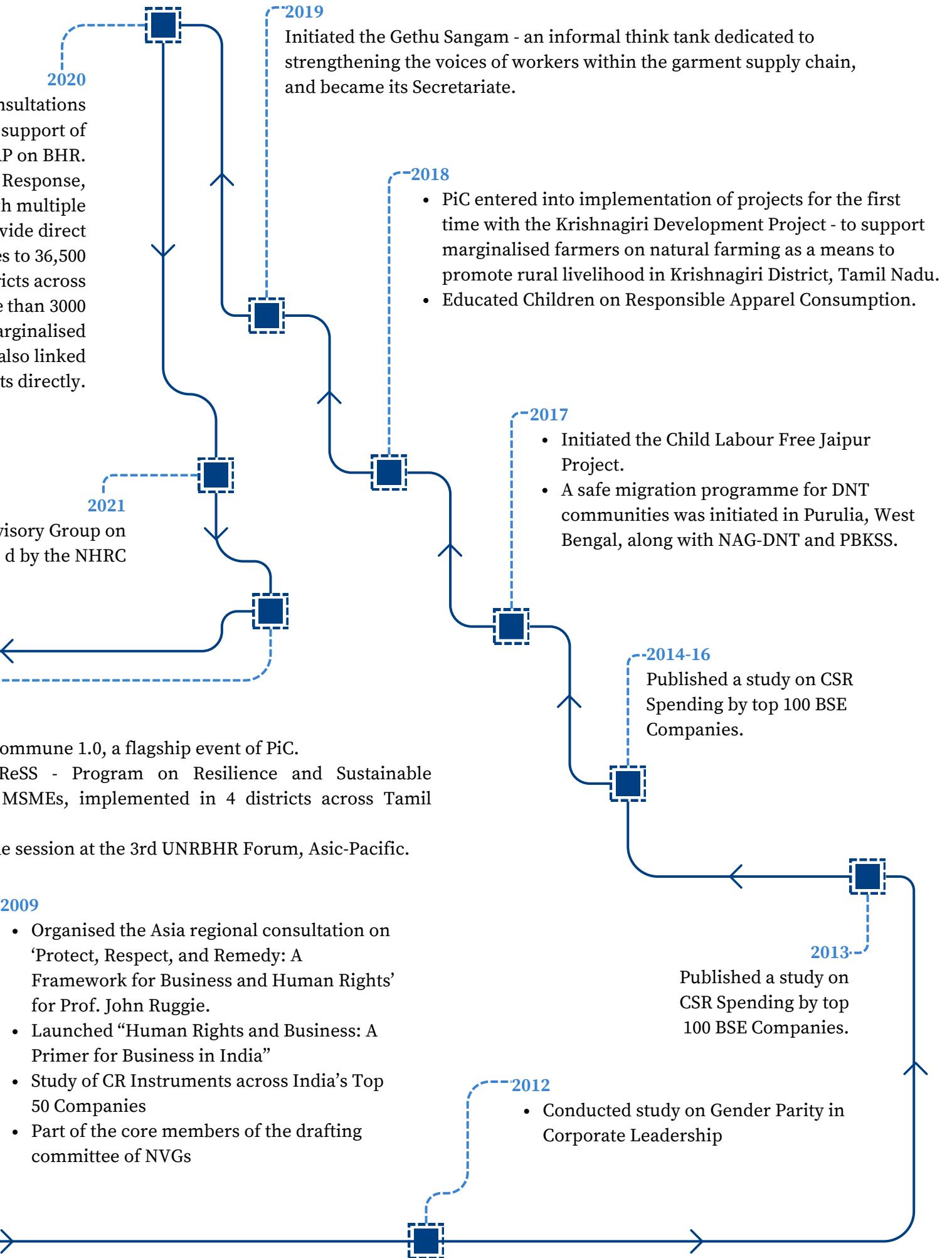
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THE JOURNEY CONTINUES





PIC's REACH IN 2024-25



600+

Tribal children are benefitting from mentoring centres

420+

Tribal Households were supported

30

MSMEs availed loans under various government schemes

120

MSMEs were capacitated on ESG issues

150

Stakeholders brought together at the BRSR Commune 3.0

170+

Stakeholders were capacitated on BRSR through webinars

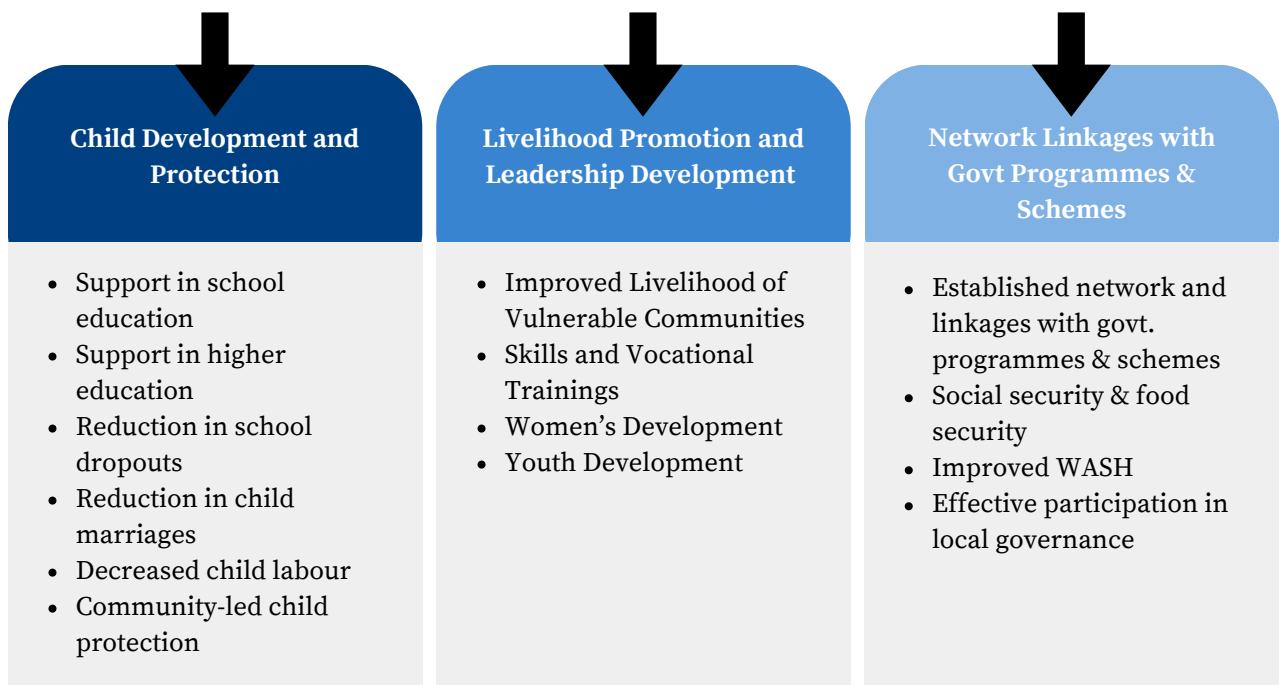


Capacity Building of Vulnerable Communities Through Community Participation and Child Protection

As part of identifying and advancing inclusive and sustainable development with the concept of “Leave No One Behind”, since July 2020, PiC has been furthering its activities to support communities from the Scheduled Castes (SC) and Schedules Tribes (ST) across 20 villages in Krishnagiri District, Tamil Nadu.

The programme aims to enhance resilience, build local capacity, and promote sustainable livelihoods. By addressing both immediate priorities and long-term development needs, the initiative supports communities in improving education, skills, and economic opportunities, while also encouraging stronger linkages with government schemes and services.

The programme has the following core components:



I. Child Development and Protection

The key activities under this component included target interventions in the areas of addressing child protection and promoting child rights in terms of enhancing education, reducing school dropouts, increase in girl child education, reduction in child marriage and reduction of child labour and promotion of child health.



Total beneficiaries:

2,200+ Individuals

418 Tribal Households

183 Children

are directly benefitting from
Mentoring centres

370+ Children

participated in summer
camps, which has helped
in fostering creativity,
confidence and
community support for
children's education.

- **Educational Support:** Evening mentoring centres were set up for students in Classes 1–5 to strengthen their foundation in core subjects and support regular school attendance.
- **Performance Tracking:** Simple 'Participatory Monitoring & Evaluation' tools were developed to monitor students' learning progress and syllabus completion, allowing for timely interventions to improve outcomes.
- **Teaching Learning Methods (TLM):** Sets of tool kits of TLM for each of the project villages were set up. Separate tools were created on Tamil Alphabets, English Alphabets, Science, Social Science, Mathematics, History, etc. The toolkits were very useful in increasing understanding and encouraging learning and participation among children.
- **Summer Camps:** Summer camps were conducted in the months of April and May, engaging children in activities like storytelling, handicrafts creation, origami, sports and other cultural activities. These activities fostered creativity, confidence, and community support for children's education.



2. Livelihood Promotion and Leadership Development

a) Strengthening ST Farmers with Natural Farming Practices

- A mapping exercise of all ST farmers who own land in the forests was conducted across the 20 project villages - 40 such farmers were identified.
- PiC facilitated the participation of SC and ST farmers in various trainings and capacity building sessions organised by the Krishi Vigyan Kendra (KVK), Krishnagiri. The topics for these trainings included Scientific Cultivation Technology, Value Addition in Coconut, Small Grains, Natural Farming Methods and Techniques, among others.

b) Increasing Community Participation

- SC and ST community members were capacitated to participate in Gram Sabha meetings in their village panchayats for discussion on issues related to land titles, drinking water, sanitation, street lights, etc.

c) Infrastructure Development

The development of various types of infrastructure, such as toilets and households, was facilitated by the team.

190+ Farmers

from SC and ST communities were trained on various practices related to natural farming.

500 Mango saplings

were distributed free of cost to women SC farmers.

135 Land title (patta)

applications were facilitated and submitted to the relevant authorities for members from ST communities under PM-Janman scheme.

47 Households

from ST communities were provided with financial assistance for renovation of their dilapidated houses.



590+ Individuals
and families linked with
various government schemes.

3. Network Linkages with Govt Programmes & Schemes

Through the Gram Sabha meetings, PiC along with the community volunteers cum mentoring teachers facilitated in obtaining various community development services for tribal families and their children.

S. No	Particulars	No. of Beneficiaries
1	PM Ayushman Bharath Health Insurance	41
2	TN CM Comprehensive Health Insurance	18
3	Aadhaar Card	127
4	Community Certificates	88
5	Voter ID	4
6	Linkage with Pension Scheme	3
7	Linkage with National Livelihood Mission by provision of poultry and goat rearing (for families)	28
8	Welfare ID Card New & Renewal (for families)	26
9	Postal Account	3
10	Household Patta	135
11	Household Renovations	79
12	Toilet Construction	10
13	New Ration Card	34
Total Beneficiaries		596





**Supporting MSMEs in Their
Journey Towards Just Transition**

Micro, Small, and Medium Enterprises (Enterprises) form a critical part of India's economy, contributing significantly to manufacturing, exports, and employment. However, many enterprises continue to face challenges in adopting sustainability practices, particularly in areas such as environmental management, workplace safety, and reporting. Recognising this gap, PiC, for the past two years has been implementing the Programme on Resilient and Sustainable Systems (ProgReSS) to strengthen awareness, build capacities, and promote sustainable production practices among Enterprises.

During the year, PiC engaged with **120 Enterprises** across four districts—Dindigul, Erode, Tirupur, and Virudhunagar. The programme focused on:



To strengthen compliance capacities, a series of workshops on various ESG topics were conducted, including government schemes, workers safety, solar energy, waste management, among others. These sessions combined practical trainings with opportunities for dialogue between enterprises and government officials from different departments, fostering both knowledge-sharing and collaboration.



(Celebration of World MSME Day)

01 MSME participated in **Bharat Tex** - a mega global textile expo organized by the Textile Export Promotion Councils (EPCs) with the support of the Ministry of Textiles.

52 MSMEs made **digital marketing connectivity** by selling their products on **Flipkart**.

15 Enterprises **unlocked loans** worth **Rs. 4.3 Cr** under various government schemes such as Prime Minister Employment Guarantee Program (PMEGP), New Entrepreneur-cum-enterprise Development Scheme (NEEDS) and Anna Ambedkar Business Champion Scheme (AABCS).

15 MSMEs have conducted **Energy Audits** under Govt. of Tamil Nadu's **PEACE** (Promotion of Energy Audit and Conservation of Energy) **Scheme**.

01 MSME has received the **OEKO-TEX certification**. It is a certification process that tests textiles and other products for harmful substances, as it ensures adherence to international safety and sustainability standards, opening access to global markets.

71 MSMEs have received the **Zero Defect Zero Effect (ZED) Certification**. The primary goal of the schemes is to promote ZED practices such as adoption of modern technology, reduce wastage, improve productivity and environmental consciousness, and increase market access for MSMEs.

05 MSMEs have adopted **Solar energy**, and another 4 are in the process of installing the infrastructure.

05 MSMEs received awards for their **exceptional work in adopting ESG practices**, demonstrating active participation in capacity-building initiatives, promoting women's entrepreneurship, strengthening compliance with social standards, and generating employment opportunities in rural areas.

120 MSMEs are practicing **other environmental-friendly measures** such as waste segregation, sending solid waste for recycling, using power saving LEDs, fans, and sewing machines, using wooden hangers, using paper cups for tea.

73 Enterprises are taking measures for the **Occupation Health and Safety (OHS)** of their workers, such as formulating OHS policies, installing fire extinguishers, and keeping first aid boxes. Other measure taken by a few MSMEs for the benefit of their workers include updation of machines and chairs, and construction of toilets, installation of water purifiers. One MSME have changed the cutting unit to different place to avoid air pollution.

Malaimalar, 28.06.2024

NEWS Heading:

MSME Day, MSMEs taken pledge at Dindigul

Every year June 27th is marked as World MSME Day.

Accordingly, based on this year Theme "Let's create a strong future together" World MSME day were celebrated at Dindigul Nehruji Nagar K. R. Garments on behalf of the organization Partners in Change.

Kamalakannan, General Manager of the District Industries Center came as Chief Guest for the event. Dindigul Government Medical College - Associate Professor Dr. Thiruloga Chandran presided over the event.

In which there are many Micro, small And Medium enterprises owners came and committed to participating and fostering innovation, integrity and excellence.

Including Respect our environment and promote sustainable growth, ESG practices they took various pledges on this special Day.

Dindigul District Garment Manufacturers Association President Rajendran, Secretary Ayyappan, Treasurer Kavitha and more than 50 garment owners participated in the event.



(Media Coverage of the Celebration of World MSME Day at Dindigul)



Promoting Sustainable Business Practices

1. Launch of the BRSR Dashboard at the 2nd National Conference on Responsible Business Conduct

As a technical partner to the Indian Institute of Corporate Affairs (IICA), PiC developed a digital dashboard that compiles data from the Business Responsibility and Sustainability Reports (BRSR) of the top 1,000 companies by market capitalisation. The information was extracted from publicly available company disclosures on the BSE website. The dashboard (as shown in the picture on the previous page) is hosted on the IICA's website under the School of Business Environment and serves as a central resource for stakeholders to access, analyse, and utilise BRSR data.

2. Capacity Building of Diverse Stakeholders

A) “Unpacking BRSR 2.0” Webinar Series

Building on the previous year's in-person capacity-building workshops for civil society organisations—which engaged more than 175 participants—PiC organised a focused webinar series to deepen understanding of the BRSR and its applications. The series explored key concepts that help stakeholders assess how business practices influence community well-being and working conditions through three dedicated sessions:



B) BRSR Commune 3.0

BRSR Commune 3.0 provided a platform to reflect on how businesses can use the BRSR framework to strengthen reporting practices and stakeholder engagement in ways that respond to community and workforce realities. The three-day event brought together more than 120 participants, including representatives from businesses, government institutions, civil society organisations, worker groups, academia, multilateral agencies, community members, and independent experts.

The commune opened with **three parallel workshops**:

1. Conducting a Human Rights-Centric Double Materiality Analysis Using the BRSR
2. Organising Human Rights Due Diligence (HRDD) Using Participatory Approaches
3. Unpacking Business Responsibility & Sustainability Report (BRSR) for CSOs

> 175 People

capacitated on BRSR through the webinar series.

13 Sessions

were organised in BRSR Commune 3.0.

>150 Participants

attended the Commune.

Over the following two days, 13 sessions were held covering a wide range of themes and sectors, including the role of MSMEs, inclusion and diversity, sanitation workers, occupational health and safety (OHS), child well-being, nature-based solutions, human rights due diligence, and reflections on future directions for participation, partnerships, and the NGRBC beyond 2025.

The discussions drew lessons from company reports while broadening the dialogue to include perspectives from enterprises, worker groups, industry associations, and community representatives. The event also marked PiC's 30th year, recognising its long-standing efforts to promote responsible business conduct through partnerships that centre social outcomes



Other Activities

PiC organised a two-day capacity-building workshop on collaboration and sustainability for stakeholders from tea plantations in India and Nepal. The workshop created space to exchange experiences, identify opportunities for joint initiatives, and strengthen collaborative approaches that respond to worker and community priorities.

Since 2021, PiC has been a member of the Core Advisory Group on Business and Human Rights set up by the National Human Rights Commission (NHRC), participating in discussions and contributing inputs on strengthening responsible and sustainable business practices.

PiC also engaged in the United Nations Forum on BHR, Asia-Pacific and in Geneva, which convene diverse stakeholders to discuss implementation of responsible and sustainable business practices, including their implications for communities, workers, and families across supply chains.

PARTNERS CELEBRATION

In 2025, Partners in Change marked three decades of impact. PiC brought together a diverse group of partners—workers, enterprises, government institutions, research organisations, and individuals—to celebrate its work with communities, families, and children. This was an opportunity to reflect on the organisation's evolution and its commitment to advancing responsible business practices that create positive outcomes for children and families.



IN CHANGE NG 30 YEARS

es of its journey. To commemorate this milestone, —founders, civil society organisations, businesses, researchers, and academia—who have contributed to the organisation over the years. The celebration provided an opportunity to reflect on the organisation's evolution and reaffirm a shared commitment to continue to support community well-being and positive change in the years ahead.



ORGANISATIONAL STRATEGY WORKSHOP

The organisational strategy workshop was held from 10–14 February 2025 in Kodaikanal, Tamil Nadu. The five-day programme created a space for reflection on how to sustain and strengthen PiC's work in the coming years. The discussions addressed various factors shaping the organisation's approach—acknowledging strengths, identifying areas for improvement, and responding to evolving landscapes that influence impact.

The team explored ways to build on existing skills, acquire new capacities, and adapt strategies to remain effective and relevant. Practical steps such as fostering collaborations, investing in continuous learning, and strengthening resource mobilisation were identified as key drivers of organisational sustainability.

The sessions covered a wide range of topics, including:

- Application of Artificial Intelligence in PiC's work.
- Strengthening compliance and financial sustainability.
- Organisational capacity assessment and development.
- Gender and workplace policies, including PoSH.
- Reviewing the organisational strategy to improve efficiency.

GOVERNING BODY

NAME	POSITION	DATE OF JOINING
Jyotsna Bhatnagar	President	September 02, 2011
Nicole Menezes	Secretary	May 05, 2014
Pradeep Narayanan	Director	May 05, 2014
Ramanathan Thekke Variyam	Member of Governing Body	September 20, 2017
Pramod John	Member of Governing Body	September 20, 2017

GOVERNANCE

HUMAN RESOURCE POLICY

PiC has a clear and well-structured Human Resource Policy, which informs team members about their rights and obligations. The HR policy documents current organisational practices and norms in a standardized format for a user-friendly reference. It contains the key policies, goals, benefits and expectations of PiC. The document is seen as evolving and dynamic and is open to additions and amendments according to the changing needs of the organisation and its staff. The HR policy also includes specific policies such as:

- a. Diversity Policy (Affirmative Action/Disabilities/HIV-AIDS)
- b. Anti-Sexual Harassment Policy
- c. Grievance Redressal System
- d. Whistleblower Policy

COMPLIANCE WITH SEXUAL HARASSMENT OF WOMEN AT THE WORKPLACE

(PREVENTION, PROHIBITION AND REDRESSER) ACT 2013 – AN UPDATE

No incidents of sexual harassment were reported in the financial year 2024-25.

During the annual retreat organised in February 2025, the team organised a detailed session on Gender and PoSH. The session's primary objective was generating dialogue to challenge assumptions, explore the evolving nature of gender identity and roles, and highlight the significance of embedding a gender lens into our work. The facilitators emphasised the importance of addressing gender and inclusion not as isolated concerns but as integral components that strengthen the organisation's work across various sectors. ICC members facilitated a discussion on the composition and role of the Committee. Feedback from the team regarding verbal orientation for all new joinees, including consultants and short-term employees, in addition to email was discussed and noted by the PoSH committee members for further action.

Group activities on different scenarios of workplace harassment and discrimination was carried out for further clarity.

SAFEGUARDING POLICY - AN UPDATE

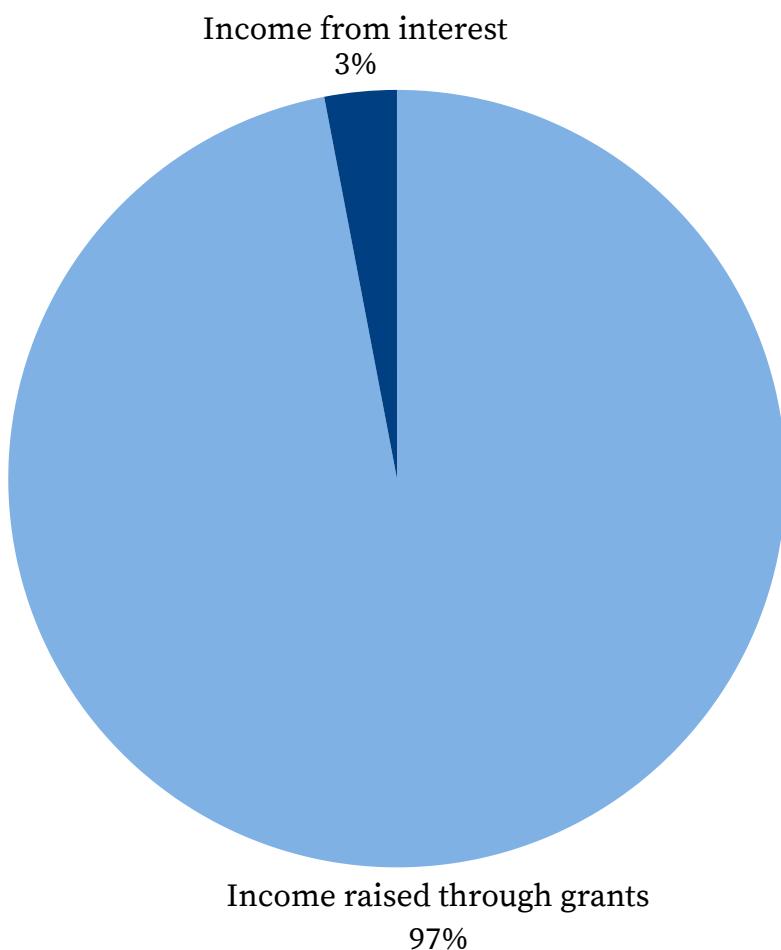
The organisation has also evolved a Safeguarding Policy for Children and Vulnerable Adults, to safeguard the rights of the communities that we work with. The policy defines clear code of conduct that must be followed not only while physically engaging with communities, but also while using media and handling communications.

No complaints related to safeguarding were received in the past year.

FINANCIAL STATEMENT

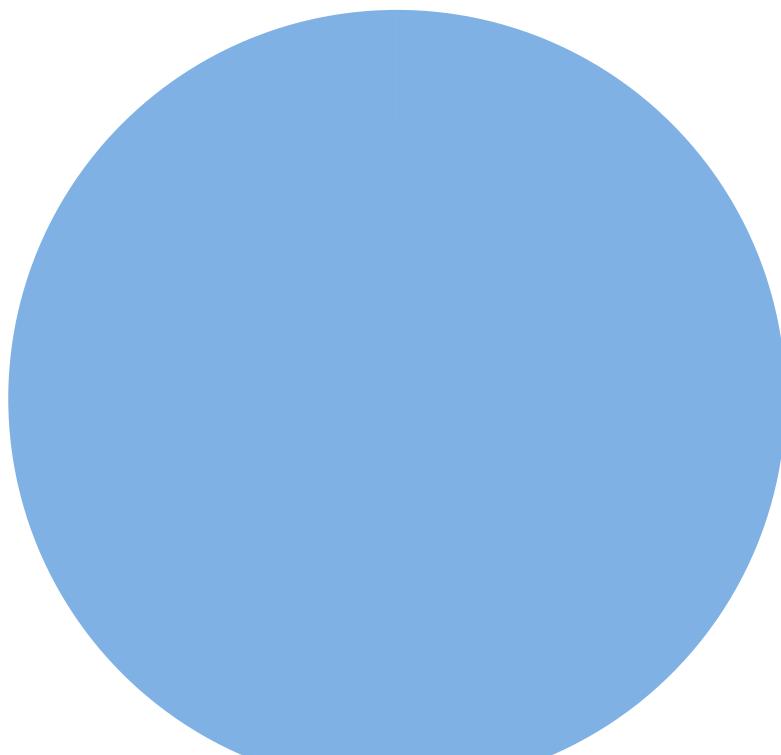
SOURCES OF FUNDING (INR)

Activity	2024-25	%	2023-24	%
Income raised through grants	2,85,57,212	97	2,01,74,114	97
Income from Interest	10,14,960	3	6,13,756	3
Grand Total	2,95,72,172	100	2,07,87,870	100



DISTRIBUTION OF EXPENSES (INR)

Activity	2024-25	%	2023-24	%
Programme Expenses	1,84,04,213	100	1,92,78,294	96
Administration and Office Expenses	3,796	0	5,22,365	3
Capital Expenditure	0	0	1,16,757	1
Grand Total	1,84,08,009	100	1,99,17,416	100



Programme Expenses

100%

PARTNERS

RESOURCE PARTNERS

- Fair Trade International
- Faisal and Shabana Foundation
- Southern Voices for Global Development (SVGD)
- United Nations Children's Fund (UNICEF)
- Vital Strategies

KNOWLEDGE PARTNERS

- Central Institute of Petrochemicals Engineering and Technology (CIPET), Madurai
- Confederation of Indian Industries (CII), Tirupur
- District Industries Centre (DIC)
- Flipkart India Private Limited
- Indian Institute of Corporate Affair (IICA)
- Krishi Vigyan Kendra, Ministry of Agriculture and Farmers Welfare
- Mangla Smart Energy Solutions Private Limited, Tirupur
- Ministry of Textiles, Tirupur
- MSME Development and Facilitation Office (MSME DFO)
- Nehru Yuva Kendra, Ministry of Youth Affairs & Sports
- Praxis Institute for Participatory Practices
- Save Tirupur Movement
- Social Welfare and Women Empowerment Department, Govt. of Tamil Nadu
- Tamil Nadu Adi Dravidar Housing & Development Corporation Ltd (TAHDCO)
- Tamil Nadu Agricultural University, Govt. of Tamil Nadu
- Tamil Nadu Rural Transformation Project (TNRTP)
- The Gandhigram Rural Institute, Dindigul
- The Social Audit Society of Tamil Nadu, Rural Development and Panchayat Raj Department (RDPRD), Govt. of Tamil Nadu
- Other government departments viz., education, revenue, health, rural development, differently-abled & Tribal Welfare



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