



# BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT - FY 2021-22

## About the Report

This report serves as a summary of Apollo Hospitals Enterprise Limited's ("Apollo Hospitals" or the "Company") sustainability priorities, practices and performance. The scope of the report is for the financial year ended March 2022 and the data contained herein reflects this period.

Apollo Hospitals's full Sustainability Report can be accessed at [https://www.apollohospitals.com/apollo\\_pdf/BRSR2022.pdf](https://www.apollohospitals.com/apollo_pdf/BRSR2022.pdf) and queries regarding our approach to sustainability can be raised directly with our Investor Relations team ([investor.relations@apollohospitals.com](mailto:investor.relations@apollohospitals.com)).

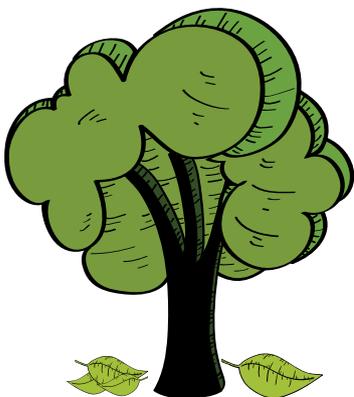
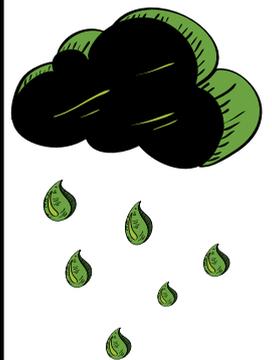
The Sustainability Report, which also includes Apollo Hospitals's disclosure requirements vis-à-vis the Business Responsibility and Sustainability Report ("BRSR"), will be published on annual basis going forward.

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We place our patients and their wellbeing at the fulcrum of our operations. We believe that our patients trust the care we provide them which is underscored by our clinical excellence – a part of our DNA. We believe equally in adhering unswervingly to the ethical practices that govern us, which is the only sure way we know, of ensuring our long term continued success.

Our biggest asset is our people. Their dedication and the intense effort they put into their jobs, helps us to fulfill our business purpose. With a footprint of 71 hospitals across the length and breadth of India, we are big enough to undertake the most complex cases while remaining small enough to maintain an intimacy with our patients, to understand their needs in a rapidly changing marketplace, and to be able to offer them personalized service; this, we believe is one of our biggest differentiators.

We understand and support the conservation of natural resources and sustainable growth and we are committed to doing our best to safeguard the environment for the future generations.



# WHO WE ARE

The Apollo Hospitals opened its first hospital in Chennai in 1983. Over the four decades we are now 71 hospital strong with business verticals that include Clinics, Day Care Centres, Diagnostics, Pharmacy, Apollo 24/7, and a TeleMedicine network. Headquartered in Chennai, the Group operates its various entities across India and overseas as well. Our aim is to bring healthcare of superior quality and international standards to every Indian. Our entities cater to a diverse population through our various service offerings and we touch the lives of millions of underserved people in the society as part of our ethos. The Apollo Hospitals Group is a publicly listed entity with a market capitalization of ₹649,332 million as on 31st March, 2022, with its stocks being traded on the national bourses.



## Our Mission

To bring healthcare of international standards within the reach of every individual. We are committed to the achievement and maintenance of excellence in education, research and healthcare for the benefit of humanity.

## Our Vision



To Touch  
a Billion Lives

## Our Values

Intellectual  
Curiosity

Social  
Consciousness

Relentless Pursuit  
of Excellence

## Our Footprint

Healthcare Services

### Largest Hospital Network in India

				
Owned	8538	44	Employed + "Fee for service" Doctors	12800+
Day Surgery/ CRADLE	522	22	Nurses	13300+
Managed	851	5	Paramedics	6200+
Total	9911	71		

~55%\* of Consolidated Revenues

Apollo Health Co

### Largest Omnichannel Healthcare Platform in India

#### Offline Pharmacy Network

#### 24/7 Digital Platform

4529 outlets

across

21 states

and

4 union territories

7000+ Apollo Doctors covering all specialties

Video consultation with a Doctor within 15 minutes

Home delivery of medicines in under 2 hours

~36%\* of Consolidated Revenues

AHLL

### Leading Retail Healthcare Network in India

Primary Clinics	254	Spectra Facilities	18
Sugar Clinics	29	Diagnostic Centres	1228
Dental Clinics	95	Dialysis Centres	85
Birthing Centres-"CRADLE"	25		

~9%\* of Consolidated Revenues

\* Details on the Consolidated Revenues and other financial information can be accessed in the AHLL Annual Report FY22 and the Investor Presentations

# MESSAGE FROM THE CHAIRMAN



Apollo Hospitals Enterprise Limited (AHEL) recognizes the role and primacy of the environment and its protection, in ensuring the holistic well-being of the communities it serves and their sustainable development. Crisis periods like the COVID years are painful to experience but underscore the importance for healthcare companies to be able to

manage across a broad variety of risk factors. This understanding is core to our approach of sustainable healthcare, which is grounded on three key pillars - Clinical Quality, Service Excellence, and Technological Prowess.

Our patients form the bedrock upon which we serve and fulfil our purpose. We focus on

understanding their needs and aspirations which is extremely important to us in defining our healthcare delivery strategy; one that will enhance their experience while ensuring the highest standards of care, safety and outcomes. We ensure we achieve this with outstanding clinical and service excellence.

Driven by this commitment to our patients, that we will strive to give them the best possible care, we keep pace and invest in the latest medical technology for diagnostics and treatment, and have consistently been a trend setter in this area. Recognising the growing global threat that cancer poses, we rebooted our commitment with a single-minded focus to battle cancer and conquer it. We set up the Apollo Proton Cancer Centre in Chennai which provides a complete and comprehensive solution for many forms of cancer. Our most recent addition, the multi-room Proton Centre in Chennai serves patients not just in India, but also from other countries where this treatment is not available. Through minimally invasive and robotic surgeries, we ensured faster healing and recovery combined with fewer days in the hospital.

We also ensure that our systems and processes are optimized and updated with the latest advances in information technology. We ensure patient privacy with all medical records but at the same time ensure they easily access any personal record easily.

Our digital ecosystem is central to Apollo's strategy of taking care closer to the consumer. We believe that Apollo can uniquely provide a personalized consumer experience recognizing that an integrated, holistic omnichannel is what consumers will

seek going forward. We believe that achieving health and wellbeing throughout a person's life requires a health system that knows and connects with people at every touch point, not just when they are sick or disadvantaged. We have thus been able to create innovative service delivery models for primary, secondary, and tertiary care through initiatives like Apollo 24/7, TeleHealth and Telemedicine. Apollo 24/7 is an omni channel, a complete health care app created with the intent of it being a round-the-clock health care buddy.

We consider this to be our foremost duty - to deliver safe and outstanding quality care to our patients. This commitment lies at the crux of our business strategy and drives all our activities, clinical and operational, ultimately determining our financial health as well. We are uncompromising in the standards of ethics, clinical excellence and patient safety which we follow in our hospitals, and this is validated through the industry accreditations and certifications which our hospitals have received. Our clinical protocols and pathways have consistently produced best in class outcomes, comparable or better than leading hospitals around the world. This we consider to be our responsibility across each of our Centres of Excellence.

We take great pride in the quality of our care standards and are determined to achieve excellence in everything we undertake. We pride ourselves on having pioneered many of the practices and techniques that have become industry standard today. With 71 hospitals spread around India, we consider our geographic size an asset through which we can increase access to healthcare. And

with multiple formats of care under the Apollo banner, we are confident that we can effectively increase access to care on our journey towards achieving our Mission of bringing healthcare of international standards within the reach of every individual. We believe that every single human life is priceless beyond measure. We also believe that prevention is better than cure, but if it hasn't been prevented, we will leave no stone unturned in our quest to cure it. We absolutely will not give up any case without a fight.

Research suggests that the healthcare sector accounts for approximately 4.5% of global greenhouse gas emissions. Globally the sector also has a significant footprint in waste generation and a range of emissions impacting air, water and soil. Our sustainability initiatives include water and energy management, recycling, rainwater harvesting and solid waste management. We have well defined practices for waste segregation, storage and disposal. Providing long term sustainable healthcare is a priority for us. We embrace this ideology at every level of our organization.

A Board level committee oversees the organization's sustainability initiatives that have been implemented both at the individual hospital level or at the business unit level. A measurable approach in the initiatives towards reduction of consumption, reuse and recycling, safe collection and disposal of waste, efficiencies in the use of energy and water, a move towards renewable sources of energy and the reduction of the carbon footprint of the supply chain - are being undertaken across our operating entities.

Our stakeholder engagement approach further ensures that we are mindful of our organization's ESG responsibilities. We take the lead in community development and social challenges, suited to our expertise and reach, where we can make a difference. This means an emphasis on supporting the communities where we work and live, and, fostering a vibrant, inclusive culture of service among our people. Our Total Health project in Aragonda, a small village in Andhra Pradesh, is at the grass roots level. It is holistic and spans all areas of everyday living from wellness to Yoga, to schooling, skilling, gardening, and diagnostics and treatment.

We believe equally strongly in following best in class Governance practices. We are dedicated to complying fully with the letter and spirit of the laws, rules and ethical principles that govern us. Our continued success depends upon unswerving adherence to this standard. Our Business Ethics Policy and Code of Conduct exemplify the Apollo culture we have nurtured for nearly 40 years.

Apollo Hospitals Group is the only global institution with presence in every facet of the healthcare eco-system, encompassing preventive health and wellness, diagnostics, curative health, pharmacies, retail health, telehealth, home healthcare, medical education and skill development. Our clinical excellence is underpinned with superior technology in every discipline, comparable to any hospital in the world. However our ability to succeed in the years to come will depend on seeing clearly today's challenges to sustainable growth and addressing them.

This is our second Sustainability Report and BRSR. This, our 2022 Report, outlines our sustainability initiatives across all our business entities and their impact on our various stakeholders. We demonstrate many of the ways we are executing our mission. We believe ESG is a journey of continuous improvement. Apollo Hospitals is committed to being a thought and initiative leader in this area. We have a strong advocacy positions in the CNBC Global Sustainability Forum

and the WEF D&E Forum. ESG is a strategic imperative for us - not a checklist exercise. We believe that this will not just satisfy our investor expectations, but will set us apart as a thoughtful, committed business enterprise, delivering value to all our stakeholders.

Warm regards,

**Dr. Prathap C. Reddy**

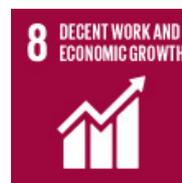
Executive Chairman, Apollo Hospitals Group

# OUR SUSTAINABILITY PRIORITIES

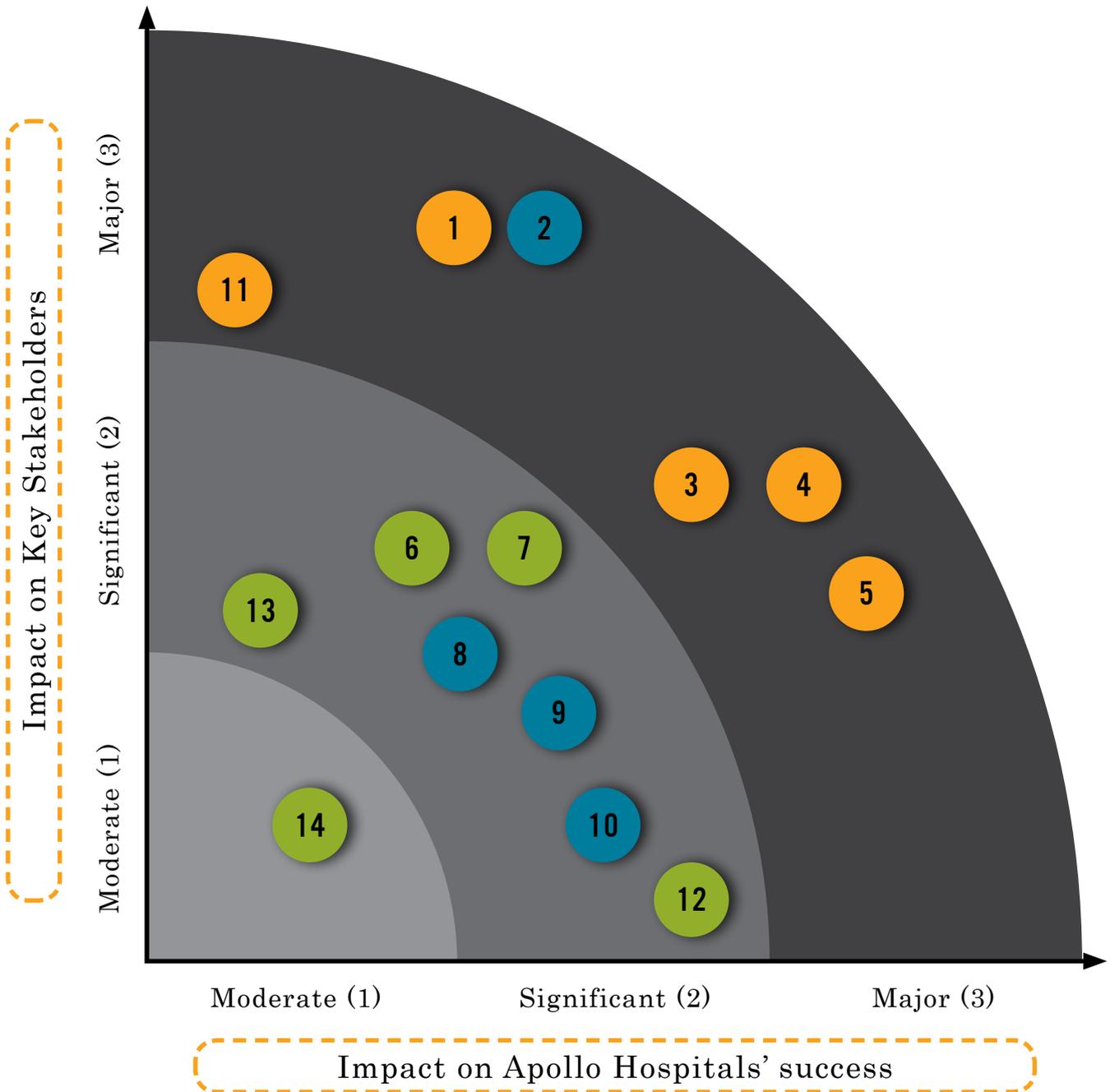
Apollo Hospital's Sustainability Report has been developed in line with our two-dimensional approach to materiality. One dimension is to assess the impact of Apollo's activities on the economy, environment, and people and the second is the impact of ESG on Apollo Hospitals. These principles of materiality, are based on the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board's (SASB) framework for the Health Care Delivery industry. We have arrived at this materiality matrix based on what is relevant for our Company and our stakeholders. On this basis we have ranked a list of ESG topics of importance. We have also identified relevant UN Sustainable Development Goals (SDGs) for each topic that is addressed in this report, largely covering equitable healthcare of international standards for all people in the country, health and well-being as a way of life, and developing a scalable model for holistic community development. These align closely with our business objectives and impact. This subjective assessment is qualitative and is not based on any formal financial or legal definitions of materiality. In reviewing the list of the most relevant ESG topics to ensure they are consistent with the current priorities of our stakeholders and in aspiring to continuously improve our practices and disclosures, we have made suitable modifications to our materiality matrix.

Accountable Governance Structure	Patient and Customer Satisfaction	Innovation to Drive Highest Quality to Ensure Patient Safety
Accessible Healthcare	Training and Retaining a Diverse Workforce	Efficient and Green Supply Chain Management
Privacy and Protection of Data as we Digitalize	Reducing Environmental Impact while ensuring Efficiency	Actively Engaged with Underserved Communities

Apollo Hospitals has also identified relevant UN Sustainable Development Goals (SDGs) for each topic that is addressed in this report and believe they align closely with our business objectives and impact.



## ESG Materiality Matrix

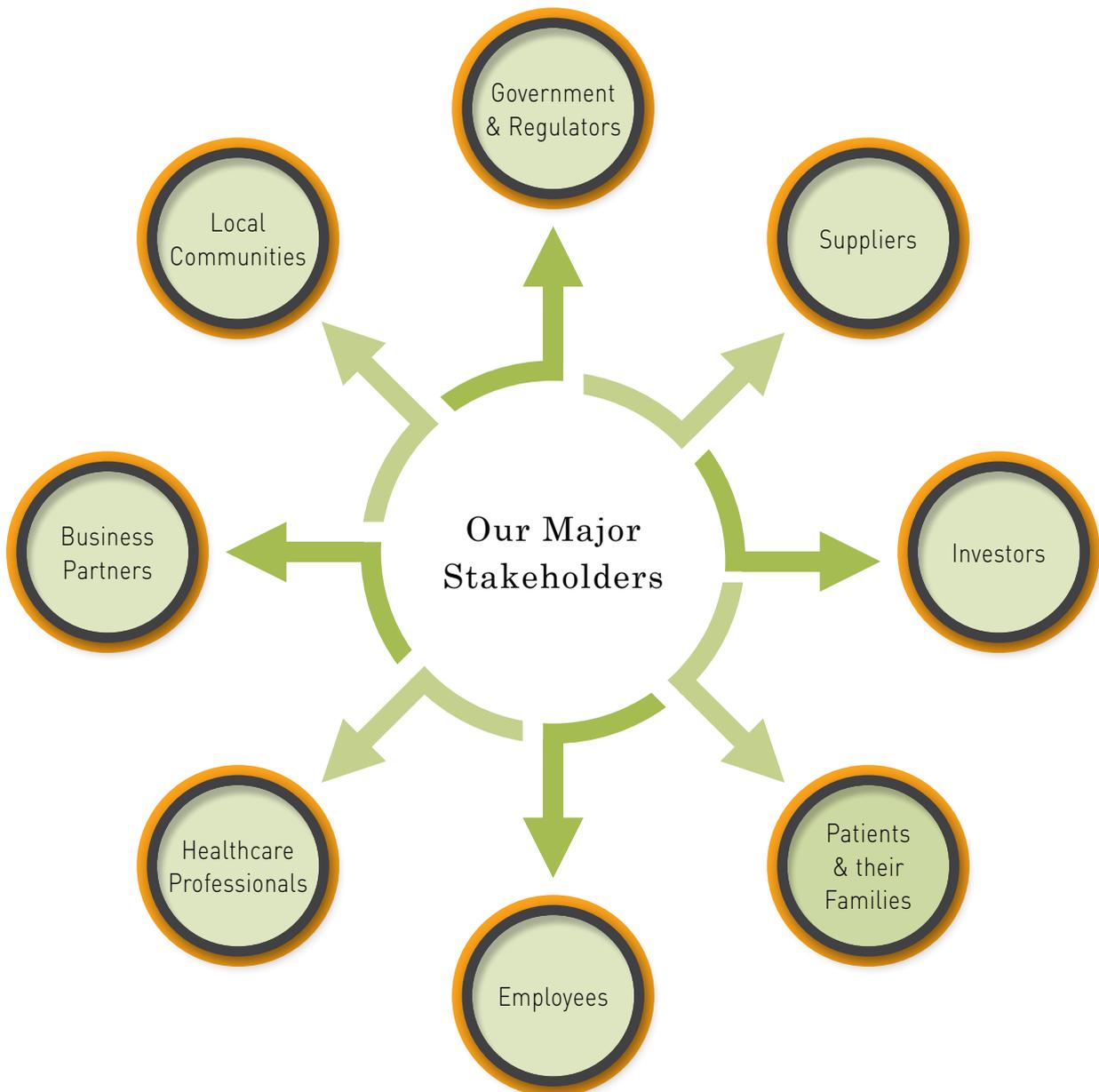


- |                                       |                                     |                                 |
|---------------------------------------|-------------------------------------|---------------------------------|
| 1. Service Quality and Patient Safety | 6. Carbon Emissions                 | 11. Accessibility of Healthcare |
| 2. Labour Management                  | 7. Energy Efficiency and Management | 12. Waste Management            |
| 3. Customer Satisfaction              | 8. Occupational Health and Safety   | 13. Community Development       |
| 4. Information to Customers           | 9. Corporate Governance             | 14. Water Management            |
| 5. Privacy and Cybersecurity          | 10. Business Ethics and Compliance  |                                 |

● Consumer Related Parameters   
 ● Company Related Parameters   
 ● Environment Related Parameters

## Stakeholder Engagement

One set of our stakeholders have an impact on the delivery of our healthcare services while we have an impact on another set of stakeholders in the process of our care delivery. Therefore these identified stakeholders are very important to us and we remain committed to their interests while growing in a transparent and accountable manner. Our modes of engagement with our key stakeholders together with the materiality process gives us direction on which issues to focus upon. Our aim in doing this is to mainstream sustainability into our operations and have designated dedicated personnel in key departments to address any concerns that our stakeholders may have, and add value to them, in a satisfactory and timely manner.



# Sustainability Governance

## Roles and Responsibilities



# SERVICE QUALITY AND PATIENT SAFETY

Our healthcare delivery program is built around our patients’ needs and their wellness. We aim to keep people out of our hospitals through our wellness initiatives like ProHealth. But when hospitalisation becomes necessary, we will leave no stone unturned in ensuring the best possible care and outcomes for our patient. Our aim is to enhance patient experience through the highest standards of care and safety underscored by superior clinical and service excellence. This is an important endeavour as it directly impacts the health and well-being of our patient base. This is how we fulfill our purpose.

## Our Commitment to Our Patients



## Wellness and Preventive Health

Good health constitutes the holistic wellbeing of a person – physical, mental, social and cultural. Preventive Health is the proactive management of health that helps individuals identify their health risks and take necessary action to stay on the path of wellness. Understanding personal health risks helps one make the right lifestyle changes.

“Reducing disease burden through Preventive Health initiatives”

Over the past fifty years there has been an increasing prevalence of chronic conditions like cancers, cardiovascular & respiratory diseases, obesity, hypertension, diabetes and mental disorders (generally referred to as Non Communicable Diseases or NCDs). NCDs are chronic diseases of long duration with generally slow progression as a result of a combination of genetic, physiological, environmental and behavioural factors. This has increased the disease burden for individual families as well as the country as a whole. However, a major portion of this disease burden can be controlled through a reduction in modifiable risk factors such as obesity, poor physical activity and addictions like alcohol and tobacco. By some estimates, delayed detection of an NCD can increase the financial burden of setting it right, by 6 times. It is therefore important to give attention to preventive health practices.

### Case Study – Preventive Health in 189 Villages

Total Health, our holistic community development program, has demonstrated sustained NCD management.

- ▶ Since the start of the program, 62,000+ people have utilised healthcare services across 189 villages
- ▶ 31,350 people were classified as low, moderate or high risk
- ▶ 1,980 diabetic and hypertensive patients were tagged for regular follow up, with lifestyle modifications, medication and periodic testing. Of these around 1,000 were tracked over a 4 year period.

555 diagnosed with diabetes



16% continued to be uncontrolled

477 diagnosed with hypertension



20% continued to be uncontrolled

4 Year Outcomes

## ProHealth

ProHealth is Apollo Hospitals' path to wellness. Unlike a traditional health check, ProHealth is an Artificial Intelligence (AI) based preventive health program. Whereas, traditional health checks primarily undertake lab tests and diagnostics, ProHealth provides a personal risk assessment along with predictive risk score for NCDs. The aim of the ProHealth program is to get the patient embarked on a journey of prevention and wellness through a guided program which includes doctor consults and technological interventions.

### Sample Impact of ProHealth on 1,600 Users



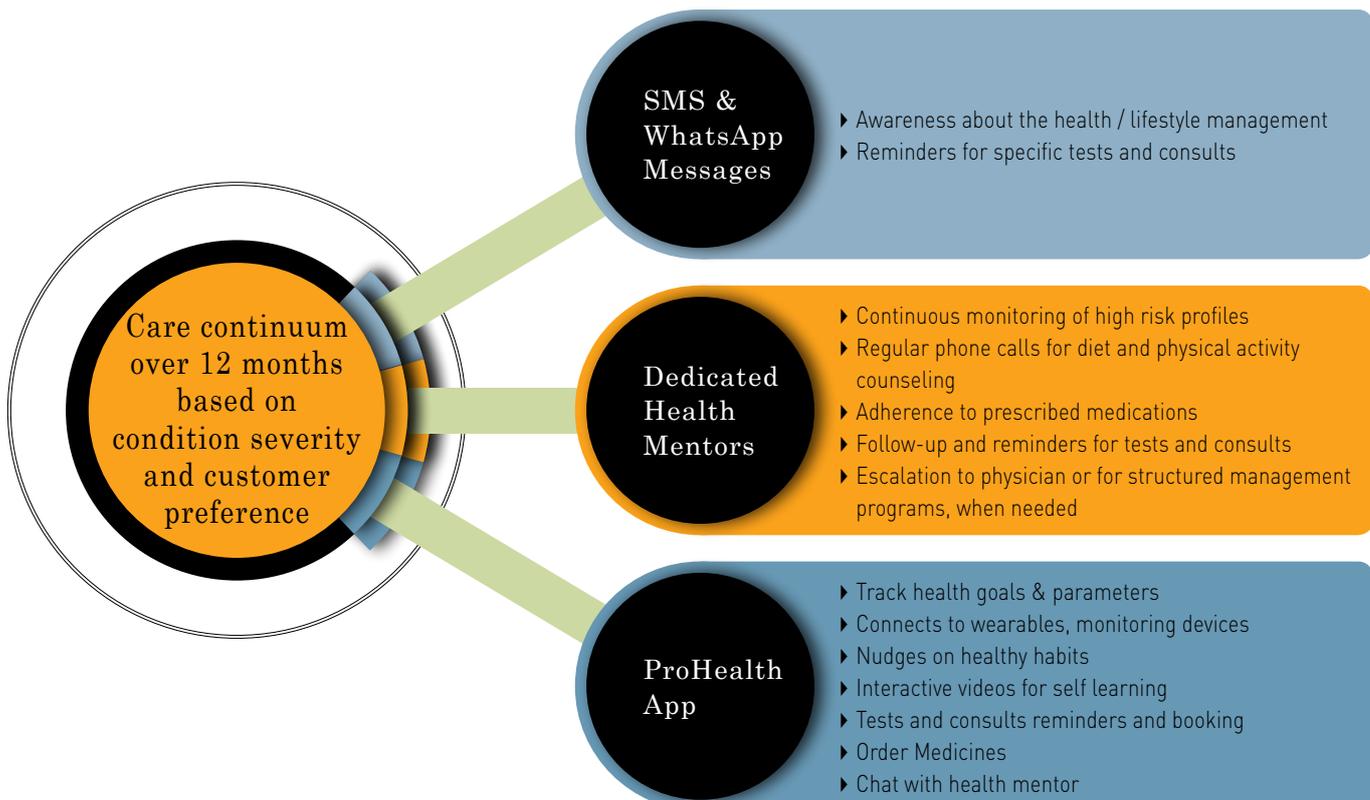
\* HbA1c measures three month average blood glucose levels.

## Validating Apollo’s AI Predictive Risk Scores with global partners

Artificial Intelligence-enabled prediction of health events based on the current health status and medical / family history (Regulatory Accreditation – ISO 13485)

Specialty	Tool	Description	Technology	Validation & Partners
Cardiology	AI CVD	Predicts the Risk of CVD in next 7 years	Deep Learning + Cox Proportional Hazard Model + Clinical Algorithm	Maastricht UMC The Novartis Foundation
Diabetes	Pre-Diabetes	Predicting Prediabetes in a Health Risk Assessment	XGB Model + Deep Learning + Clinical Algorithm	In review with NIH – NIDDK, Phoenix
Pulmonology	Asthma, Chronic Obstructive Pulmonary Disease (COPD)	Predicts Acute Exacerbation of Asthma / COPD	CART Model with Air Quality Data + Clinical Algorithm	World Summit AI Americas

## Path to Wellness to help users stay on track



## Quality of Care

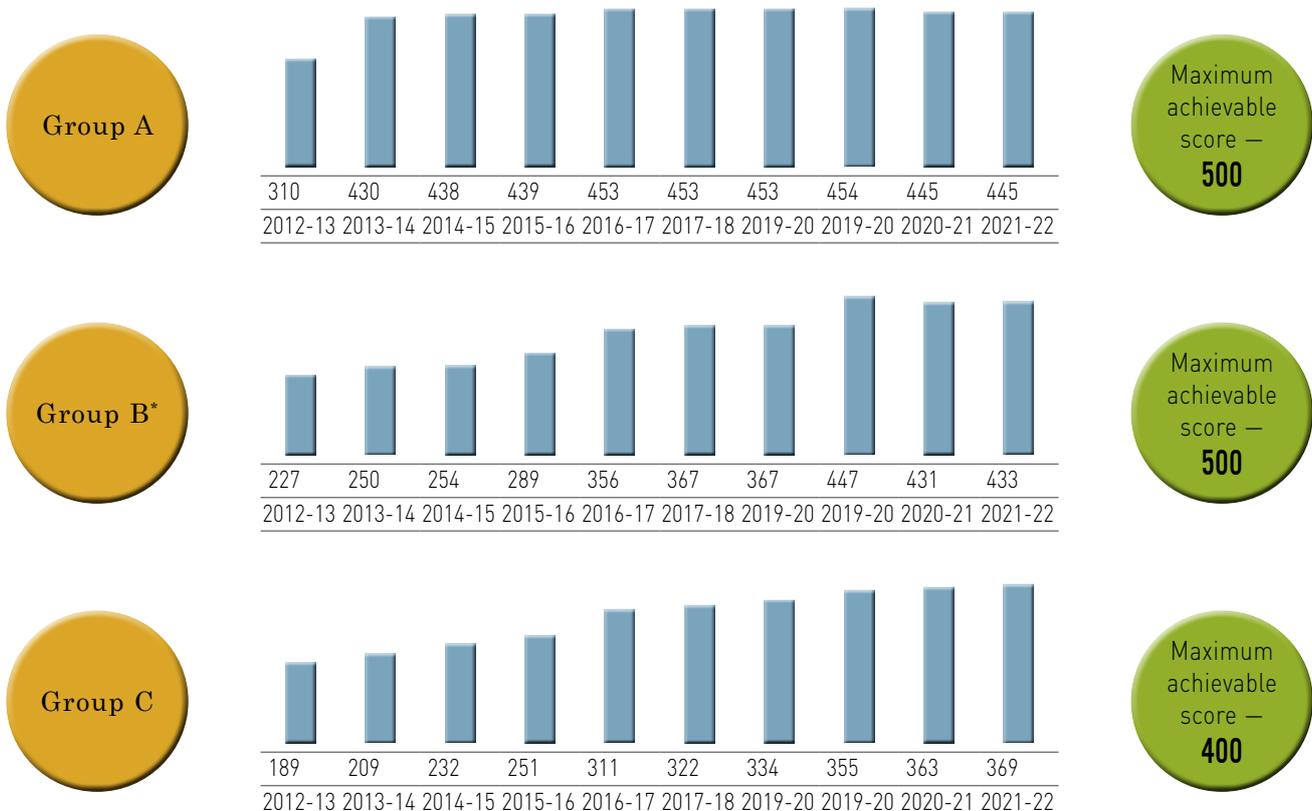
We are non-compromising in our standards of quality and clinical excellence. We follow very stringent measures in our quality program and apply those standards in all Group A, Group B, and Group C hospitals within our network. The groupings are based on number of beds and clinical specialties offered.

“Stringent monitoring of clinical care for superior outcomes”

Apollo Hospitals Group aims at establishing the highest standards of clinical care and patient safety in all its hospitals irrespective of their location and size. The Apollo Standards of Clinical Care (TASCC) was implemented across Apollo Hospitals to standardize processes and outcomes for clinical excellence and patient safety. It encompasses six initiatives – Apollo Clinical Excellence dashboards (ACE 1 and ACE 2), Apollo Quality Program (AQP), Apollo Mortality Review (AMR), Apollo Incident Reporting System (AIRS), and Apollo Critical Policies Plans and Procedures (ACPPP). TASCC was implemented in January 2012.

TASCC scores showed a steady increase from 310 in FY (2012-13) to 445 in FY (2020-21) for Group A hospitals, from 227 in FY (2012-13) to 431 in FY (2020-21) for Group B hospitals and from 189 in FY (2012-13) to 363 in FY (2020-21) for Group C hospitals, showing increasing standardisation of processes and improving outcomes.

### Average TASCC Scores



\*ACE 2 has been included in TASCC for Group B Hospitals from 2019-20 onwards. The maximum achievable score prior to this was 400.

# Apollo Clinical Excellence Scorecard - ACE 1

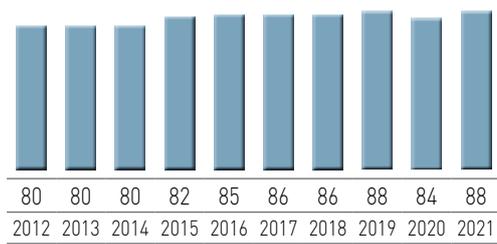
Earlier known as ACE@25, this scorecard has been renamed as ACE 1 in 2015 with revisions in indicators and benchmarks. Group average scores for ACE 1 showed an improvement from 72 in 2010 to 88 in 2021.

ACE 1 is a clinical balanced scorecard incorporating 25 clinical parameters involving complication rates, mortality rates, one-year survival rates, and an average length of stay after major procedures like liver and renal transplant, Coronary Artery Bypass Graft (CABG), Total Knee Replacement (TKR), Total Hip Replacement (THR), Trans Urethral Resection of Prostrate (TURP), Percutaneous Transluminal Coronary Angioplasty (PTCA), and Endoscopy covering all major specialities.

Also included are hospital-acquired infection rates and patient satisfaction with pain management. Parameters have been benchmarked against the published benchmarks of the world's best hospitals including Cleveland Clinic, Mayo Clinic, National Healthcare Safety Network, University of California, San Francisco, and Agency for Healthcare Research and Quality US. The weighted scores for outcomes are color-coded green, orange, and red. The cumulative score achievable is capped at 100.

The collective data for all locations can be viewed by the Group Leadership at any point of time. There is an "ACE 1" Champion Award for the highest scorer.

**Annual Group Average ACE 1 Score\***



**Example of an ACE 1 parameter**

Indicator	Benchmark	Range	Scoring
Acute Myocardial Infarction (AMI) Mortality Rate	11.1%	<=11.1%	4
	Cleveland Clinic	11.2%-11.6%	3
		11.7%-12.1%	2
		12.2%-12.6%	1
		>12.6%	0

Few examples of outcome parameter trends (2021\*):

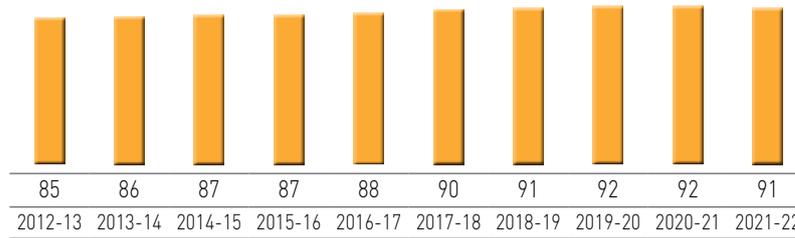
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
ALOS post angioplasty, Apollo Hospitals A	4	4	4	4	4	4	4	4	4	4	4	4
ALOS for stroke cases in ICU, Apollo Hospitals B	4	4	4	4	2	4	4	4	4	4	4	4
ALOS post THR, Apollo Hospitals C	4	4	4	4	2	4	4	4	4	4	4	4
ALOS post TURP, Apollo Hospitals D	4	4	4	4	4	4	4	4	4	4	4	4
Patient satisfaction with pain management, Apollo Hospitals E	4	4	4	4	4	4	4	4	4	4	4	4
Catheter related blood stream infections (CR-BSI), Apollo Hospitals F	4	4	4	4	4	4	4	4	4	4	4	4
Ventilator Associated Pneumonia, Apollo Hospitals G	4	4	2	4	4	4	4	4	4	4	4	4
ALOS in hospital, Apollo Hospitals H	4	4	4	4	2	4	4	4	4	4	4	4
ALOS in ICU, Apollo Hospitals I	4	4	4	4	4	4	4	4	4	4	4	4
Unplanned returns to theatre, Apollo Hospitals J	4	2	4	4	2	4	4	4	4	4	4	4
Average Urea Reduction Ratio (URR) in patients on hemodialysis, Apollo Hospitals K	4	4	4	4	4	4	4	4	4	4	4	4
Catheter related Urinary Tract Infection (CR-UTI), Apollo Hospitals L	4	4	4	4	2	2	4	4	4	4	4	4
Surgical site infection (SSI-Clean wound), Apollo Hospitals M	4	4	2	4	4	4	4	4	4	4	4	4

Score Obtained: 4 - ■ 3 - ■ 2 - ■ 1 - ■ 0 - ■

\* Calendar year data

## Apollo Quality Program (AQP)

The Apollo Quality Program was started in December 2010 to implement patient safety practices in all our Apollo Hospitals irrespective of the accreditation status. It covers five broad areas: Safety during Clinical Handovers, Surgical Safety, Medication Safety, the six International Patient Safety Goals (IPSG) of JCI and Standardisation of Minimum Content of Medical Records. An analysis of the parameters in 2022 has shown an increase in compliance levels for various parameters. The average AQP scores at group level have also increased from 85 in FY 2012-13 to 91 in FY 2021-22. The AQP program is monitored and reviewed by the Group Medical Director on a periodic basis and corrective recommendations are issued on a case by case basis. Further, the program metrics are reported to the AHEL Board for their oversight.

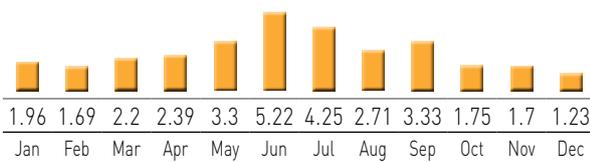


### Examples of improvement at different Apollo locations showing steady improvement\*

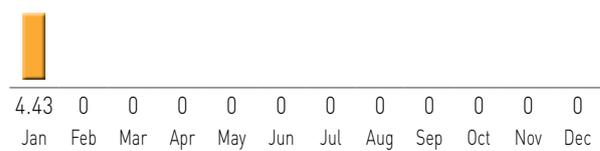
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Percentage compliance to use of physician handover form for patient handover, Apollo Hospitals C	92.92	92.72	92.87	98.92	97.33	87.50	90.51	93.35	90.02	94.13	98.92	100
Percentage compliance to IPSG 5 hand washing, Apollo Hospitals H	86	94	100	100	100	100	100	100	100	100	100	100
Percentage of patients receiving antimicrobial prophylaxis one hour before surgery, Apollo Hospitals J	82.61	100	86.11	100	100	100	100	100	100	100	100	100
Percentage compliance to minimum content of medical records on closed audits, Apollo Hospitals P	84.54	100	100	100	100	100	100	100	100	100	100	100



Medication errors per 100 discharges, Apollo Hospitals N



Medication errors due to sound alike look alike drugs as a percentage of total error, Apollo Hospitals O

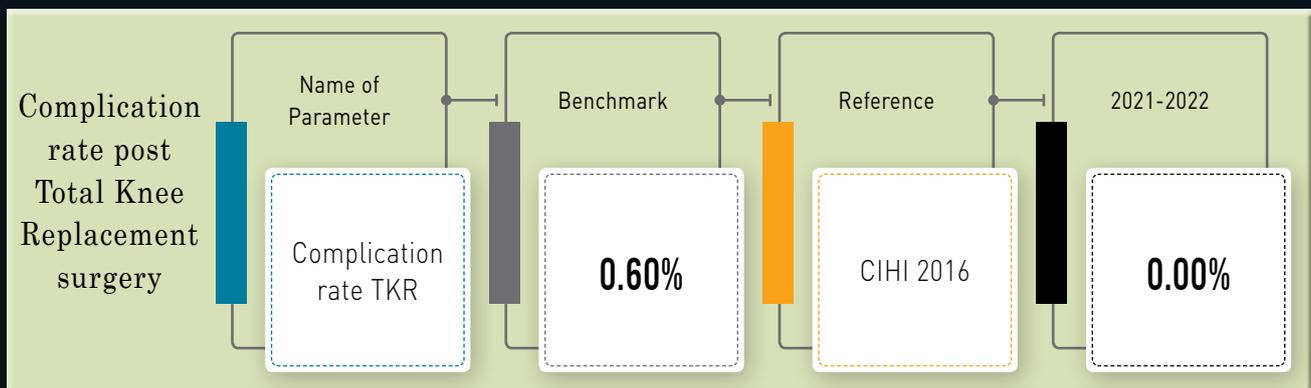
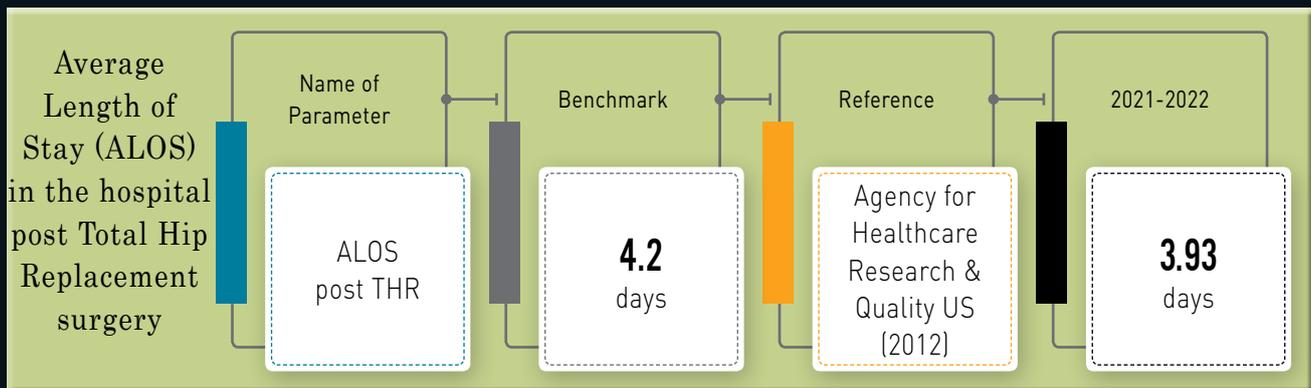
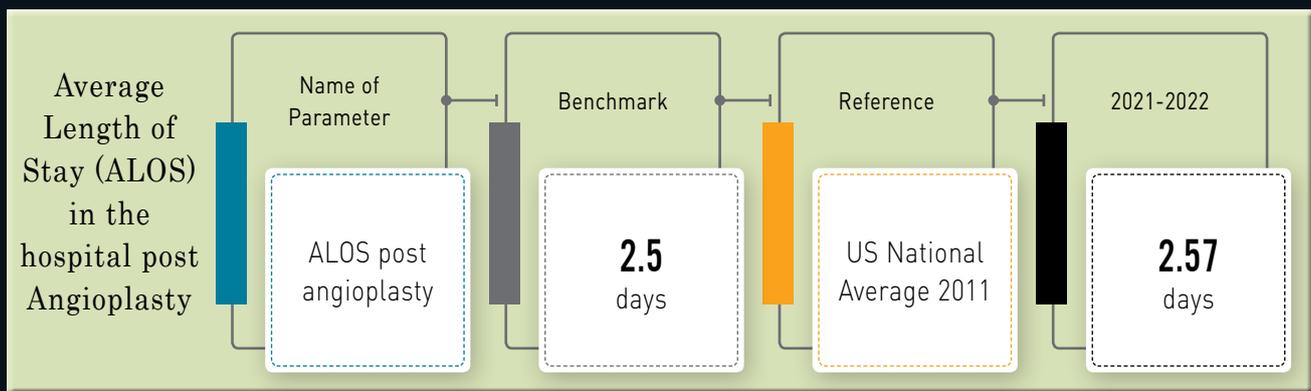
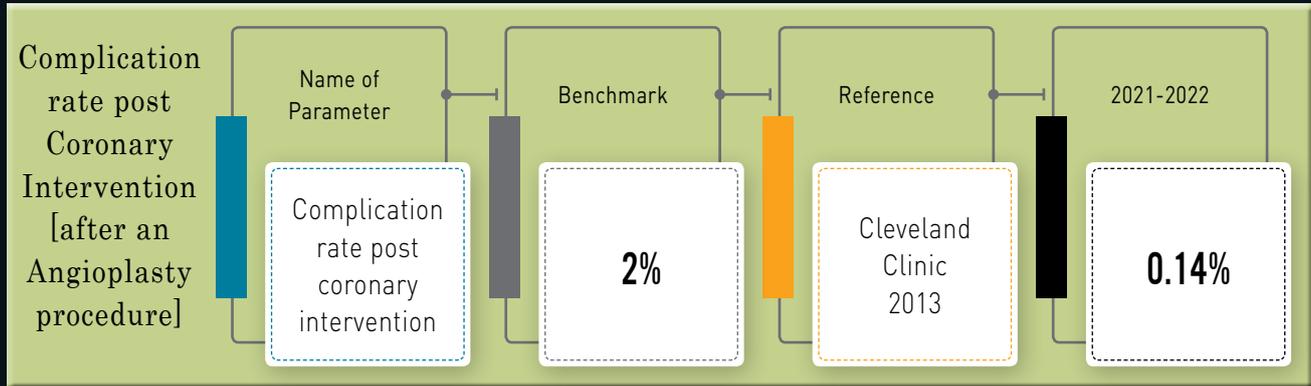


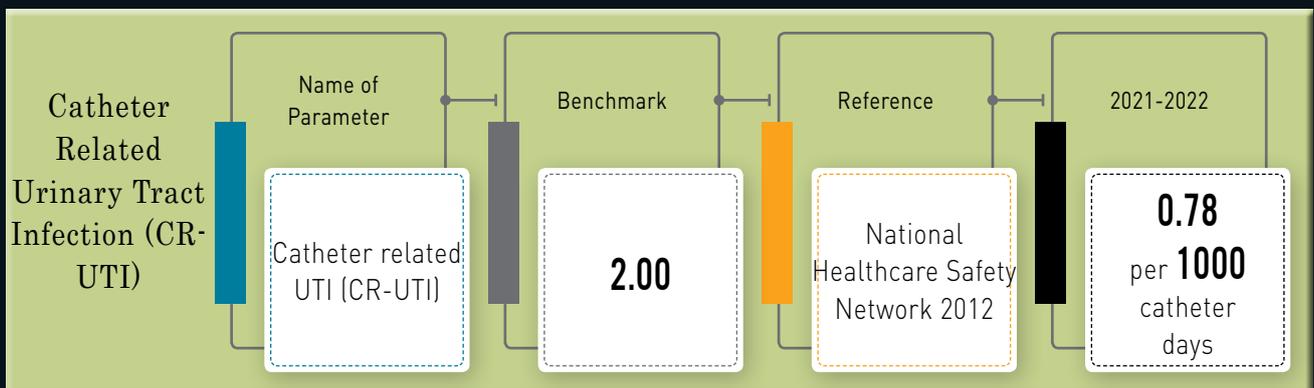
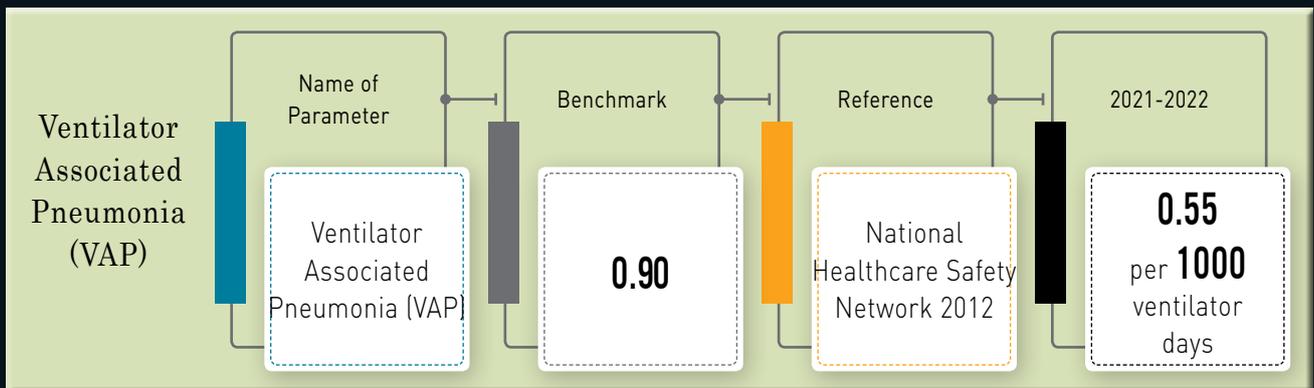
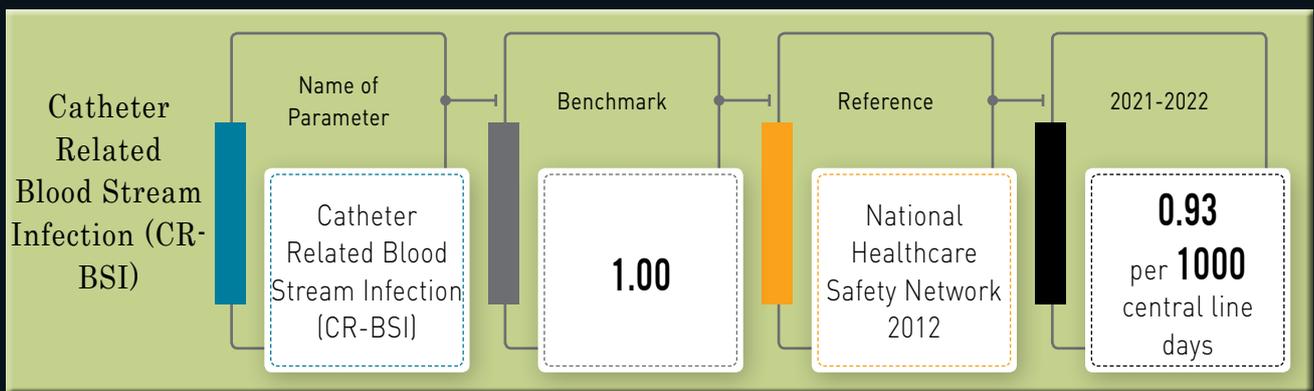
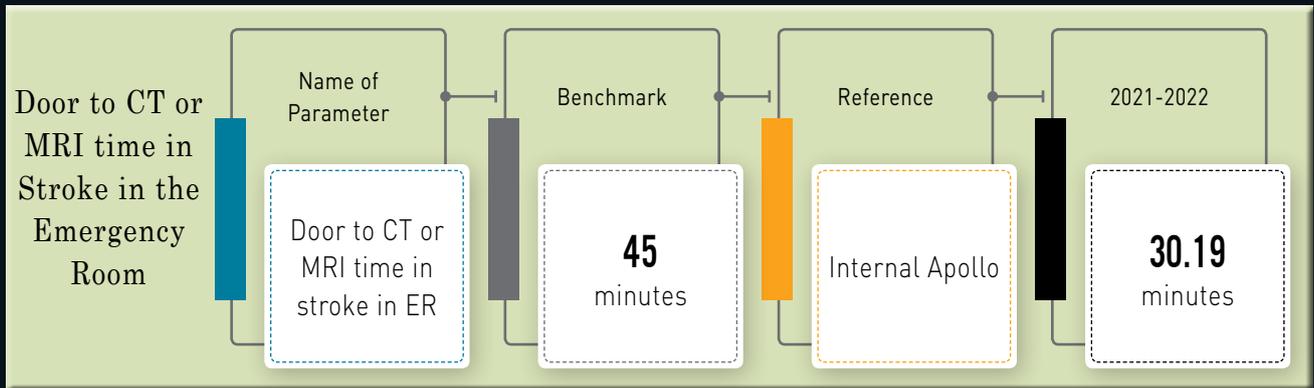
### Clinical Outcomes – Group Average

	ACE I	ACE II	AQP	Project 365
Group A	85	87	89	79
Group B	89	81	94	81
Group C	91	N/A	94	83

\* Calendar year data [2021]. N/A – Not Applicable.

## Clinical Outcomes





## 360 Degree Audits

Our 360 Degree Review is a self-audit mechanism which measures compliance in the following areas - Clinical, Quality, Non-Clinical, Risk Management and Financial. It serves as a peer review process since the auditors are process owners in other hospitals. The cumulative scores are integrated into the Annual Operating Plan and have a bearing on the performance evaluation of the Unit.

“Improving clinical governance through regular audits”

The 360 Degree Audit is annual.



A strict scoring process monitors compliance to the plan. The 360 Degree Audit checklist has over 10,000 parameters spread over different themes like Clinical Excellence, Nursing Excellence, Service Excellence, Quality, Operations Excellence, IT, HR, War on Waste, Finance, Marketing and COVID Management Protocols.

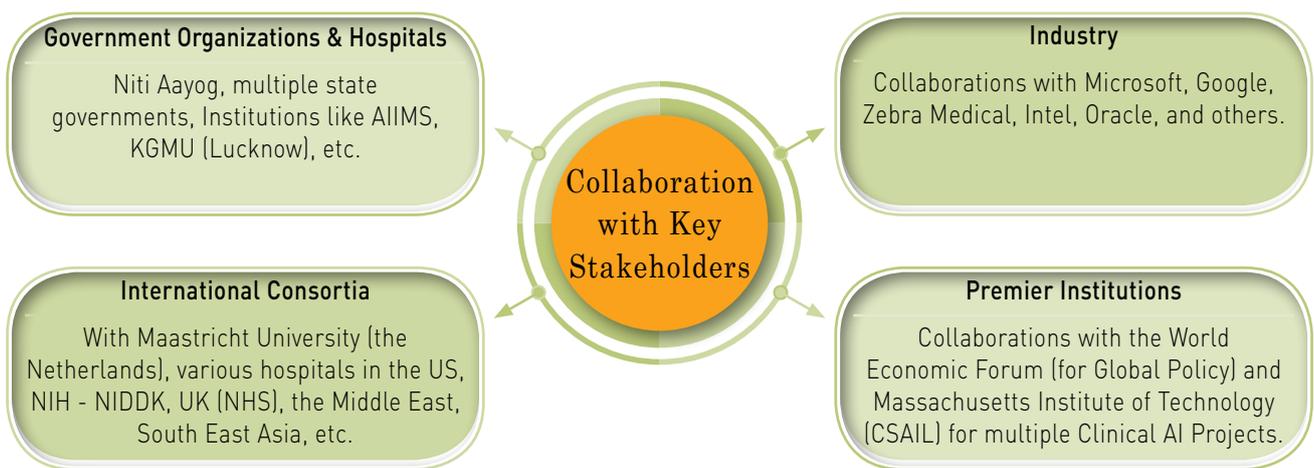
Sample sections and themes of the 360 Degree Review are shown below:

<b>Clinical/Medical Excellence</b>	Morning Huddles and leadership walk around for service assurance	5S methodology implementation
Functioning of Committees	Apollo Instant Feedback System (AIFS)	AOP Review
Feedback of Consultants on the functioning of committees	Tender Loving Care & Velvet Touch Service Programs	Project 365
Annual Operating Plan (AOP) Review	Grooming Standards	<b>Finance</b>
Transplant - Indian Nationals	“WOW OPD” program for staff	<b>Operations Management</b>
<b>Nursing Excellence</b>	Google Reviews for the unit	Process Compliance
AOP Review	Patient & Family Communication App	Process improvement initiatives
<b>Service Excellence</b>	<b>Quality Excellence</b>	Maintenance
Ward as Unit	Accreditation Standards	Project HOPE (Happy Outpatient Experience)
Patient Interviews	ACE 1 & ACE 2	IT
AOP Review	Apollo Quality Plan	HR
Implementation of Service Standard	Apollo Mortality Review	<b>Risk Management</b>
Adoption of “Dial 30” service helpline in the Unit	Apollo Incident Reporting System	Marketing
		<b>Red Book Compliance</b>

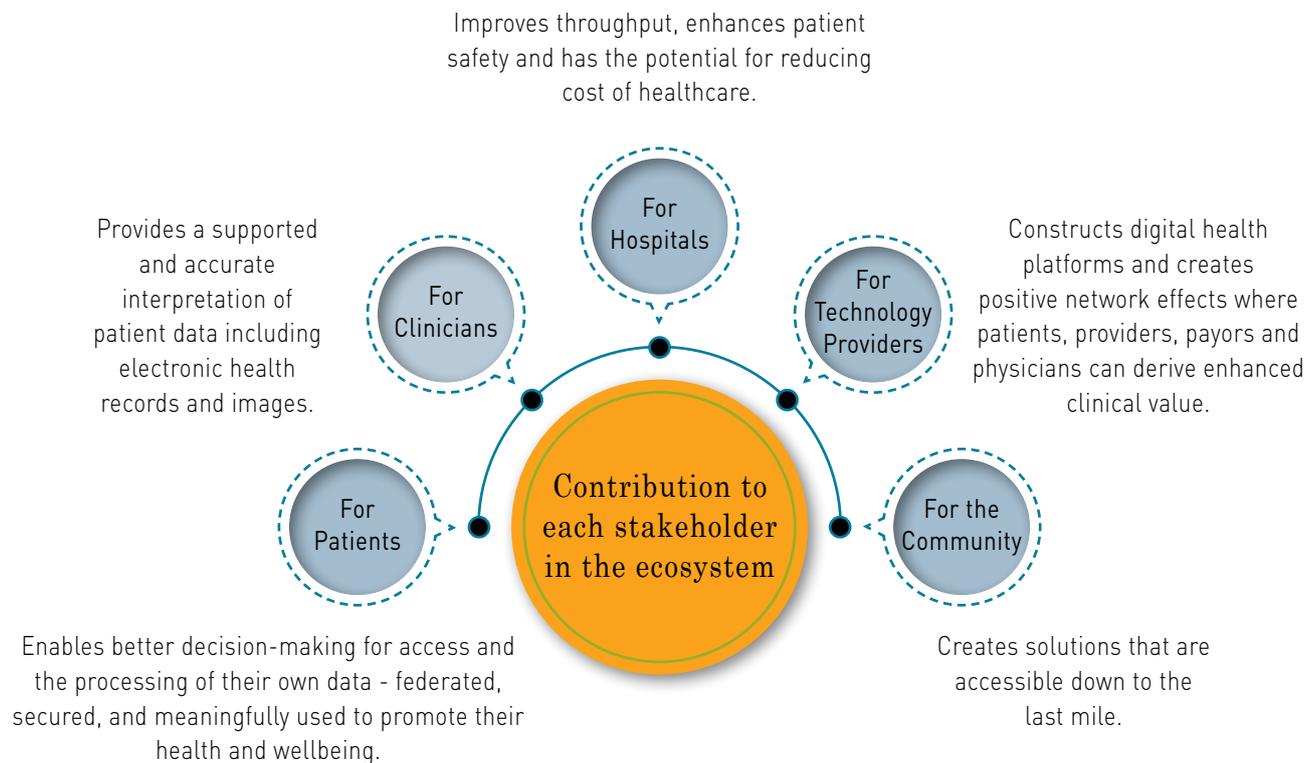
## Innovations in Patient Care

Apollo Hospitals efficiently leverages technology in various ways to build integrated healthcare delivery models which enhance patient access and experience. One example of this is access to seamless electronic medical records. Artificial intelligence, machine learning, and the deep-learning, in particular, are empowering the use of labelled clinical data from these electronic medical records, 'big' in terms of volume, variability, velocity, and scalability, with significantly enhanced computing power and cloud storage.

Using technology for creating value added care



From a clinical practice and population health perspective, our collaborations and innovations makes an impact at the following fundamental levels:



## Creating Value Through Clinical AI Solutions

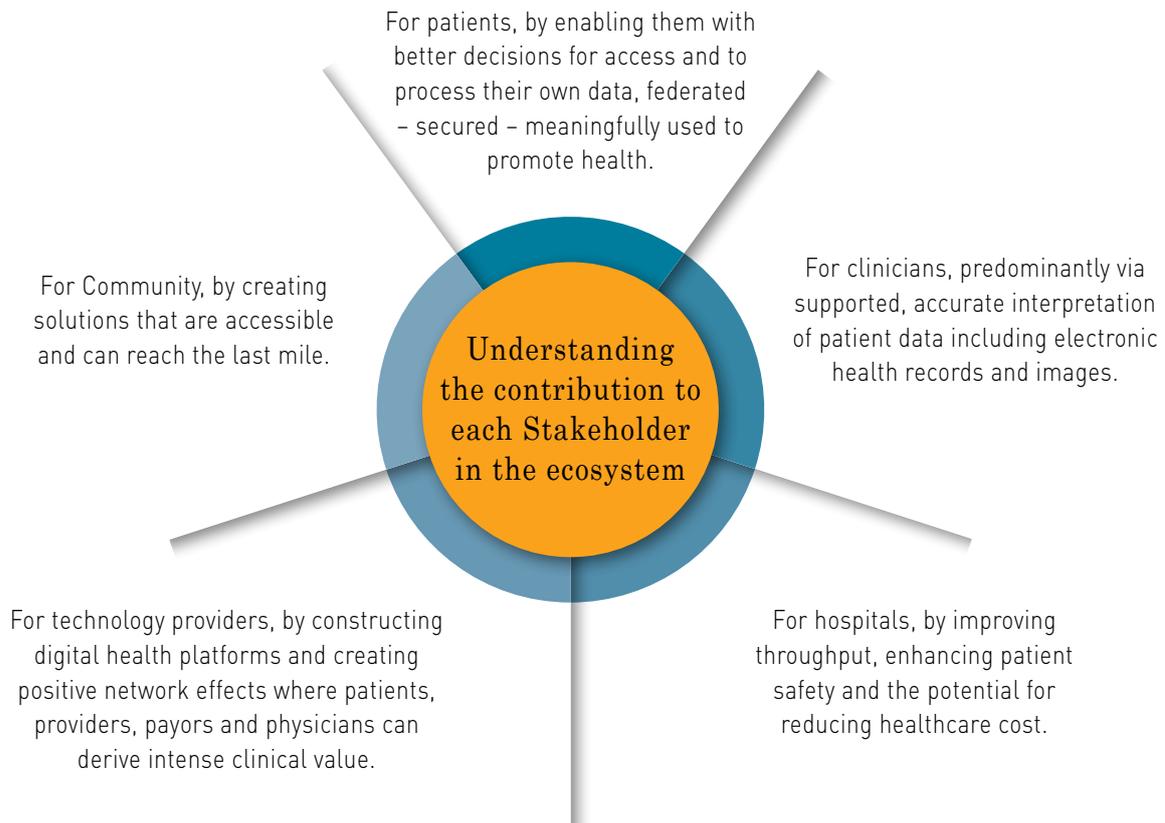
Apollo Hospitals is working relentlessly in multiple ways to deliver value-added care to the consumer through Digital Health and Clinical AI Solutions for patients, their families, physicians, healthcare workers and all stakeholders. These efforts include—

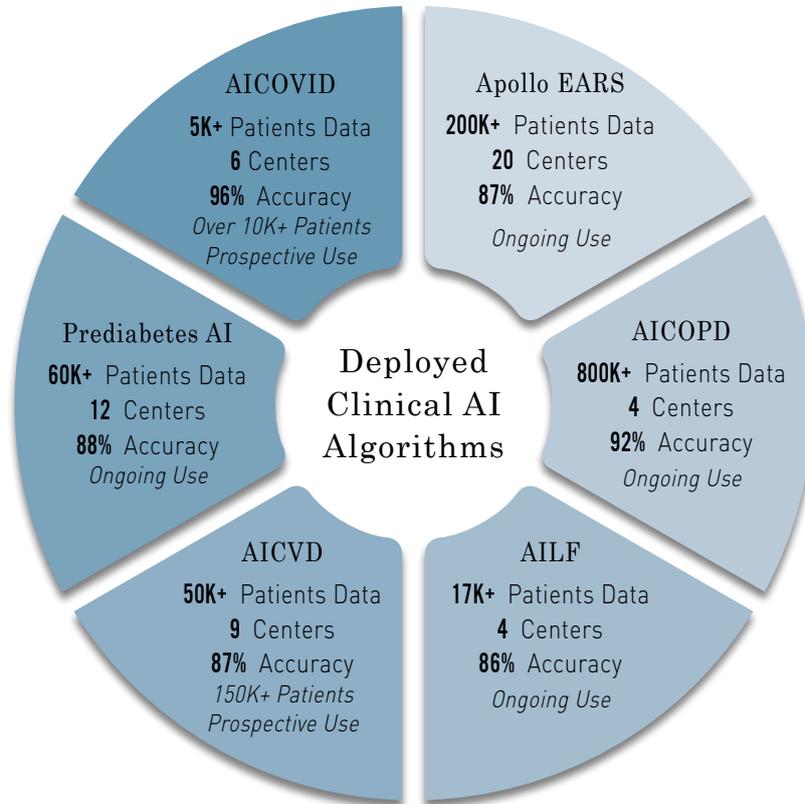
Using Artificial Intelligence in Healthcare – Apollo Hospitals has developed multiple Clinical AI based solutions in Cardiology, Respiratory Health, Liver Diseases, Antibiotic Stewardship, Breast Cancer, COVID-19 scanners and predictors, Prediabetes, etc. The goal of these Clinical AI tools is to predict different risks and stages of conditions and guide physicians and patients for better interventions.

Apollo 24/7, a Digital Health Platform, is India’s only comprehensive digital health solution with 24/7 world class physician consultation, online pharmacy with fastest home delivery, online booking for diagnostic tests and home collection of samples together with a secure and robust Personal Health Record system.

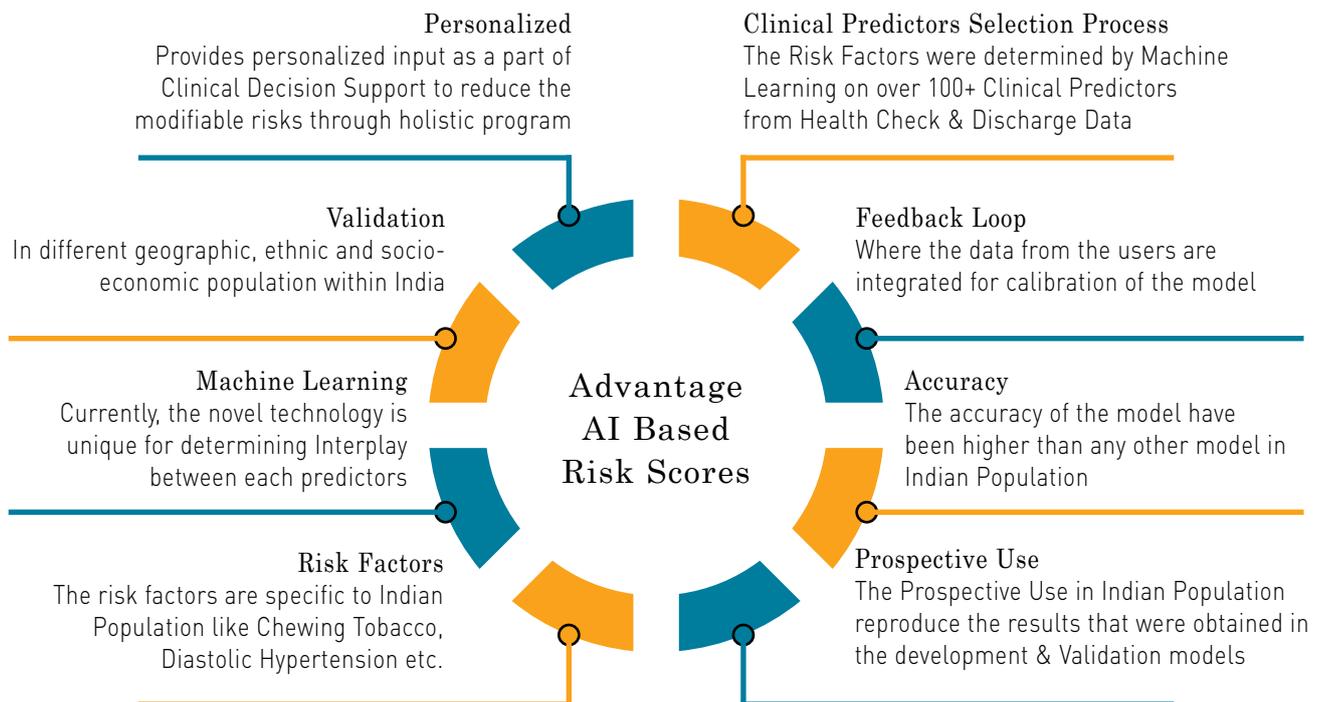
Apollo TeleHealth, India’s most extensive TeleMedicine Consultation, TeleRadiology and Tele-ICU services network uses the best available technology to enhance reach and access to superior healthcare even amongst the underserved populace.

We have launched various projects by leveraging technology to monitor patients using IoT devices. In 2019, we completed a successful pilot project with Niti Aayog on Blockchain in Pharmaceutical Supply Chain.





Software as Medical Device - ISO 13485 : 2016 - MD 763515 - First Hospital Based AI Systems to be Certified



## Patient Safety

Patient safety involves avoiding errors, limiting harm, and reducing the likelihood of mistakes through planning that enhances communication, lowers infection rates, and reduces errors. Care providers, patients, and support staff share the same goal. A cornerstone of the patient safety discipline is continuous improvement based on learning from errors and adverse events. Patient safety is fundamental to delivering quality essential health services. Keeping this in mind, we have aligned our practices and processes with International Patient Safety Goals (IPSGs). IPSGs are important measures, the compliance to which ensures safer care and reduced errors. IPSGs are part of the JCI quality compliance standards, however all our hospitals irrespective of their compliance status adhere to these measures.

### Identifying patients with two identifiers

We have a set of protocols to identify each patient with Name and Unique Hospital Identification (UHID) before carrying out any investigation, admission, procedure, transfusion of blood and / or blood products, taking blood sample or other specimens related to clinical testing, before any diagnostics procedure and before any clinical intervention, giving medicines and serving the requested food. Compliance at the unit level wise as well as at the department level is tracked and reviewed every month.

### Ensuring effective communication

This IPSG highlights the importance of effective communication when verbally communicating patient care orders, reporting critical diagnostic results and during handovers. Ensuring that patient data is communicated accurately and understood by the recipient is critical in reducing errors and improving patient safety. To support this, we have laid down policies on verbal / telephone orders by writing the instructions down when the verbal order is received; this is read back to the individual providing the information. We have a consistent and complete handover process for transitions within the hospital. The process deviation of errors related to communications are monitored regularly.

### Improving the safety of high-alert medications

It is the objective of this IPSG to improve patient safety whilst administering High Alert Medications (HAMs). HAMs are high risk due to their potential for incorrect identification, inappropriate dosages, adverse reactions, and potential for abuse. To support the reduction of medication related patient safety incidents, we maintain a unitwise specific High Alert Medication list and ensure the relevant clinical staff know what is on the list. We also have a process in place to minimise confusion around Look-alike/ sound-alike (LASA) medications. The High Alert Medications list and the errors pertaining to this are reviewed by the Hospital's Drug and Therapeutic Committee.

### Ensuring safe surgery

Significant patient injury and adverse events can result from wrong-site, wrong-procedure, and wrong-patient surgery. These events can occur from ineffective communication, lack of processes and lack of patient involvement in the site marking. To avoid adverse events from occurring, we have implemented multiple strategies to identify the correct patient, correct procedure, and correct site. 'Safe Surgery' checklist is used for all procedures and surgeries.

### Reducing the risk of health care-associated infections

This has been a major concern for patients and health care practitioners, particularly over the last two years during the COVID-19 pandemic. We have implemented an evidence-based hand-hygiene guideline throughout the hospital to reduce risk of health care-associated infections. Daily Hand Hygiene surveillance is done by the infection control team. The Hand Hygiene compliance data is tracked monthly and reviewed by the Infection Control Committee.

### Reducing the risk of patient harm resulting from falls

We have a process for assessing and reassessing patients for falls risk for both for In-patients and Outpatients and these measures are implemented to reduce falls risk for patients. Patient Falls are reported through an online Incident Reporting Module. Root Cause Analysis (RCA) is done for all sentinel and adverse events.

## Automated Incident Reporting System

We have an online Incident Reporting Module in our hospitals which we call Automated Incident Reporting System (AIRS). It is an anonymous incident reporting module where any staff or doctor can raise a safety incident related to staff, patient, process or facility.

The automated incident management ensures that critical events are detected, addressed and resolved in a fast and efficient manner. Automation allows incident management tools to integrate with each other, fostering instant communication across the systems.

Safety events are reported by personnel directly involved in the events. The advantage of a voluntary event reporting system includes relative acceptability and the involvement of frontline personnel in identifying safety hazards for the organization.

“ The online AIRS, which tracks all incidents that pose a safety risk, did not report non-compliance with regulations concerning safety of products and services in FY22. ”

The online AIRS, which tracks all incidents that pose a safety risk, did not report non-compliance with regulations concerning safety of products and services in FY22. Training programs that stress quality and service safety measures are conducted annually for members of all units. An option to raise incidents anonymously promotes a culture of safety.

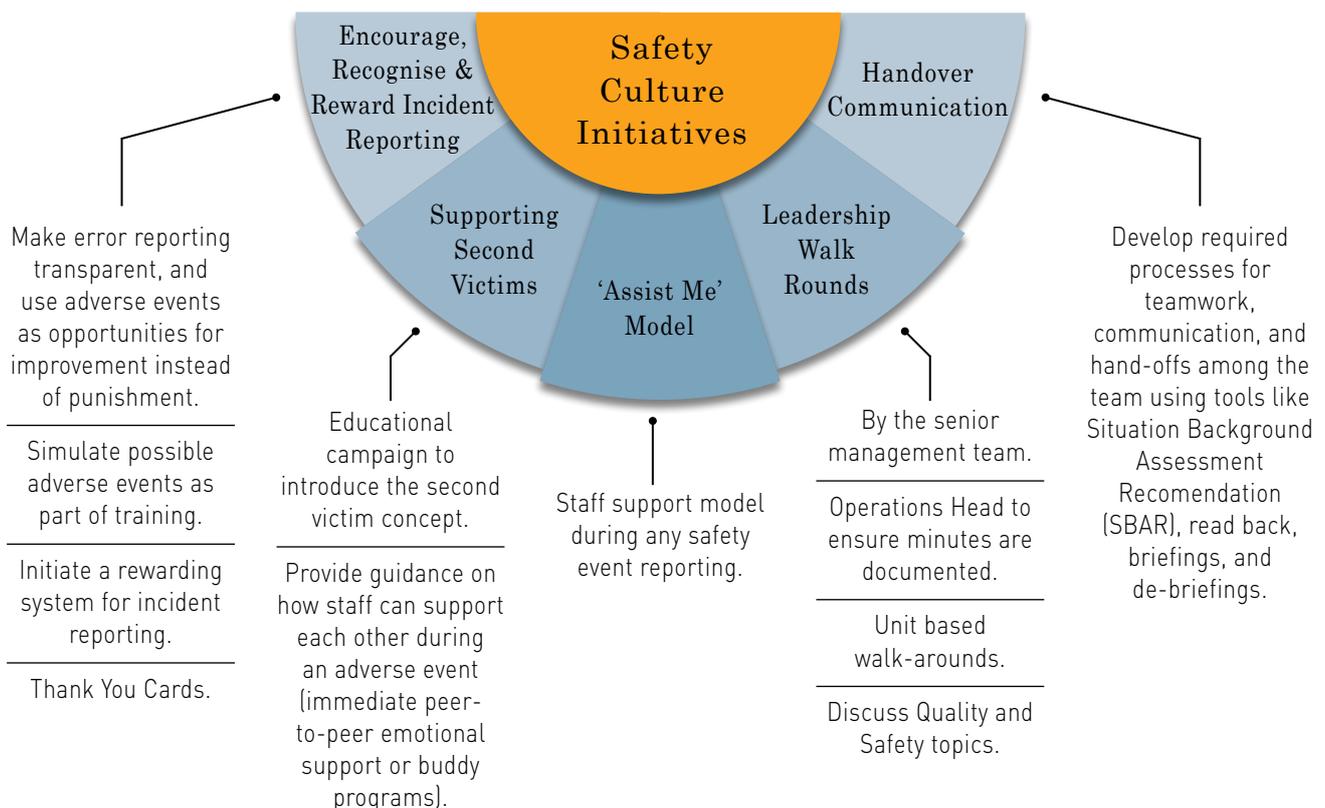
Severity Assessment Scoring (SAC) is done for every incident raised through AIRS. A SAC Score of 1 or 2 and any sentinel event is considered for Root Cause Analysis (RCA).

Incident reports are reviewed regularly and analysed by a dedicated Quality Team to identify the most important risks to patient safety and to coordinate systematic, non-punitive investigations into those problems. The Incident analysis is shared with all departments and reviewed by the Quality Steering Committee and the Safety Committee periodically.

We follow totally paperless Incident Reporting across all units. More than **70%** of incidents are closed within 7 days of the incident reporting in the portal. Our safety score has increased to **82** in **FY 22** in comparison to 72 in FY 21 in the Safety Culture Survey. Through improved, standardized reporting, we develop insights into the underlying causes of patient safety events and ultimately develop strategies to decrease adverse events in the future.

## Promoting a Culture of Safety

Promoting a culture of safety goes hand-in-hand with reducing errors and reporting incidents. The Apollo Hospitals adopts an open, non-punitive culture of reporting incidents and encouraging initiatives that can promote safe practices at the ward, unit, and hospitals. To encourage this culture a gamut of initiatives have been undertaken across all hospitals in our network.



## Infection Control

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Each of our hospitals has a robust infection prevention and control program. The program covers policies on hand hygiene, occupational health, isolation, infectious diseases notification, clinical sample collection, environmental hygiene, antibiotic usage and infection prevention in practice settings and visitor areas. It focuses on prevention of nosocomial infections especially ventilator associated infection, surgical site infections, UTI and Intravascular device related infections and the control of communicable diseases according to the policies on patient care related activities. The policies and guidelines laid down are evidence based on current scientific knowledge and recommendations from both national and international societies and organizations.

The Infection Control program is supported by information management in relation to microbial surveillance and notifiable diseases. Guidelines for periodic audits, including 360 review, are also provided so that evaluation and quality control is undertaken.

Orientation and teaching/training programs on Standard Precautions and on key Infection Control norms such as Hand Hygiene practices, are carried out at the time of induction and on an ongoing basis for all employees. Our Staff Health Policy ensures that all staff is vaccinated or has immunity to Hepatitis B and Varicella. Food handlers are also screened and appropriately vaccinated.

Guidelines are followed for usage and care of intravascular devices, catheters and in the usage of other such invasive devices. Care of equipment, linen disinfection, air conditioning for operating rooms and ICUs as well as management of blood spills and needle stick injuries is done according to international protocols. We also have an established Waste Management Policy and Lab Safety Program.

Environmental monitoring of operating rooms, Critical Care Units and other patient care areas is done through air sampling. Additionally, disinfection and sterilization processes are monitored; drinking water and dialysis water analysis is done and food safety standards and guidelines are laid down and followed.

The infection control data is reviewed on a regular basis by the hospital specific Infection Control Committee.

All infection control parameters are tracked as part of the ACE initiative where data is reported monthly on an online dashboard, scored and reviewed by the senior leadership of the Group each month. These parameters are benchmarked with standards and variations and the results are thoroughly analysed.



**95-100%** compliance  
with International Patient  
Safety Goals.

## Antimicrobial Stewardship

Antimicrobial stewardship is a coordinated program that promotes the appropriate use of antimicrobials (including antibiotics), improves patient outcomes, reduces microbial resistance, and decreases the spread of infections caused by multidrug-resistant organisms.

At Apollo Hospitals, we have been following an Antibiotic Stewardship program wherein an antibiotic prescription, dosage and appropriateness are strictly monitored and rationalized. Resistant organisms are identified, tracked and followed up meticulously. We also have stringent guidelines and procedures for antibiotic use, as well as protocols for isolation of those affected with such organisms. We also track the impact of interventions and important outcomes.

We regularly report to prescribers, pharmacists, nurses, and hospital leadership, information about antibiotic use and resistance. The outcome data is reviewed by the hospital specific Infection Control Committee and Drug and Therapeutic Committee.

Continuous efforts are made to educate clinicians, pharmacists, and nurses as well as patients about the adverse reactions from antibiotics, antibiotic resistance and optimal prescribing.

## Patient Falls

Patient Falls remain an ongoing concern, despite world-wide recognition of this persistent problem. At Apollo Hospitals, we deploy multiple interventions to reduce the patient falls rate.

We use tools like modified Morse Scale, Humpty Dumpty Falls Scale (For Pead), and Apollo Fall Risk Assessment Tool which delineates the evaluation for each patient's risk of falls by using predefined criteria, which has a unique weighted score. The cumulative score of all criteria denotes the risk the patient has for harming himself/herself as a result of the fall. A score of more than or equal to 45 suggests that the patient has a high risk of falling.

As a hospital policy, we have set criteria to identify and assess the vulnerable patients. We assess all patients at the time of admission and then on regular interventions as per the category of the patients.

We have undertaken multiple strategies like 'Safety First' signage, a separate band to identify vulnerable patients, high risk drugs for patient falls, hourly rounding, robust patient and family education program to avoid patient falls.

Patient Falls are reported through the online Incident Reporting Module. Root Cause Analysis is done for all sentinel and adverse events. The patient falls data is tracked every month and reported to hospital leadership.

## Medication Management

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Medication Management is an essential component of patient safety. Medication Management is carried out in hospitals where medications are selected, procured, delivered and prescribed. An Appropriateness Review is carried out which helps the final outcomes for the patient. We continue monitoring and carry out an audit at every stage of the use of medication to improve patient safety.

The doctor prescribes medicines in the drug chart and reconciles the use of medications. High Alert Medications are prescribed with proper instructions for their administration.

Appropriateness Review is done after prescription and before indenting, dispensing, and administration of medicines by clinical pharmacists. Clinical pharmacists check the appropriateness of the drug, dose, frequency, and route of administration, therapeutic duplication, real or potential allergies or sensitivities, medications or food, variation from hospital criteria for use, Patient's Weight and other physiological information and other contraindications.

The medications are double checked at the time of dispensing. Storage of medicines are categorized as per risk related to medicines — adult, paediatric, high alert, LASA, and refrigerated medicines. LASA (Look Alike and Sound Alike medicines) are stored in separate rack and boxes in the pharmacy as well as in the wards and ICU. High Alert Medications are labelled and dispensed from the pharmacy.

Six rights of medication safety are followed at the time of administration. High Alert Medicines are double checked before administration. Preparation of medicines is done in an aseptic area. Chemotherapy administration are monitored continuously. Narcotic medicines administration is as per the state / central government regulations.

The drug is monitored after administration and adverse drug reactions are reported. All medication errors including nearmiss and Adverse Drug Reaction (ADR) data is tracked every month and reviewed in the Drug and Therapeutic Committee.

**Medication errors less  
than 'The Institute for  
Safe Medication Practices'  
benchmark of 2%.**

## Our Accreditations and Certifications

Accreditation is a “self-assessment and external peer assessment process used by health care organizations to accurately assess their level of performance in relation to established standards and to implement ways of continuous improvement”. The various standards of accreditation are based on the principles of quality assurance, evidence-based practice, medical ethics and prevention of medical errors.

We have demonstrated our expertise in clinical excellence and have been recognized for best practices in hospital management on par with international standards through accreditations and certifications.

### JCI

The Joint Commission International Accreditation (JCI) and its Gold Seal of Approval is the gold standard in quality and patient safety. Achieving JCI accreditation has a profound impact on a hospital’s care delivery and outcomes. JCI mandates adherence to 2024 measurable outcomes for obtaining the accreditation. Eight of our hospitals have JCI accreditation.

JCI	8
NABH	32

### NABH

National Accreditation Board for Hospitals & Healthcare Providers (NABH) is a constituent board of the Quality Council of India, set up to establish and operate accreditation programmes for healthcare organizations. The board is structured to cater to the much desired needs of consumers and to set benchmarks for progress of the health industry. Thirty two of our hospitals have NABH certification.

### NABL

National Accreditation Board for Testing and Calibration Laboratories (NABL) grants accreditation to Medical Labs as per International Laboratory Accreditation Cooperation.

### AAHRPP

Association for the Accreditation of Human Research Protection Program (AAHRPP) accreditation indicates that the organization follows rigorous standards for ethics, quality, and protection for human research participants. The AAHRPP seal earns a place among the world’s most respected, trustworthy research organizations.

# CUSTOMER SATISFACTION

Since 1983 when we launched our first hospital in Chennai, our patient's safety and satisfaction have remained the fulcrum on which we have founded our business strategy. We have endeavored over these nearly four decades to bring them the best that medicine can offer, whether in diagnostics or treatment. Towards this end we have sought highly skilled doctors, pursued emerging technologies, embraced the highest standards of clinical excellence, adopted best in class quality practices, and trained our staff in our signature Tender Loving Care practices to ensure a differentiated care experience for our patients. This is specially important for us as any shortcoming may impact the community's trust in our brand and patient loyalty.

We measure patient satisfaction through the Voice of Customer process.



## Operational Excellence

### Bedside Admission and Billing

Waiting for admission paperwork, or a bed can become emotionally challenging for a patient. To eliminate waiting time and crowds in the waiting area, we initiated bedside admission/billing process for single room and above patients. This gets the patient and family comfortably out of the public area and enables care as soon as the patient arrives.

### Paperless Registration

Patients often wish their healthcare experience could be as simple as flight check-in or paying a credit-card bill online. Taking this cue, we put kiosks/tabs in multiple locations for patient self-registrations.

## Service Excellence

Nurses play a vital role in providing care, comfort, and compassion to their patients and patients' families. They have firsthand knowledge of what the patient needs to feel safe and comfortable.

Increasing demands in healthcare compounded by complex clinical conditions of the patients are stressful for the nursing staff and can extend their working hours. At Apollo, our Nurses learn from their mistakes and therefore take measured risks while on duty. This environment builds trust, curiosity, and confidence while keeping them motivated to overcome challenges. A lot of initiatives have been rolled out across the Group to improve the health and well-being of our nurses and prevent burnout. We provide them many learning and growth opportunities, while enhancing their working conditions. Such initiatives improve staff productivity and satisfaction, while culminating in better patient experience and positive clinical outcomes.

### Tender Loving Care (TLC) and ADCA moments

This has been the guiding motto of our organization right from inception. The art of TLC has been converted into a science using the ADCA framework. ADCA which stands for Acknowledge, Discover, Customise, Act, encourages hospital staff to create personalized moments for patients and their families. All front line associates are empowered and trained to convert daily transactions into memorable stories. 30,000+ stories are created every month across the group hospitals.

Nurses are a pivotal factor in overall patient satisfaction. Nursing services can transform the image of the hospital in the community. We promote a culture of service excellence in nursing through clinical competence, commitment and compassion.

### Voice of Customer

This is a robust feedback mechanism that has listening and learning ports to capture Patient Feedback from all touch points. This is an in-house customized framework that captures feedback and converts it into qualitative and quantitative data that is used for developing new products and services to enhance Patient Experience. Patient Satisfaction scores are more than 70 for In-Patients (IP), 74 for Out-Patients (OP), and 77 for Apollo Health Checks (AHC) for FY 21-22.

## AIFS

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Apollo Instant Feedback System (AIFS) is a tablet based technology tool which enables collecting feedback given by the patient/attender at the point of service. Almost 286 tablets (Android devices) have been strategically installed in 32 hospitals to improve the capture ratio of patient feedbacks.

The project primarily focuses on an instant and structured mechanism to capture customer voices from Out-Patient areas. The data captured allows for real-time corrective action to be undertaken by the hospital team with respect to any actionable feedback.

## Dial 30

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Dial 30, an inpatient non-clinical software enabled assist system addresses the non-clinical needs of the patient/attender. The key tracking feature is Escalations and Patient/Attender Usage.

It also provides care providers from each unit with a daily automated email report and analytics in the form of downloadable charts and raw data dump to better align service delivery with patient expectation.

## Service Standards

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More than 1000 'Critical to Customer Standards' have been developed for In-Patients, Out-Patients, Personalized Health Check-up, Facility Management and Apollo Look. All associated with these programs are trained through a digital platform on the prescribed standards. After the successful completion of their training they are assessed and certified which is renewed once every year.

## Centralized Post Discharge

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Other than AIFS and VOC another unique concept to gather a patient's feedback on our services is through the telephone post discharge. A dedicated team of healthcare professionals who are trained and equipped provide assistance to patients post discharge with regards to future appointments and medication management. Feedback captured during post discharge calling is used for Quality and Training purposes.

## SE Championship

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This initiative aims to develop a completely transparent performance assessment mechanism for all Apollo hospitals based on the Service Excellence parameters. We have introduced a monthly ranking system and units are nominated for annual service excellence awards on the basis of the SE Championship scorecard.

## Service Excellence Aapie Training

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We train all new joiners by corporate excellence business partners to help them understand the various process flows and all SE initiatives.

## Net Promoter Score

Net Promoter Score (NPS) is a one-question metric that measures how the organization and its services are perceived by the patients. Data collected via NPS can indicate how satisfied and loyal the patients are, and even provide indicators that are relevant to the organisation's future growth and success. Having a strong healthcare NPS shows that things are going well and that the patients are taking notice.

NPS is calculated by asking customers one question: "How likely is it that you would recommend our Hospital to a friend or colleague?" The responses are scored on a 0-10 scale, and customers are categorized as promoters (those who responded with a 9 or 10), passives (7 or 8), or detractors (0 to 6). NPS is then computed by subtracting the percent of detractors from the percent of promoters.

**FY 22 | Out-Patient NPS is at 83 | In-Patient NPS is at 81**

## Information to Customers

Our transparency in dealing with the patient starts at Admissions all the way up to Discharge. We discuss the diagnosis and treatment plan at length. And we tell them the prognosis as well. We understand that the cost of treatment can be worrisome for a patient and have therefore several Assured Pricing packages to give them upfront certainty in the cost of hospitalization. Our trained financial counsellors assist patients in understanding their options and choosing the best one based on their affordability or insurance plan. Although the services may vary, we do not compromise on our clinical care regardless of their choice. We also ensure ongoing communication between the treating team and patients and their families during the course of treatment.

## Patient Communication App

Frequent communication with a patient's next of kin and family is a regular and vital part of normal Hospital routine. The family is part of the patient journey from the time of admission to discharge – part of the care process, part of every doctor visit, and every interaction. This sort of regular communication was a challenge during the COVID times. Families were unable to visit their next of kin in the hospital because of restrictions and risk of infections. The Patient Communication Application makes it easy for the families to get an update about their patient and schedule appointments with the care team to be able to interact virtually. There have been more than 20,000 patient and family interactions through messages and more than 10,000 video calls have been enabled since the app was launched.

## Responsible Billing Practices

Transparency in the billing process begets patient trust. Another important factor is the accuracy of the estimation of the total cost of treatment prior to initiating an intervention. We have a robust mechanism for this in each of our hospitals. The indicative cost of care both for out-patients and in-patients is readily available and is accessible to all patients. Prior to a hospital admission, patients are counselled on the expected cost of treatment to be undertaken. A detailed breakup of intended costs are also made available when required. The Hospital Information System (HIS) allows for itemized billing, the access to which is through a password protected interface. Standardized practices on billing are undertaken by trained staff who are monitored by the leadership team. A maker-checker mechanism to review the correctness of the bills is carried out prior to discharge.

# ACCESSIBILITY OF HEALTHCARE

India is marked by various challenges for its citizens to access quality care. Primary amongst these are geographic access, access to appropriate care, and socio-economic disparities. We have been mindful of these and have devised ways to help overcome the challenges facing the health system. Our approaches include increasing the presence of physical health infrastructure, expansion of health services within communities, the use of technologies to improve accessibility, and tools like assured pricing which provide the patient, across socio-economic backgrounds, adequate agency in the treatment without having to compromise on the quality of care.

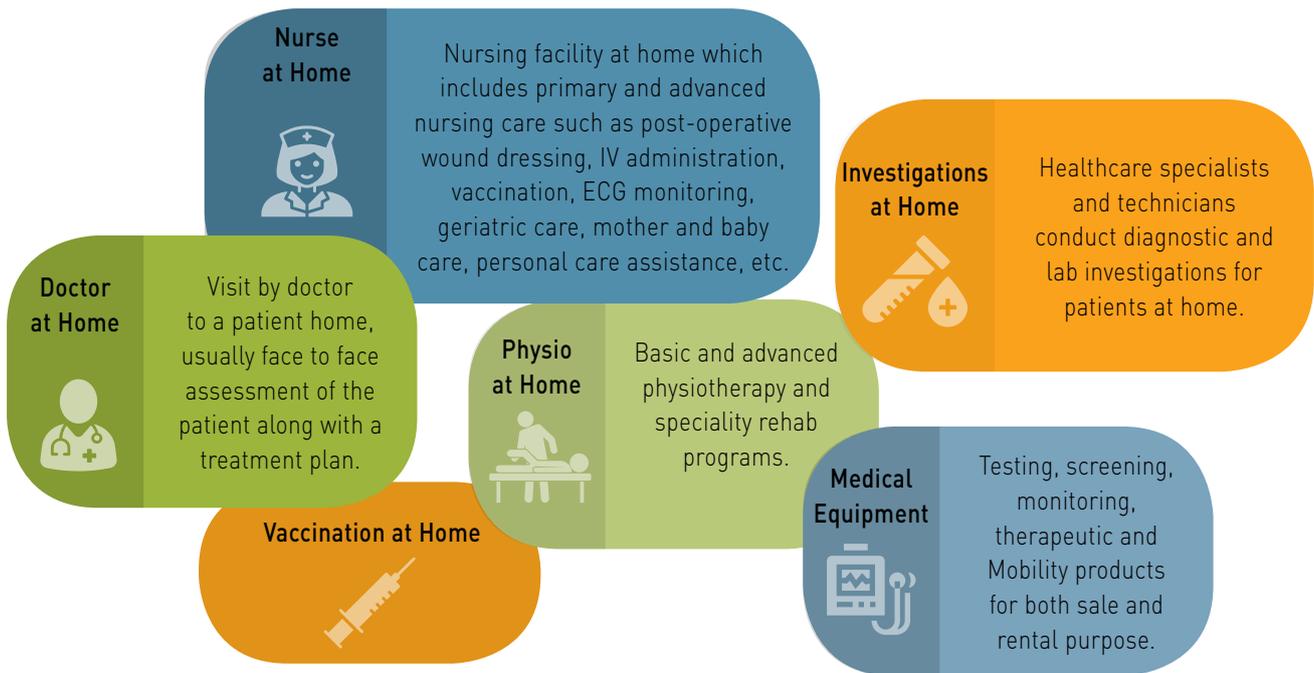
Accessibility to healthcare is not merely the initiation of care but also includes assurances for the continuum of care. Therefore, care continuity beyond the hospital is an important aspect of accessibility. Our approach has been to create new service offerings to ensure this care continuum.



## HomeCare

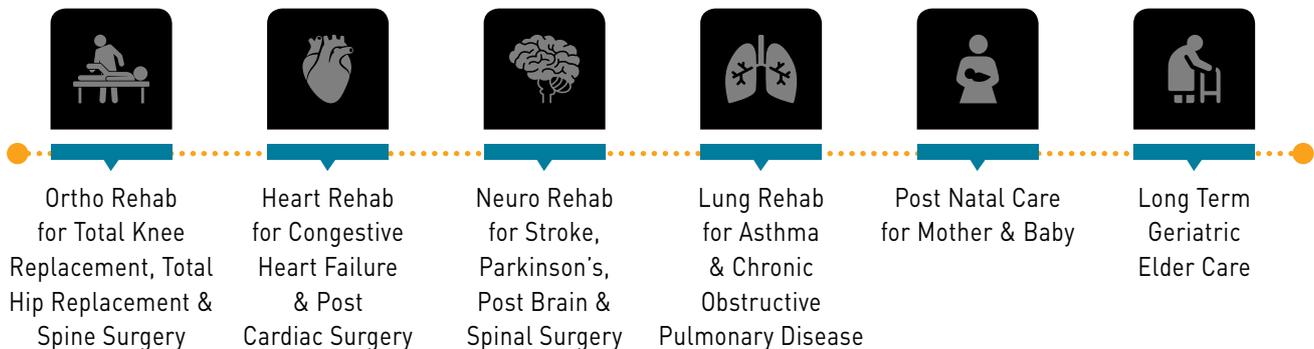
Apollo HomeCare is an extension of Apollo Hospitals' care continuum and excellence in healthcare provision. The transforming healthcare scenario in India has led to the advent of HomeCare health services that are conveniently provided at home for the convenience of patients and their families. Apollo's mission of delivering superior quality healthcare to everyone, has transformed and redefined the healthcare landscape in India over the last few decades. Apollo HomeCare has many unique treatment options which are delivered with compassion and care in the comfort of the patients' home without any compromise on the clinical excellence that is provided during the home visits.

Apollo HomeCare nurtures lasting relationships by upholding the dignity of those receiving care as well as those providing the care. It provides at-home services which include:



## Long Term Care

We nurture lasting relationships by upholding the dignity of those receiving care as well as those giving the care. We provide expert medical supervision marked by compassionate care, over an extended period of time at home.



“Apollo HomeCare was awarded the FICCI Healthcare Excellence Awards 2021 – 13th Edition, for excellence in the provision of home healthcare in recognition of the wide range of healthcare services to patients in their home.”



Details	July 1, 2018 - June 30, 2019	July 1, 2019 - June 30, 2020	July 1, 2020 - June 30, 2021
Number of patients treated	2500+	4000+	32000+
Number of healthcare staff deployed	873	920	1424
Number of healthcare services provided	8	10	12
Number of cities from where patients are reaching out for consulting [applicable for telemedicine services]	5	10	120
Patient satisfaction level (%)	Google review 2.5-3.3	Google review 3.3-4.2	Google review 4.2-5.0

## Apollo TeleHealth Services

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Apollo Hospitals is one of the pioneers of telemedicine in the world. We have always endeavoured to enhance access to quality healthcare for communities, both in urban and rural geographies, by leveraging our medical expertise, clinical excellence and innovations in technology.

We are deeply committed to this value service chain across India and beyond. Our aim is to provide access to quality healthcare to the underserved populations at the grassroots level through these innovative models. Currently, we provide various services across 16 states in India under the Public Private Partnerships, collaborations with Public Sector Undertakings, Corporate Social Responsibility programs, and private clients.

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TeleConsultations

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TeleEmergency

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TeleOphthalmology

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TeleRadiology

A white rounded rectangle with a blue border and a dashed blue outline, containing the text "TeleICU".

TeleICU

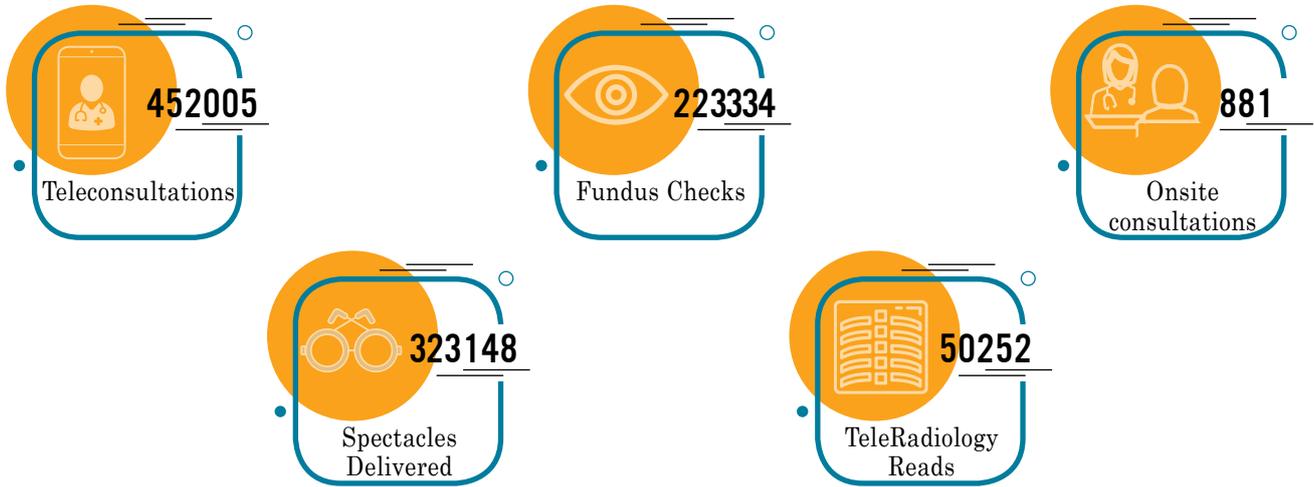
A white rounded rectangle with an orange border and a dashed orange outline, containing the text "Remote COVID Management".

Remote COVID  
Management

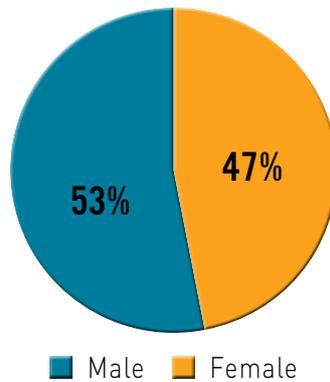
There were **1,049,620** clinical transactions recorded by Apollo TeleHealth Services during the period FY22, across various locations and multiple projects across sectors.

## The Year in Numbers

Despite the challenges posed by the COVID-19 pandemic, services were delivered promptly with enhanced numbers for FY22.



### Genderwise distribution of TeleConsultations



Teleconsultations were provided across 64 specialties including premium specialties like Neurology, Oncology, Surgical Oncology, and Neurosurgery.

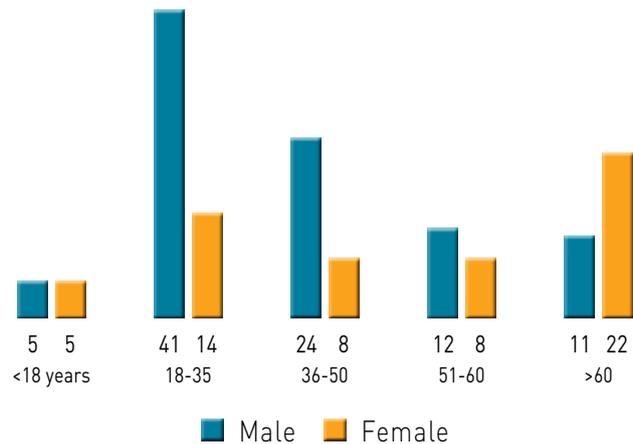
## TeleEmergency on Remote Mode

Apollo TeleHealth’s TeleEmergency suites are a gamechanger in locations that are remote and which don’t have access to well-trained, experienced emergency care physicians. TeleEmergency services have been enabled in specialized suites across the country at oil plants, power plants, gas plants and several other such locations.

ATHS operates TeleEmergency Centers in the following locations:

- ▶ Bongaigaon, Assam
- ▶ Dehradun, Uttarakhand
- ▶ Barmer, Rajasthan
- ▶ Kaza, Keylong, Pangi and
- ▶ Bharmour, Himachal Pradesh

Age and Gender Distribution



During FY22, laboratory tests were performed for **58,149** patients, thereby enabling ATHS’ doctors to provide evidence-based clinical care. In addition, digital dispensaries that have been set up at **150+** locations across India have been dispensing medications as per prescriptions to patients availing teleconsultations.

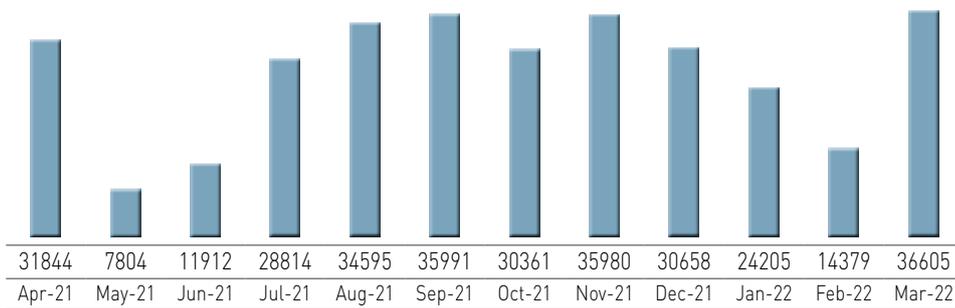
As the world continues to come to terms with a post-COVID world, people in rural areas have reaped enormous benefits of innovative, technology-enabled healthcare programs. Apollo TeleHealth Services has striven to pioneer newer innovations, newer pathways and newer healthcare models to make quality of life better and the quality of healthcare delivery, superior.

## Impact on Rural Population

Two of our projects amongst others have been based out of the publicly run primary health centres in rural areas. The projects operating in Andhra Pradesh and Uttar Pradesh have impacted the rural population directly.

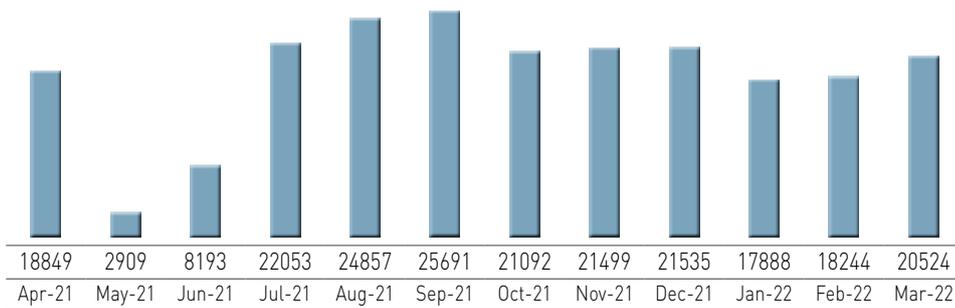
TeleOphthalmology services have been provided at the grassroots level across 115 Community Health Centers (CHCs) across the 13 districts of Andhra Pradesh.

### Spectacles Delivered to Patients



FY22 Spectacles Delivered  
**323,148**

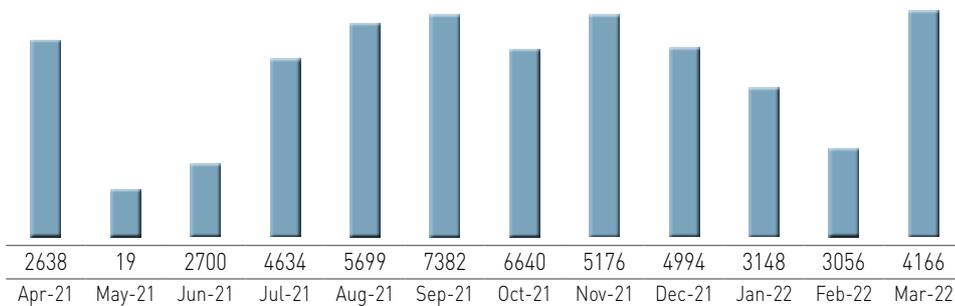
### Fundus Checks



FY22 Fundus Checks  
**223,344**

The Uttar Pradesh TeleRadiology program has been running like a well-oiled machine across 134 Community Health Centers (CHCs) in the state. The scans are transmitted electronically, read, interpreted and reports uploaded with an impressive Turn Around Time (TAT).

### TeleRadiology Services



FY22 TeleRadiology Services  
**50,252**

## Apollo 24/7

India's digital surge is well under way and by 2025, digitization will transform India's economy, sector by sector. Indian healthcare has a massive addressable market with a significant growth potential. The digital disruption in healthcare delivery is still in the early stages and omni-channels are likely to break out as an answer to the demand.

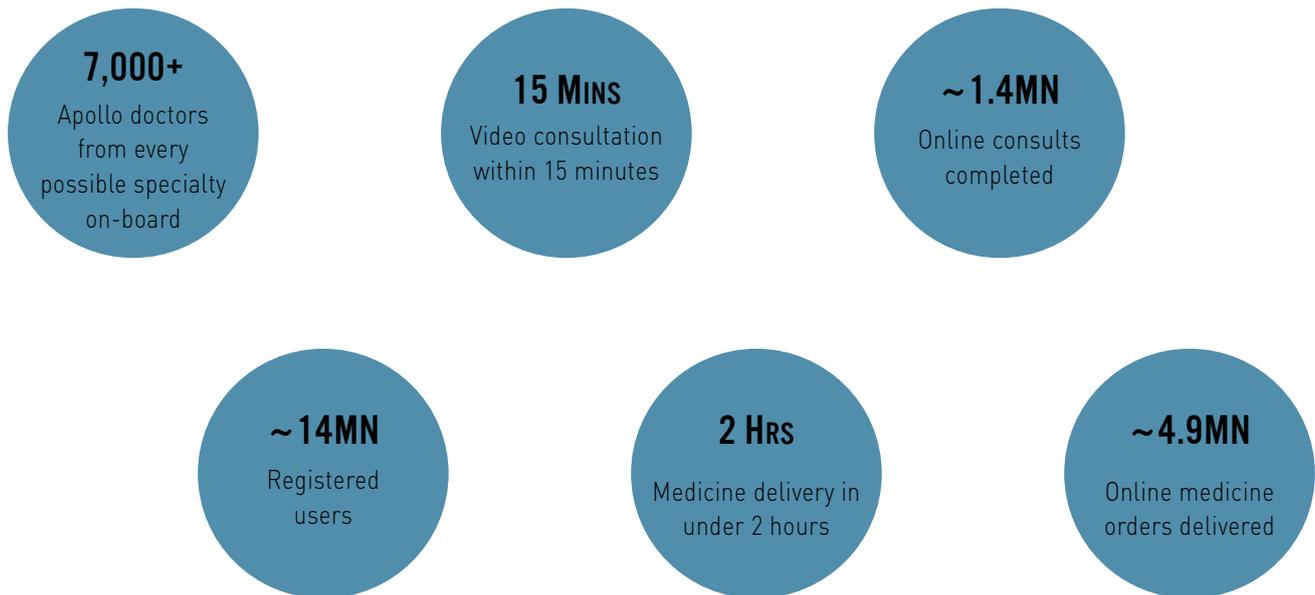
Apollo 24/7 is India's largest omnichannel digital healthcare platform with the core belief that 'Expertise is for Everyone'. The platform combines the Apollo legacy of clinical excellence and forward-looking research with cutting-edge technology to make the best quality healthcare easily accessible online by every Indian.

The platform enables users to avail a gamut of services, including online doctor consultations, online pharmacy and diagnostic tests at home – with home sample collection, same-day reports and affordable pricing on lab tests.

It empowers people to consult doctors in 15 minutes or less, from the comfort and safety of their homes via video conferencing, telephone conversations or online chats. It thus increases access including the underserved population while also much reducing the carbon footprint of people having to travel long distances for a consultation.

This platform helps users with expert-curated solutions for COVID-care and chronic disease management, along with a digital vault where users can upload their medical records and history. Apollo 24/7 has the capacity to deliver medicines in over 19,000 Pincode locations, within a span of 2 hours.

“ Apollo 24/7 is India's largest omnichannel digital healthcare platform with the core belief that 'Expertise is for Everyone' ”





\* Employed + fee-for service doctors

## Apollo Health and Lifestyle Limited

**254**  
clinics

**Apollo Clinic**  
*Expertise. Closer to you.*

To put it simply, Apollo Clinics are a way to bring Apollo Hospitals into your neighbourhood. Smaller, accessible, and comfortable to reach, they meet the day-to-day healthcare needs of a family. With physicians, specialists, diagnostics, health checks, and a 24-hour pharmacy, Apollo Clinics have everything required to meet a family's basic healthcare needs. Today, there are more than 250 Apollo Clinics across India and more are taking shape, fast.

**29**  
centres

**Apollo Sugar Clinics**  
PROVEN DIABETES CARE

Conceived with the idea of offering focused and holistic care for diabetic patients, the Sugar Clinics provide end-to-end care and management of diabetes and related complications. Set up with accurate and precise diagnostics and evidence-based treatment protocols, each of these centres is staffed with experienced Diabetologists, Endocrinologists, diabetes health coaches and diet counsellors with a proven track record. All patients receive 360-degree healthcare assistance, to ensure their well-being.

**85**  
centres

**Apollo Dialysis Clinics**

India's leading dialysis service network, Apollo Dialysis Clinics are standalone centres that provide world-class dialysis facilities with an impeccable track record, supported by state-of-the-art infrastructure, dedicated and experienced Nephrologists, and well trained, expert technicians. The Clinics offer high-quality care services for kidney failure patients, including hemodialysis, peritoneal dialysis, paediatric dialysis, and kidney transplant services.

Apollo  
Diagnostics  
conducted  
**1 CR+** tests  
in FY22.

**25**  
centres  
(Includes IVF)



Apollo Hospitals was the first to introduce the concept of an exclusive, standalone healthcare centre for women and paediatric care. It was established as a birthing centre that would have all the warmth, comfort, snugness, and familiarity of a home, as well as excellent infrastructure at par with global standards. Services include Maternity & Birthing, Gynaecology, Laparoscopy, Paediatrics & Neonatology, Fertility, Foetal Medicine & NICU, spearheaded by highly qualified, experienced and caring doctors.

**6 MN+**  
lives touched  
in FY22.

**95**  
centres



Apollo White Dental Clinics are a first-of-a-kind venture equipped with dental spas, studios, clinics and express centres. They offer premium services, avant-garde cosmetic dentistry and simple dental services. The Clinics are integrated, multi-speciality set-ups that cater to all generic and cosmetic dentistry needs, under one roof. Apollo Dental is equipped to handle any medical eventuality related to oral health.

Despite the challenging times with nationwide lockdowns and the pandemic, there was continued focus on network expansion. AHLL expanded its network by 48% from 1,175 touchpoints in FY21 to 1,734 touchpoints in FY22 with major increments in Diagnostics, Clinics, IVF, Dental and Dialysis offerings across 22 states.

	FY22	FY21
Primary Clinics	254	191
Sugar Clinics	29	22
Dental Clinics	95	62
Birthing Centres	25	20
Spectra Facilities	18	15
Diagnostics Centres	1,228	796
Dialysis Centres	85	69
<b>Total</b>	<b>1,734</b>	<b>1,175</b>

AHLL also played an important role in the National COVID Vaccination Campaign with **~ 1.8 MN** doses of vaccine administered.

## Apollo Pharmacy

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Pharmacies play an important role in completing the continuum of care. Opened in Chennai in 1983, Apollo Pharmacy is India's first and largest organized, branded retail pharmacy network with more than 4,500 stores in India. The pharmacy has the largest and the most effective supply chain together with strong distribution channels.

Apollo Pharmacy, with outlets in key locations across India, is accredited with International Quality Certification. The pharmacies offer genuine medicines round-the-clock through 24-hour outlets. Keeping the wellness of the consumer in mind, Apollo Pharmacy has now enhanced the offerings extensively to include a wide variety of wellness products in addition to the traditional pharmaceutical products.

Apollo Pharmacy follows stringent protocols when it comes to the stocking of drugs and ensure that all unused drugs are removed from the shelves three months before expiry. We have been offering home delivery in the local neighbourhood for the last three decades and have built a personal relationships with many of our customers.

**4,500+**

Pharmacies

**600,000+**

walk-ins  
every day

# LABOR MANAGEMENT

Our people are our most valuable resource and we call them our Apollo Family. We are committed to their welfare, health, and wellness. We provide our members equal opportunities in their career path and do not discriminate on any basis including gender. We pay special attention to our members’ training needs to ensure that we are able to offer our patient best in class, differentiated service. A shortage of skilled and trained clinical, nursing, and allied workforce remains a challenge. However, through our training and educational institutions like Apollo MedSkills, we are looking to overcome this systemic issue facing the healthcare sector.

Another key focus area is the cultural integration of our people. We propound a strong patient centric culture through uncompromised learning initiatives which develop individual and team competencies. Every employee of the Apollo Hospitals is trained to embrace the Group’s “Tender Loving Care” philosophy in interacting with, and handling patients. This is what differentiates us in the care we give to our patients.

We acknowledge and appreciate this dedication that our members exhibit everyday. Employee satisfaction surveys are rolled out annually covering all sections of staff to identify any areas of improvement.



## Size and Composition of Workforce

We are proud to be an equal opportunity employer. Our work force composition is as follows:

	Male	Female
<b>Regular</b>		
Employees as on 01.04.2021	15410	18851
Joinees	6936	8154
Separation	4771	7185
Employees as on 31.03.2022	17575	19820
<b>Contracts</b>		
Employees as on 01.04.2021	4292	4827
Employees as on 31.03.2022	4213	5053
<b>Empaneled</b>		
Employees as on 01.04.2021	259	253
Employees as on 31.03.2022	279	252

Note: Data includes AHEL, AHLL, Pharmacy, Apollo 24/7, and HomeCare

## Diversity and Inclusion

We are committed to promoting diversity and preventing discrimination based on gender, ethnicity, age, socio-economic background, religion, trade union membership, and political beliefs. We are proud to be an equal opportunity employer and integrate differently-abled people in appropriate areas and positions. We conduct activities on affirmation at work as part of our training programs.

### Gender Breakup

Particulars	Numbers
Male Staff	22067
Female Staff	25125
No. of Working Mothers	4474

### Employee Age Band

Particulars (Years)	In Percentage
Less Than 25	15.81%
25-34	59.86%
35-44	17.99%
45-59	5.63%
Above 60	0.71%

### Employee Tenure

Particulars (Years)	In Percentage
Less than 1	35.31%
1-3	32.91%
3-5	12.34%
5-9	9.92%
9-15	5.33%
More than 15	4.19%

## Turnover Rate for Employees

While we endeavor to retain a large number of our workforce, systemic challenges in the healthcare sector, combined with COVID specific movement of the workforce closer to their domiciles, led to a larger turnover rate in this fiscal.

“ Systemic challenges in the healthcare sector, combined with COVID specific movement of the workforce closer to their domiciles, led to a larger turnover rate in this fiscal. ”

### Attrition Figures for FY22

	AHEL	Pharmacy	Apollo 24/7	AHLL	HomeCare
Male	3121	159	544	32.98%	108%
Female	5794	61	243	39.33%	134%
Total	8915	220	787	35.90%	128%

## Training and Talent Development

Continuous learning and upskilling which is imparted by our HR system empowers employees making them well prepared for providing superior patient care. To enable this journey of learning and upskilling the enterprise provides for structured internal training programs for each employee and the opportunity for financial and nonfinancial support for external training for select employees. This training and development ensures that we deliver an outstanding consumer experience. The commitment and competence of our employees drive the overall organizational performance and therefore we make every endeavor to retain the best talent.

Manhours		Total Manhours
On Roll	Off Roll	
1243945	361280	1608529

Some of the programs undertaken for all appropriate levels of staff include Leadership Development Program, Knowledge Enhancement Programs like CME/CNE, Online Courses Enrollment via Medvarsity, Product Training, Simulation Training, etc.

Total Members Trained	Total Manhours
223044	275235

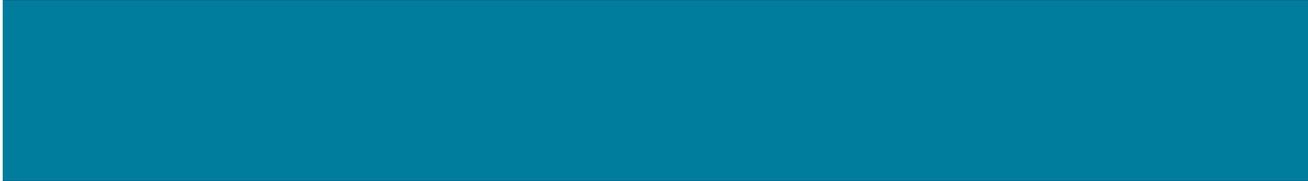
## Labor Relations

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Our Human Rights practices are aligned to both UNGC principles and the international standards of the ILO - We respect the dignity and rights of our employees as well as those working in our supply chain. We follow the ILO Declaration on Fundamental Principles and Rights at Work, including non-discrimination, freedom of association, collective bargaining, and freedom from forced and child labour. Our commitments are detailed in our Code of Business Conduct and our Human Resource manual, which are available on the Company's intranet. (The end-to-end HR Process has been automated in Human Capital Management - HCM - YOU-R-HR Portal)

We consider Employee Associations and Unions to be important. Our Unit HR Heads at all locations are responsible for managing labour relations with the support of the Corporate HR team. A few collective bargaining agreements have been made in the last five years mainly in wage and salary revisions. The percentage of workforce covered by trade unions or collective agreements is 20%. There have been no layoffs in the Company. A formal Grievance Redressal mechanism for employees is available.

We extend Life Insurance, Personal Accident Insurance to Members and Medical Insurance Coverage for Members and their family. Their compensation includes an option to make incremental contribution to Provident Fund and enroll in National Pension Schemes.



## Performance Evaluation

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Every business unit creates an Annual Operating Plan (AOP) for the year and the Key Result Areas (KRAs) of the employees are derived from it. These KRAs are discussed and agreed with the Reporting Manager/ HOD at the beginning of the year. The employees undergo annual appraisals and performance is measured on the KRAs.

The Performance Linked Variable Pay for employees is based on the AOP score of the respective Unit linked with the overall performance of the individual. Rating for the employee is derived as a result of individual's performance. Increments are rolled out basis the Unit Performance and normalization of ratings. We believe in keeping the appraisal system transparent and we reward and recognize deserving employees.

## Employee Health and Safety

Our Code of Business Conduct and our Human Resource Manual specify our commitment to employee Health and Safety. The healthcare working environment in general poses risks for the healthcare workforce. Some of these risks include needle stick injuries, exposure to noxious materials, falls, and mental health issues. Our hospitals conducts a evaluation of these various risks and has put in place workplace practices and policies that provide a safe and healthy workplace for our employees.

Further, we believe that the success of our Company is directly linked to employee satisfaction and well-being, both physical and mental, and our policies reflect this belief. Our training programs ensure compliance with these policies on an on-going basis.

### Employee Health Check Details

	Eligible	Completed	Pending	%
Onroll	31538	28937	2601	92%
Consulants	2919	1704	1215	58%
Outsourced	9201	8151	1050	89%

Following is the data pertaining to Fire Safety and Emergency Codes, Hazardous materials (HAZMAT), Facility Management, Infection Control protocols, COVID awareness trainings, Bio-medical waste management, IPSPG, various life support trainings (BLS/ACLS/PALS/NALS), Employee Health and Safety, Occupational Hazards, etc.

Total Members Trained	Total Manhours
200229	202729



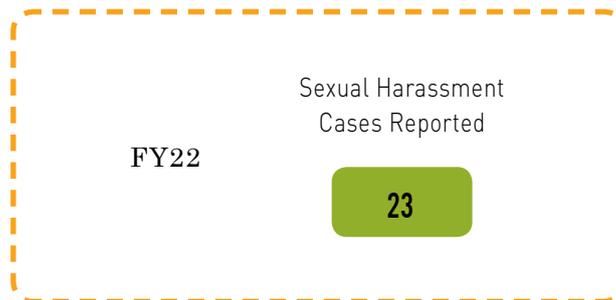
## Grievance Redressal and Sexual Harassment

We are committed to the safety and protection of our employees across the organization. We ensure their security, and have a well-defined Sexual Harassment Policy in place. The Policy has a mechanism for resolution of complaints and conducting mandatory training programs for all employees. The policy is in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the rules framed thereunder. The Company has an Internal Complaints Committee for providing a redressal mechanism pertaining to sexual harassment of women employees at the work place.

The Sexual Harassment Redressal Committee has four members and a presiding officer who is a woman. Complaints are resolved within 15 days of receipt following a thorough enquiry together with the Unit Head. In the case of dissatisfaction with the solution proposed by the Apollo Sexual Harassment Redressal Committee, the complainant is free to approach the Audit Committee for redressal. Cases which have been presented to the Sexual Harassment Redressal Committee have been satisfactorily resolved.

Training data on Policy on Sexual Harassment Training, regionwise:

Total Members Trained	Total Manhours
21910	26127



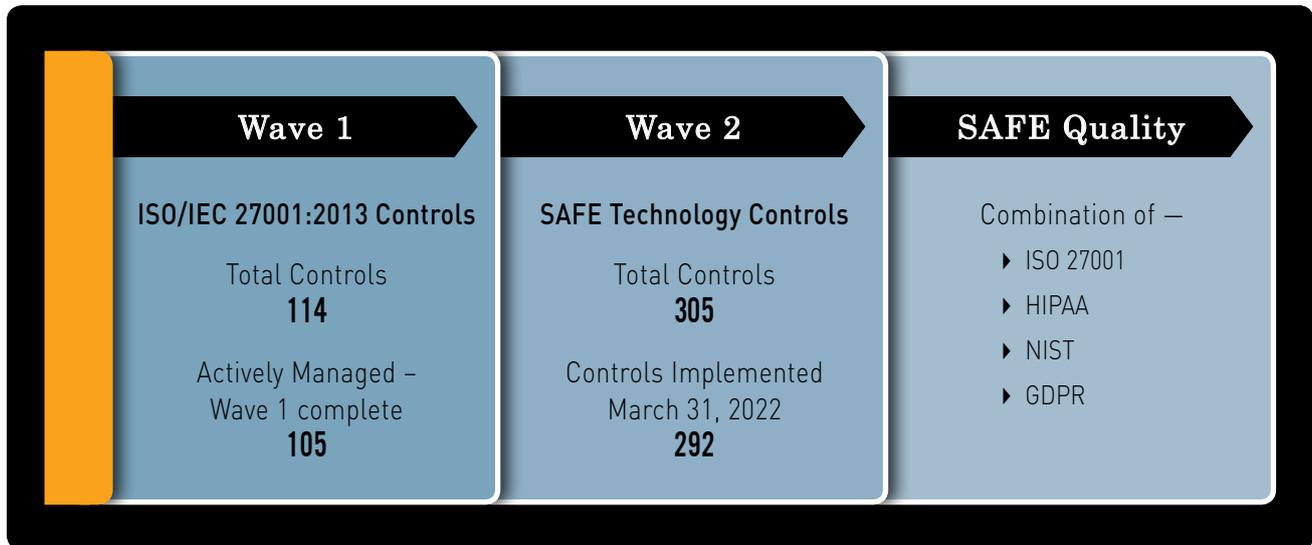
# PRIVACY AND CYBERSECURITY

With the increased digitization of healthcare data, privacy and cybersecurity have become issues of global concern. A wide variety of data is captured which relates to personal information of patients, sensitive data on diseases, proprietary enterprise data, and confidential financial information. In order to safeguard the privacy of the data captured, both for the patient and as an enterprise, the Apollo Hospitals has put in place a range of measures. These include enterprise wide protocols, software, monitoring, and surveillance as its mainstay. All data privacy, cybersecurity, and digital initiatives are monitored by the Audit Committee and the Digital Subcommittee of the Risk Management function. The Group has a policy on data protection which is available on its website.

## ISO 27001 Information Security Management Systems (ISMS)

The ISO 27001 is a global standard on information security and management. In the areas of Security Strategy & Risk Management, Technical Security, Cyber Defense & Orchestration, Apollo Hospitals has an overall maturity of 2.7 against a target maturity of 3.0. The Group has been certified since 7-Sept-2016 and this has been revalidated in September 2021.

SAFE is a security assessment framework, which enables prediction of cyber breaches in the environment while contextually aggregating signals from existing cybersecurity products, external threat intelligence and business context. This data is fed into a supervised Machine Learning Bayesian Network-based breach likelihood prediction engine that gives scores, prioritized actionable insights and the \$ Value Risk the organization is facing. A real time Security Incident Monitoring Dashboard is in use.



### External Auditor Assessment

An annual assessment is being conducted for the following CIS Security Controls:

Security Objectives alignment with Business Objectives	Asset Management & Continuous Identification off Vulnerabilities	Central Access & Control off Privileged Accounts [Central Directory   PIM   PAM]	Monitoring, Analysis off Audit logs [Log Management   Forensics   SIEM]
Email & Web Protection [Content Security   AntiMalware   DLP]	Malware Protection [Unknown & Known Malware Protection]	Perimeter Protection [NGFW   NAC   SDWAN   Work From Home]	Data Protection Solutions [Encryption   DLP   IRM]
Secure Configuration of Network, Security Devices [Hardening   Configuration Management & Workflow]	Centralised Access Control [AAA   SSO   ZTNA   PAM]	Wireless Access Control [IPS   Monitoring   Access Control   Centralised]	Account Monitoring & Control [MFA   SSO   Central Authentication & Control]
Security Awareness Training Application Software Security [Web   Applications   SAST]	Incident Response & Management [Detection   Co-Relation   Threat Analysis   Response]	Penetration Tests	Security Benchmarking / Scoring

## DSCI Excellence Awards 2021 : Best Security Practices in Healthcare Sector

“This is an industry award given to the organizations that demonstrate the best security practices and is considered one of the most coveted awards in this segment as it is vetted by DSCI and NASSCOM.”



Organizations in levels 7 and 8 are designated as Most Wired and have deployed technologies and strategies (e.g., population health/cost-of-care analytics, HIEs/integration engines, and patient portals) to help them analyze their data. The organizations are showing evidence of meaningful clinical and efficiency outcomes. Telehealth is an example of how healthcare access has been enhanced by using state-of-the-art advanced technologies.

### Information Security Management System – ISO/IEC 27001:2013 (All Hospitals)

- ▶ The information Security Management System applies to the Health Information infrastructure of Data Centres located at the Apollo Hospitals and the supporting activities viz. IT Support, Medical Records Management, HR, Admin and Facility Management.
- ▶ This ensures that all information handled by the Healthcare fiduciary to the stakeholders, particularly patients on safe handling of patient information and sensitive Healthcare Data at the highest level of industry Standard.



### Vulnerability Assessment and Penetration Test – Completed by Ernst & Young Consulting

- ▶ External Attack & Penetration Testing
- ▶ Application Attack & Penetration Testing
- ▶ Internal Threat & Vulnerability Assessment
- ▶ Active Directory Security Review
- ▶ Targeted Threat Assessment
- ▶ Internal Adversary Simulation

### Digital Risk Assurance

- ▶ Digital Assets Review Completed
- ▶ Risk Register Review Completed

## Security Incidents Prevented – AHEL Hospitals Division

For the year FY22 there was no loss or leak of patient data and the Group has been compliant with the CERT India guidelines.

FY 22	Policy Violations Prevented	Incoming Malwares / Virus Blocked	Intrusion Prevention System (IPS)	User Attempted Restricted Sites	Security Breach
Q1	6,243,721	77,351	76,458	2,113,316	0
Q2	6,413,438	76,074	81,076	2,045,184	1
Q3	6,229,634	75,901	97,231	2,354,396	0
Q4	6,379,664	77,018	98,135	2,574,378	0

## Training and Skilling

All employees undergo a mandatory training on data security and privacy related procedures and protocols at the time of induction into the organization. Apollo Hospitals's IT team goes through more rigorous training, organized by external providers.

Employees are also informed through periodic alerts on issues like phishing attack awareness and password management.

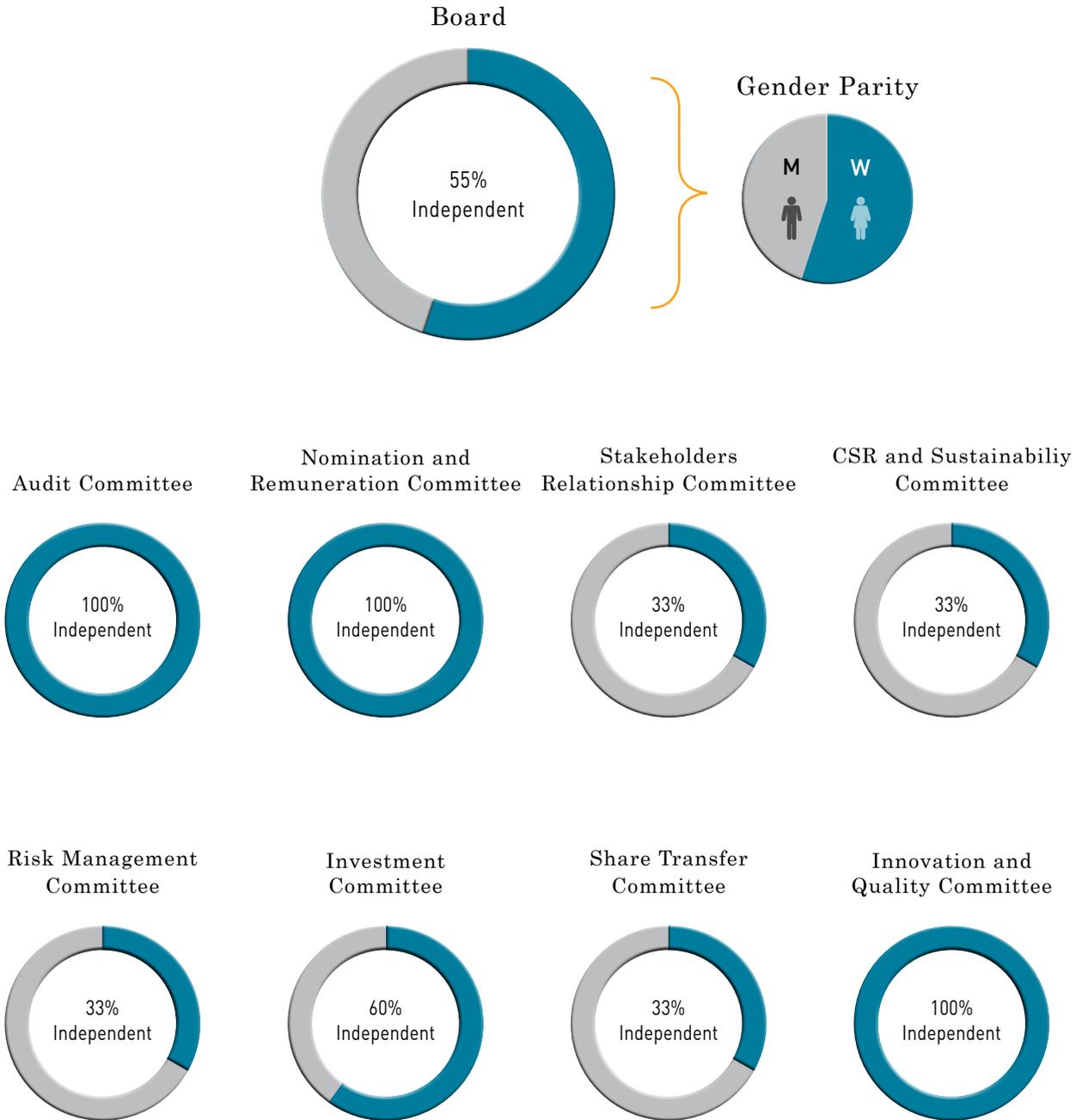
# CORPORATE GOVERNANCE

We strongly believe that there is a direct correlation between good corporate governance practices and long-term shareholder value. We commit to adhering to the highest standards of governance to ensure protection of the interests of all stakeholders of the Company in tandem with our growth. The corporate governance of our Company reflects our value system encompassing our culture, policies, and relationships with stakeholders. Our Board establishes structures and processes to fulfill Board responsibilities that consider the perspectives of investors, regulators and management, among others. It also monitors management execution against established budgets and in alignment with the strategic objectives of the organization.



## Our Approach to Governance

The basic objective of corporate governance policies adopted by the Company is to attain the highest levels of transparency, accountability and integrity. This objective extends not merely to comply with statutory requirements but also to go beyond them by putting into place procedures and systems, which are in accordance with the best practices of governance.



## Skills & Expertise of Board

The Company has identified the core skills/expertise/competence of the Board of Directors in the context of our business, to enable us to function effectively.

The details of the core skills/expertise/competence of the Individual directors of the Company is detailed out as under:

Name of the Director	Nature of Skills/Expertise						
	Corporate Leadership/ Strategy	Healthcare Experience	Financial Acumen	Diversity	Governance	Technology	Risk Management
Dr. Prathap C Reddy	✓	✓	✓		✓	✓	
Smt. Preetha Reddy	✓	✓	✓		✓		✓
Smt. Suneeta Reddy	✓	✓	✓		✓		✓
Smt. Shobana Kamineni	✓	✓	✓		✓	✓	
Smt. Sangita Reddy	✓	✓	✓		✓	✓	
Shri. Vinayak Chatterjee	✓		✓	✓	✓	✓	✓
Dr. Murali Doraiswamy	✓	✓		✓	✓	✓	
Shri. MBN Rao	✓		✓	✓	✓		✓
Smt. V. Kavitha Dutt	✓		✓	✓	✓		✓
Shri. Som Mittal*	✓		✓	✓	✓	✓	
Smt. Rama Bijapurkar**	✓			✓	✓	✓	✓

\* appointed as a Director with effect from 21st July 2021 \*\* appointed as a Director with effect from 12th November 2021

## Composition of Board Committees, Meetings Held & Attendance

Name of the Member	Audit Committee			Nomination and Remuneration Committee			Stakeholders Relationship Committee			Corporate Social Responsibility & Sustainability Committee**		
	D	MH	MA	D	MH	MA	D	MH	MA	D	MH	MA
Dr. Prathap C Reddy										C	2	2
Smt. Preetha Reddy							M	4	4	M	2	2
Smt. Suneeta Reddy							M	4	4	M*	1	1
Smt. Sangita Reddy										M	2	2
Shri. MBN Rao	C	5	5	M	4	4				M	2	2
Shri. Vinayak Chatterjee	M**	4	4	C	4	4						
Smt. V. Kavitha Dutt	M	5	5				C	4	4			
Dr. Murali Doraiswamy				M	4	4				M	2	2
Shri. Som Mittal												
Dr. K. Hariprasad												
Dr. Sathyabhama												

Name of the Member	Risk Management Committee			Investment Committee			Innovation and Quality Committee		
	D	MH	MA	D	MH	MA	D	MH	MA
Dr. Prathap C Reddy									
Smt. Preetha Reddy	M	3	3	M	2	2			
Smt. Suneeta Reddy	C	3	3	M	2	2			
Smt. Sangita Reddy									
Shri. MBN Rao				M	2	2			
Shri. Vinayak Chatterjee	M	3	3	C	2	2	M	1	1
Smt. V. Kavitha Dutt									
Dr. Murali Doraiswamy				M	2	2	C	1	1
Shri. Som Mittal							M	1	1
Dr. K. Hariprasad	M	3	3						
Dr. Sathyabhama	M	3	3						

D – Designation MH – Meetings Held MA – Meetings Attended C – Chairman/Chairperson M – Member.

\* appointed as a member w.e.f. 12th November 2021. \*\* appointed as a member w.e.f. 21st July 2021

## Remuneration Policy

### Executive Directors

The Remuneration Policy aims to pay the Executive Directors and Senior Management competitively in line with industry peers. Performance-related rewards, based on measurable and stretch targets, are an important component of an Executive Director's remuneration package and this is aligned to Apollo's long-term business strategy.

KRAs determine performance based incentives i.e. annual bonus and commission in the case of Exec. Chairman, on criteria such as increase in healthcare and pharmacy segmental revenues and profitability, recruitment and retention of Doctors and key medical professionals, customer feedback and satisfaction scores, clinical outcomes and IT-related initiatives.

### Non-Executive Directors

Compensation to the Non-Executive Directors is in the form of:

- i) Sitting fees for Board and Committee meetings attended by them, and
- ii) Commission on Profits

The aggregate commission payable to all Non-Executive Directors is maintained within the limits approved by the shareholders and is in line with the provisions of the Companies Act, 2013.

### Performance Evaluation of the Board and Directors

In accordance with the Companies Act, 2013 and Regulation 17 of the Listing Regulations, the Annual Performance Evaluation is conducted for all Board Members as well as for the working of the Board and its Committees, led by the Chairman of the Nomination and Remuneration Committee. Specific focus is given to the performance and effective functioning of the Board. The evaluation is in compliance with the Companies Act and the SEBI's Guidance Note on Board evaluations.

The evaluation of the Chairman and the Executive Directors is carried out by the Independent Directors. The evaluation of the Independent Directors is carried out by the entire Board based on criteria such as participation and contribution in Board and Committee meetings, representation of shareholder interests and enhancement of value to them, experience and expertise in providing feedback and guidance to top management on topics like business strategy, governance, risk, and environmental issues.

# Risk Management

Risk management is the method by which companies evaluate potential risk, associated impact and execute necessary action to mitigate or eliminate such threats. Risk control is a key component of a company's Enterprise Risk Management (ERM) protocol. Risk management refers to the practice of identifying potential risks in advance, analyzing them and taking precautionary steps to reduce or curb the risk. This allows the company to set up procedures to avoid the risk, minimize its impact, or at the very least help cope with its impact. Essentially, the goal of risk management is to identify potential problems before they occur and have a plan for addressing them. Risk management looks at internal and external risks that could negatively impact an organization. Our Company's ERM covers ESG risks, which are monitored and managed.

## Patients

- ▶ Quality of Care & Patient Safety
- ▶ Customer Relationship Management
- ▶ Patient Privacy, EHR and Cyber-Security
- ▶ Affordability of Healthcare
- ▶ Technology and Innovation

## Governance & Business Ethics

- ▶ Governance
- ▶ Board Composition and Diversity
- ▶ Executive Pay
- ▶ Engagement with Shareholders (including Board Responsiveness)
- ▶ Business Ethics and Compliance
- ▶ Fraud and Internal controls
- ▶ Prevention of Insider Trading
- ▶ Vigilance Mechanism & Grievance Redressal

## Employees

- ▶ Labour Relations
- ▶ Talent Recruitment, Development and Retention
- ▶ Diversity, Inclusion and Equal Opportunity
- ▶ Employee Health and Safety

## Communities

- ▶ Access to Healthcare
- ▶ CSR / Community Development

## Environment

- ▶ Energy management
- ▶ Water Management
- ▶ Waste management – Biomedical Waste, Plastics, etc.
- ▶ Green Design and Construction

## Disaster Management

## Business Ethics and Compliance

Ethical behaviour promotes higher positive consumer support; enhances the brand and business awareness and recognition. It supports better employee motivation and talent retention; and nurtures an overarching environment of trust, integrity, and excellence. Decision makers within a company are influenced by the culture of the company and their own moral judgements about right and wrong.

At our enterprise, we encourage people to speak up if they have ethical concerns. We believe we have a responsibility in creating an open and supportive environment where employees feel comfortable raising such questions. We will investigate all reported instances of questionable or unethical behavior, taking appropriate action as required.

All our employees are trained on our code of conduct principles — a set of organizational rules and standards that describe our business values, beliefs, and ethical standards to which we feel our business and our employees must adhere to. The code of conduct clarifies our organization's mission, values and principles, and links them with the expected standards of professional conduct.

## Internal Controls

Internal control policies\* and procedures help to prevent errors and fraud, safeguard assets, ensure financial statement reliability, promote operational efficiency, and encourage compliance with management's directives. An effective internal control system provides reasonable assurance that policies, processes, tasks, behaviours and other aspects of an organisation, taken together, facilitate its effective and efficient operation. The Internal Audit function carries out risk based financial, commercial and technical auditing as per the annual audit plan approved by the Audit Committee.

Our internal controls protect our organization from financial, strategic, and reputational risks by providing reliable financial reporting required by regulators and industry standards that track investment, capital, and credit risks.

## Prevention of Insider Trading

In terms of the SEBI (Prohibition of Insider Trading) Regulations, 2015, the Board has formulated internal procedures for Prevention of Insider Trading in dealing with the securities of the Company. They also ensure that all applicable rules, regulations, laws and bye-laws, are adhered to.

\* All policies are available on website/intranet.

## Anti-Bribery and Anti-Corruption

The Group has a Anti-Bribery and Anti-Corruption policy which prohibits any unethical or corrupt business conduct including offering or receiving money/bribes by all its directors, officers, employees (including temporary staff and consultants). This policy is available on the Hospital website.

## Vigilance Mechanism & Grievance Redressal

Other than our strong risk management framework and internal controls, we have a robust vigilance mechanism to curb corrupt practices that may arise in the course of business for which we have zero tolerance. In addition to the Code of Conduct, we also have a Whistle Blower Policy in line with the requirements of Section 177 of the Companies Act, 2013. The policy enables all employees to anonymously report concerns of unethical behaviour, actual or suspected, fraud, or violation of the Company's Code of Conduct, to the Company Management without fear of reprisal, retaliation, or victimization. Our goal is to identify potentially serious concerns which could have a long-term impact on the operations and performance of our Company.

While the term "Grievance Redressal" primarily covers the receipt and processing of complaints from consumers, a wider definition includes actions taken on any issue raised by internal and external stakeholders to avail services more effectively. A grievance is any dissatisfaction or feeling of injustice which is brought to the attention of Management and may adversely affect organizational productivity. Founded on our core organizational values, AHEL is committed to transparency and the highest standards of corporate governance and business ethics in our operations and in the services we provide. However, if for some reason, stakeholders, other than patients for whom there is a separate Voice Of Customer feedback mechanism, find that there is some reason for improvement, they are encouraged to report the same.

We endeavour to provide a supportive and enabling work environment for our employees to keep them motivated and engaged. We have a Employee Grievance Redressal System (EGRS) in place to primarily address all concerns and grievances from employees. This helps to quickly identify, address, and resolve employee grievances and to support a robust organizational framework which can successfully anticipate, identify and set right flaws in the operational procedures and services of AHEL. The investigating committee and the core committee play a vital role in ensuring the effectiveness of the EGRS system.

No case has been filed by any stakeholder against our Group regarding dishonest trade practices and/or anti-competitive behaviour during the last five years.

## **Disaster Management**

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Physical impacts of climate change like extreme weather events, and even pandemics can have repercussions on our business. We have a robust Disaster Management Plan that helps us manage these risks thereby minimising the effect. The HVA (Hazard Vulnerability Analysis) is carried out for risky events and disastrous conditions which include natural events, technological events and human events.

Apollo Hospitals develops, evaluates and maintains a written emergency and disaster management programme. The results from the testing of the programme and the HVA are reviewed and addressed in the emergency and disaster management risk assessment that is conducted and documented annually. Risks are identified and prioritized. The objective is to ensure that the hospitals and work place continue to be safe during disasters are able to resume patient care activities and critical service operations within a specified time frame with minimal interruption and loss. This gives assurance to all stakeholders that the company is functional, operational and adequately prepared to handle any internal or external disaster like fire, gas leak, lightening, flood, explosion, HAZMAT incident (spill with fire) external building structural damage, power outage and any other emergency.

The hospital identifies goals, implements improvements, and monitors data to ensure that these risks are reduced or eliminated. We evaluate the effectiveness of the improvements based on the results and update the Emergency and Disaster Management Programme accordingly.

Mock drills are conducted at least twice a year followed by a debriefing session. The drill observer's comments are used to modify or correct future drills.

## Hazard Vulnerability Analysis (HVA)

We evaluate the potential for hazardous events and response among the following categories using hazard specific scale. We assume each event incident occurs at the worst possible time (e.g. during peak patient loads).

Issues to consider **probability** include, but are not limited to:

1. Known risk
2. Historical data
3. Manufacturer/vendor statistics

Issues to consider **response** include, but are not limited to:

1. Time taken for appropriate personnel to arrive for an on-scene response
2. The scope of response capability
3. Historical evaluation of response success

Issues to consider **human impact** include, but are not limited to:

1. Potential for staff death or injury
2. Potential for patient death or injury

Issues to consider **business impact** include, but are not limited to:

1. Business interruption
2. Inability of employees to report to work
3. Inability of customers to reach facility
4. Possibility that the Company is in violation of contractual agreements
5. Imposition of fines and penalties or legal costs
6. Interruption of critical supplies
7. Interruption of product distribution
8. Possibility of tarnished reputation and public image
9. Quantification of financial impact and burden

Issues to consider **property impact** include, but are not limited to:

1. Cost of replacement
2. Cost of the set up of temporary replacement
3. Cost of repair
4. Impact of time to recover

Issues to consider **preparedness** include, but are not limited to:

1. Status of current plans
2. Frequency of drills
3. Training status
4. Insurance
5. Availability of alternate sources for critical supplies/services

Issues to consider **internal resources** include, but are not limited to:

1. Types of supplies on hand – will they meet need?
2. Volume of supplies on hand – will they meet need?
3. Staff availability
4. Coordination with MOB's
5. Availability of back-up systems
6. Internal resources ability to withstand disasters/survivability

Issues to consider **external resources** include, but are not limited to:

1. Types of agreements with community agencies and drills
2. Coordination with local and state agencies
3. Coordination with proximal healthcare facilities
4. Coordination with treatment specific facilities
5. Community resources

The summary section will automatically provide the specific and overall relative threat.

## Emergency / Preparedness / HVA Matrix Score 2020-21

S. No.	Events/natural events	Probability	Human Impact	Property Impact	Business Impact	Risk	Preparedness		
		Likelihood this will occur	Possibility of death or injury	Physical losses and damages	Interruption of services	Relative threat*	Preplanning	Time, effectiveness, resources	Community/ Mutual Aid staff and supplies
		0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 - 100%	0 = N/A 1 = High 2 = Moderate 3 = Low/none	0 = N/A 1 = High 2 = Moderate 3 = Low/none
<b>A) External Disaster</b>									
1	External flood	2	1	2	2	8	1	1	1
2	Earthquake	1	2	3	3	18	3	2	1
3	Bomb blast	1	3	3	3	27	1	1	1
4	Drought	2	1	1	2	4	3	3	1
5	Tsunami	1	2	2	2	8	3	3	1
6	Road/Train accident	1	3	1	2	6	1	1	1
7	Epidemic	3	3	1	1	9	1	1	1
8	Industrial accident	3	3	1	1	9	1	1	1
9	Bomb Threat	3	3	3	3	81	2	1	1
10	Terrorism	2	3	2	3	36	2	1	1
11	VIP protocols	3	1	1	2	6	1	1	1
<b>B) Internal Disaster</b>									
<b>SAFETY/FIRE PREPAREDNESS</b>									
1	Internal major fire	2	3	3	3	54	1	1	1
2	Electrical bursting/flash	2	3	3	2	36	1	1	1
3	Employee staff safety	3	2	2	2	24	1	1	1
4	Contractor safety	3	2	2	2	24	1	1	1
5	Fire safety	3	3	3	3	81	1	1	1
6	Service department activities	2	3	3	3	54	1	1	1
7	Fire pump/System failure	2	2	2	3	24	1	1	1
8	Gas supply system failure	2	3	1	3	18	1	1	1
9	Power supply system failure	2	3	2	3	36	1	1	1
10	OT/CCU fire	1	3	3	3	27	1	1	1
11	Fire due to HAZMAT	2	2	2	3	24	1	1	1
<b>HAZMAT PREPAREDNESS</b>									
1	Major HAZMAT spill	2	3	2	3	36	1	1	1
2	Radiology exposure	2	2	1	1	4	1	1	1
3	Lab - Chemicals handling safety	2	3	3	3	54	1	1	1
4	Minor HAZMAT spill	3	1	1	1	3	1	1	1
<b>SECURITY PREPAREDNESS</b>									
1	Security threat/man clash	2	2	2	2	16	1	1	1
2	Crowd /Traffic management	3	3	2	2	36	1	1	1
3	Theft/Pilferages	3	1	2	2	12	1	1	1
4	Patient missing /Abduction	3	1	1	1	3	1	1	1
<b>BIOMEDICAL EQUIPMENT</b>									
1	Operation theatre light failure	2	1	1	2	4	1	1	1
2	operation theatre table failure	2	1	1	2	4	1	1	1
3	Blood gas machine failure	2	1	1	1	2	1	1	1
4	ventilator failure	2	3	1	3	18	1	1	1
5	ETO equipemnt malfunction	2	1	1	3	6	1	1	1
6	MRI malfunction	2	1	1	3	6	1	1	1
7	CT scanner malfunction	2	1	1	3	6	1	1	1

## Conclusion Matrix

S. No.	Events	Moderate focus	High focus	Extreme focus
1	Emergency Preparedness	Other identified events	Earthquake Bomb blast	Nil
2	Safety/fire safety preparedness	Other identified events	Contractor safety, Fire sytem, Gas, Power sytems, OT, CCU, HAZMAT fire	Nil
3	HAZMAT	Other identified events	Lab chemicals major spill safety	Nil
4	Security	Other identified events	Crowd/traffic control,Bomb threat, Terrorism, Sabotage, VIP protocol	Nil
5	Biomedical equipment	Other identified events	MRI/CT malfunction	Nil

### Overall Conclusion

- ▶ Around 65% of the preparedness activites are falling under moderate focus
- ▶ 35% fall under high focus this year. Fortunately no extreme focus is required for any prepardness

## Supply Chain Governance and Vendor Management

### Vendor Registration

The Procurement department follows a “Bench Marking” system for any new vendor based on a mature SERT (Search/ Evaluate/ Register/ Trial) methodology. Evaluation of the vendor is done in collaboration with Head, Vigilance for checking the credentials of the proposed vendor. The vendor selection is carried out based on the reliability, creditability, reputation in the market, clientele list, and the background of the vendor. Every vendor needs to be registered in the prescribed vendor capability report Registration form. Vendor registration information is kept confidential. Registered vendors can update their products portfolio.

### Training vendors on AHEL Policies

AHEL policies are percolated down to vendors at the time of on boarding. Policies are explained and made part of the Supplier Code of Conduct which is acknowledged by the vendor along with other documents during the registration process.

Other interactive sessions include Vendor/CPU Meets, Vendor Site Visits, Mailers and Group Communication. A Vendor Portal is in the pipeline and will act as a channel for communication.

#### Steps taken to reduce carbon footprint in our supply chain

**Electronic (E) Auction:** Adoption of in house developed eAuction platform for procurement of standard items. eAuctions integrate digital technologies, replacing paper-based procedures. eAuctions help us to negotiate with more suppliers without the need to meet them in person, eliminating physical travel.

**Central Ware House:** Efficiency in receiving and the transportation of goods between supply chain partners and stores through the conceptualization and establishment of a Central Ware House. Supply from all supply chain partner to different units/hospitals are consolidated and supplied at a single place. This consolidation facilitates lower inventory days to meet demand and supply variability. The Central Ware House also reduces the carbon footprint of suppliers. Supply to the respective units are done through a milk run from Central Ware House.

**Green Procurement Policy:** It is an integral part of the Procurement Policy and outlines AHEL’s procedures and considerations for purchasing goods and services. It provides guidelines for procuring energy efficient equipment by defining specifications in the tender and contracts. Eco-friendly practices like purchasing supplies from local businesses where possible is being practised.

#### Steps taken to reduce consumption through efficient processes, better inventory management, etc.

**Supply chain integration:** Procurement has on boarded supply chain partners by pushing data and information using technology between the different stages of supply, bringing better visibility and transparency in the supply chain.

We have encouraged logistics optimization and waste reduction using the 3 Rs (Reduce, Recycle & Reuse). The disposal of goods is carried out through authorized agencies.

# GOVERNMENT RELATIONS AND PUBLIC ADVOCACY

The Apollo Hospitals Group is keenly aware of its roles and responsibilities towards creating sustainable value for all our stakeholders. Driven by patient-centricity, we are committed to contributing towards a holistic healthcare ecosystem in India. The Group has been at the forefront of efforts to develop effective public policy frameworks to promote accessibility, affordability, quality, and equity in health services for all, through our engagement with Governments – at the center, state, and municipal levels in the spirit of cooperative federalism. We are led by a strong foundation of ethics and transparency in our work with other stakeholders, including peers, and industry associations as well as healthcare forums at national and global levels.

Equally, we are a part of the consultative processes with the Government, as and when called for, and contribute to policy premises that impact the sector and the services that it offers. Our Group ensures that any such engagement is carried out with the highest degree of propriety, through systematic and open stakeholder dialogues, against the background of a robust governance model which helps us achieve our goal of ensuring equitable access to health.

The Group has identified specific representatives from across its business verticals to engage with Government and ministries and to put forth ideas and policy formulations on health and related subjects. These representatives are mandated to carry out their duties in keeping with the ethical standards, code of conduct, service rules and anti-bribery regulations of the company.

Any submissions to the Government are vetted at appropriate levels to ensure fair reflection of the Company's view. Similarly, any project and/or business development activities that involves engagement with appropriate local bodies, departments, ministries, or Government as a whole, are carried out in a transparent, ethical and law-abiding manner. In 2021-22, the Group has not been censured, faulted, or reprimanded for any of its activities that involves engagement with any Government.

We believe that actions brought about through strategic alliances and public advocacy must be done in a responsible manner. We participate in several industry associations-national and international advocacy organizations-to influence positive sustainability actions. To the extent possible, we utilize the trade and

industry chambers and associations and other such collective platforms to undertake policy advocacy. We are members of leading trade bodies like FICCI and CII, and we are one of the founding members of NatHealth.

As a benchmark name in the hospital industry, AHEL has a say while pursuing public advocacy in the healthcare sector. We ensure that our policy positions are consistent with the Principles and Core elements contained in these guidelines.

In-depth insights and strategic inputs forms the core of our approach towards policy formulations. In the area of Non-Communicable Diseases, we are proactive in propagating health checks for early diagnosis of underlying conditions which can aggravate the severity of the disease if left undiagnosed.

The National Skill Development Corporation (NSDC), the Government of India, has formed a partnership with Apollo Hospitals Group to promote healthcare skilling through Apollo MedSkills. Established in 2012, Apollo MedSkills aims to provide a competent workforce for the global healthcare industry. This will help the demand for a skilled and competent workforce in the healthcare industry. In an industry marked by severe shortage of skilled workers like nurses, we an active role to balance the supply-demand.

On 28th April 2010, the **Billion Hearts Beating Foundation\*** was launched to increase heart health awareness amongst Indians. The main objective of this not-for-profit was to steer the country towards wellness and good cardiac health. It soon evolved to grow in scope, when heart health education became widespread.

Similarly, the **Apollo SHINE Foundation\***, a not-profit initiative focuses on Campus Health in schools and colleges and offers its services across 100 campuses, covering close to two lakh students. SHINE conducts extensive 360 Degree health education with awareness talks.

\* Refer the 'Community Development' section for more details.

# CONSERVING THE ENVIRONMENT AND MANAGING EFFICIENCIES

The Apollo Hospitals has been mindful on the need to evaluate its impact on the environment and the effects of climate change on disease patterns and prevalence. Accordingly we have launched multiple initiatives for reduction of energy consumption, treatment of waste water, segregation of medical waste and its proper disposal, and energy sourcing from renewables, over the past few years.

We comply with the regulatory framework within which hospitals operate, wherein environmental laws have mandated for sustainability initiatives around water management and recycling, rainwater harvesting, and solid waste management. Other than this, certifications like ISO 14001:2015 has been obtained for our various hospitals. We conduct assessments on consumption and waste generation on a regular basis, and have adopted a measurable approach towards reduction of consumption, reuse and recycling initiatives, safe collection and disposal of waste, efficiencies in use of energy and water, move towards renewable sources of energy. Presently we are sourcing 50% of our power consumption from renewable resources.

At the same time, we are focused on creating resilient healthcare infrastructure (through Hazard Vulnerability Analysis) and supply chains that can withstand the vagaries of extreme climate events and ensure continuity of operations and services for our patients and communities.



## Climate Change

Climate change is having a profound impact on the health and well-being of populations across continents. A large geography like that of the Indian sub-continent is not immune to the impact that the climate crisis is having on the health of its citizens. Given its diverse geography, long coastline, unique sub-regional climatic phenomena and varied disease patterns, any change in the climate has an impact on this sensitive interplay. We are witnessing changing patterns in disease prevalence with vector borne diseases being increasingly reported from hitherto unreported regions and during periods that were not considered to be seasonal for such diseases.

Therefore, we are continuously exploring ways and means to improve our operational efficiencies by reducing thermal and electrical energy consumption. We have adopted latest technologies and promoted initiatives that have helped in reduction in the use of fossil fuels while increasing our focus on renewables like wind mills.

We are adhering to the following:

- ▶ Green Purchase Policy (GPP)
- ▶ Emphasising water, energy, and fuel security
- ▶ Using greener Bharat Stage IV fuels
- ▶ Enhancing utilization of waste derived resources like Bio Gas

## Water Management

Our Hospitals require a large quantity of potable water for patient care. Consequently we are also a large generator of waste water across our hospitals. Water scarcity is a major challenge for India and therefore we have employed various tools to ensure its judicious use and treatment.

Rain Water Harvesting (RWH) is the collection and storage of rain water. Rain water is collected and re-directed to a tank, deep pit or a reservoir with percolation. The harvested water is committed to longer term storage or ground water recharge in all our hospitals. We also support drip irrigation, a type of micro irrigation system which enables water to drip slowly to the roots of the plants.

We have setup Effluent Treatment Plants and Sewage Treatment Plants to treat waste water that is generated across our hospitals. Newer technologies like Membrane Bio-Reactor treatment are in the offing.

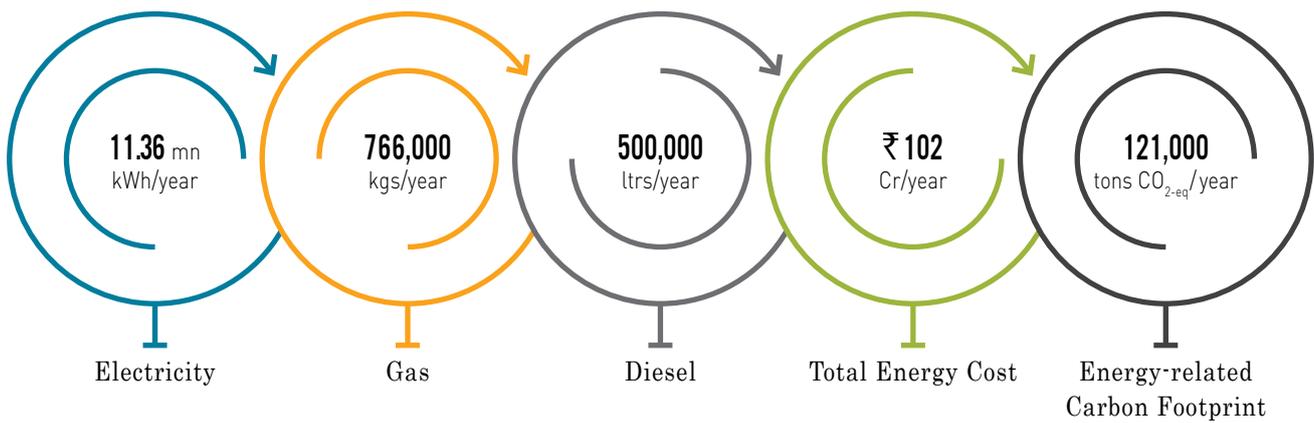
Third party water audits are carried out to promote water conservation and minimise usage.

# Energy Management

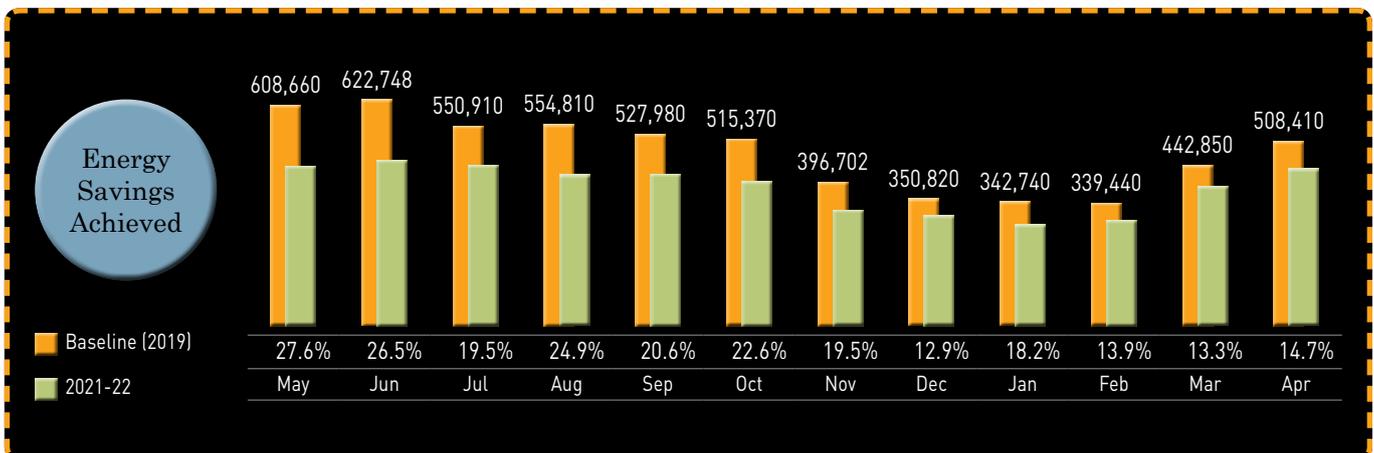
Apollo Hospitals has entered into a 10-year pay-as-you-save agreement (JoulePAYS) with industry leading energy efficiency company Smart Joules that guarantees 20% reduction in overall energy consumption for our largest 17 hospitals in India.

## Coverage and Baseline Conditions

The energy consumption baseline (2019) of these facilities collectively, is as follows:



The graph shows energy consumption in 2021-22 as compared to baseline year of 2019 and indicates the energy savings achieved.



## Waste Management

The Hospital generates waste of different categories in the course of its operations. Depending on the level of care being delivered, for example, in the operating theatres, ICUs, or at the ward level, biomedical and general waste is generated. Other than this, areas like diagnostics, laboratories, procedure rooms, and out-patient departments are other sources of waste generation. Further, the COVID-19 pandemic resulted in an increased production of waste, for example, disposable masks and gloves, Personal Protective Equipments (PPEs), etc. Added to this, the Hospital also generates radioactive waste which needs the most exacting disposal protocols.

Biomedical waste generation is the largest component of the total waste generated in a hospital. The Hospital trains all employees on waste segregation at source, protocol for disposal, and on reduction of waste generation.

At Apollo we categorize our waste into four major streams – Solid, Liquid, Gaseous, and Specialized Items. The solid waste is further divided into Bio Waste, Bio Medical Waste, Hazardous Waste, and Plastic Waste. Bio Waste is generally disposed to Bio Gas Generation and Manure Composting, so as to avoid land pollution. The Bio Medical Waste is discarded through an authorized government agency for incineration and land burial. Hazardous Waste is discarded to the hazardous waste industrial sites run by the government. Plastic Waste and Single-Use Plastics are sent to a Plastic Wastes Recycler to ensure there is no possibility of environmental pollution. Liquid Waste is broadly categorized into two main streams – Sewage and Effluent Waste Water, and treated accordingly.

Gaseous Waste is categorized as Direct/Indirect Emissions – Direct Emissions are emissions from Boilers/Furnaces/Vehicles. Indirect Emissions are emissions from Diesel Generator sets and other processes. These emissions are monitored and mitigated through air and ambient survey studies at constant intervals.

The Group has in place an e-Waste Management Policy ensuring the appropriate discard of various electronic equipment.

### Biomedical Waste (in tons) - FY22

CLINICAL WASTE	INFECTIOUS WASTE	SHARP WASTE	BOTTLES
978.82	904.12	59.73	143.99

# COMMUNITY DEVELOPMENT

We consider it a responsibility to involve ourselves in the care of the communities we operate in. Other than those that seek our services a large section of society faces myriad challenges to maintain their health and wellbeing. It has been our endeavour to design programs that address the needs of the socio-economically challenged sections of the population. We engage with these communities through health and wellbeing awareness programmes, health checks, and community development programmes, especially in areas that are underserved. Our health camps have successfully highlighted high risk populace for diabetes, heart disease, hypertension, and others. Through consistent interventions we aspire to safeguard their health and wellbeing.



# Total Health

## Primary Health Care Services

### Non-Communicable Disease (NCD) Camps and Packages

Total Camps  
Conducted

**53**

Total Beneficiaries under  
Total Health Management  
(From 2015 to Dec 2021)

**2504**



Collaborations: Apollo Hospitals

### Eye Screening Camps

Total Camps  
Conducted

**2**

Corrected Spectacles  
Distributed

**154**

Total  
Beneficiaries

**364**

Total Intra Ocular  
Lens Surgeries Done

**49**



Collaborations: Sri Venkateswara Aravinda Eye Hospital, Tirupati

### School Health Camps

Total Camps  
Conducted

**7**

Total Students  
Screened

**679**



Collaborations: District and Mandal Education Office,  
Chittoor and Govt. Schools in Thavanampalle mandal

### Cancer Screening (Cervical, Oral and Breast)

Total Camps  
Conducted

**2**

Total  
Beneficiaries

**112**

Collaborations: Department of Pathology, AIMSR, Government Hospital, Chittoor & Next Health, DBR Hospitals, Chittoor,  
Pavithra Diagnostics, Chittoor, Lions Club Chittoor

## Hearing Screening Camps

Total Camps  
Conducted

**56**

Total  
Screened

**1442**



Collaborations: AHERF Govt. Hospital, Chittoor & Medtronic Lab

## 30% Concession at Apollo Hospitals

Total  
Beneficiaries

**3955**

In-Patients

**77**

Out Patients

**3878**

Collaborations: Aragonda Apollo Hospital

## Fight against COVID-19

### COVID Isolation Centre

Total Beds

**20**

Total Patients  
Registered

**281**

Total  
Admissions

**122**

Total  
Discharges

**113**

Referred for  
Higher Centres

**28**

Referred for  
Home Isolation

**136**



### Free Vaccination Drive in Aragonda Gram Panchayat (>18 Yrs. age group)

1<sup>st</sup> Dose Vaccination Drive  
(in numbers)

**1158**

2<sup>nd</sup> Dose Vaccination Drive  
(in percentage)

**96%**



### Other Services

- ▶ Awareness session on COVID-19 through IEC Materials, Mike Announcement in convergence with Police, Forest, Health Dept. Panchayat Raj Institutions and PHC Thavanampalle.
- ▶ Distribution of Face Masks to the community and Front line worriers
- ▶ Health services and NCD camps
- ▶ Established COVID-19 Fever Clinic

Collaborations: DMHO, District and Mandal Education Office, Police Department, Mandal Revenue Office, Chittoor and Govt. Schools in Thavanampalle mandal

## Mobile and Static Clinics at Aragonda

S.No.	Name of the Unit	Total OPD	Total NCDs				Remarks
			Hypertension (HTN)	Diabetes (DM)	HTN+DM	OTHERS	
1	Mobile Clinic-1	6741	1152	1252	768	3569	OP is slightly lower in Static clinics due to COVID-19 2nd wave and heavy rains in the area during this period
2	Mobile Clinic-2	6452	1183	1104	484	3681	
3	Satellite Clinic-1	3726	698	605	340	2083	
4	Satellite Clinic-2	4822	965	1031	616	2210	
5	Ayush Wing	4660	-	-	-	-	
Total		26401	3998	3992	2208	11543	

Collaborations: Apollo Tele Health Services (ATHS), District Medical Health Office (DMHO)

## Arrjava Warrior Program

The program identifies community members who can mobilize their communities to access healthcare

Total Number of Community Villages Covered	Total Number of Schools	Total Number of Beneficiaries	Total Number of Arrjava Warriors
<b>67</b>	<b>59</b>	<b>25670</b>	<b>9</b>

Collaborations: Hausoos for TRP and Medvarsity for BLS training planned in Jan 2022

## Nutrition Centres

### Antenatal and Postnatal Nutrition Centres

Due to COVID-19 temporarily closed the centres and ensuring the institutional deliveries

Collaborations: ICDS Department

### Geriatric Nutrition Centres

Total Number of Centres	Total Beneficiaries
<b>3</b>	<b>684</b>



### Kitchen Garden Support

Total Varieties	Distributed and Planted
<b>10</b>	<b>8800</b>



## Water, Sanitation and Hygiene

### Access to clean drinking water



Collaborations: Lions Club of International

### Sustainable Toilet Project



Collaborations: Arogya Rakshak Project supported by Reckitt

### Hygiene Camps & Education

- ▶ Hand Wash Session and Awareness Sessions provided in **104** Govt Z.P.H. and M.P.P Schools of **4** Mandal.
- ▶ Personal Hygiene and Menstrual Hygiene Session at Community in **32** Gram Panchayats.
- ▶ Hygiene Corners Established in **30** Schools
- ▶ Training of the trainers program conducted to all Govt schools of Thavanampalle Mandal, Bangarupalyam, Irala and Chittoor rural and urban school Teachers. Total **150** teachers attended the program.
- ▶ Conducted Training session on Infection control management

Collaborations: Arogya Rakshak project supported by Reckitt

We distributed water purification tablets to **300** Chenchu residents inside the Amrabad forest, easing access to clean, potable water which they didn't have earlier.

Arogya Rakshak, our platform in conjunction with Reckitt's Banega Swasth India, inculcated behaviour change around cleanliness in **100** schools, helping **10,000** students.

## Women Empowerment and Livelihood Support

### Sustainable skilling

Women given basic training on Vocational Tailoring Skill Training

**19**

Women working in Jute Section

**18**

Women working in Apparel Section

**37**

#### Jute Bags – Orders From

AHEL, Chennai • Nari Enterprises  
• Billion Heart Beating • Golden Harvest Industries • Apollo Hospitals Jubelee Hills, Hyderabad

Jute Bags – Quantity: **48,612**

Jute Bags – Amount: **₹ 48,78,042**

#### Apparels – Orders From

AHEL, Chennai • Hausoos Ventures PVT Ltd • SBT Uniforms, Chennai  
• Vinayaka Security Services • Billion Heart Beating • Vallaba Milk Products Pvt Ltd • Life Time Wellness RX International Ltd • PD DRDA • Total Health • Eco bless Enterprise Limited

Apparels – Quantity: **39248**

Apparels – Amount: **₹ 90,32,934.34**



Collaborations: District Rural Development Agency (DRDA) and National Jute Board, National Jute Board, Govt. of India, AP HRD Institute, Bapatla, TTD

### Youth Skill Training Course – Refrigeration and Air-Conditioning

Total Batches Completed

**3**

Total Trained

**44**

At present all trainees are in on-job training



Collaborations: Blue Star Ltd.

TH Amrabad collaborated with the forest department and distributed **1,500** gloves and **3,000** masks to **50** ragpickers, to aid them in picking plastic waste off the roads.

Through the pandemic, the women at our skill centre made over **12,500** masks for Apollo Foundation's other projects and for local distribution in **195** villages.

## Environment

### Tree Saplings Distribution and Plantation

Total Varieties

11

Total saplings distributed and planted

11000

Collaborations: Forest Department of Andra Pradesh & Telengana



### Polyhouse

Total Crops (Green Leaves)

1

Harvested Green Leaves (Bunches)

46584

Collaborations: Agriculture Dept.

## Community Infrastructure Support

- ▶ Walking Plaza, Play Ground, Community Hall, Medication Centre – access to all community from Thavanampalle Mandal
- ▶ Athletic Track (100 Mtrs and 200 Mtrs) at Total Health Ground
- ▶ 27 Meditation Centres in 27 Gram Panchayats and Government Schools
- ▶ 2 Mobile Clinics, providing healthcare services in 98 villages at community door steps
- ▶ 2 Satellite Clinics, providing healthcare services for walk-in patients from 63 villages
- ▶ 1 Ayush Wing, providing healthcare service to community of Thavanampalle Mandal from 90 villages



## Tribal Rehabilitation Program

### Reconciling Development and Conservation

- ▶ Baseline Survey Completed in 42 Pentas
- ▶ Conducted Health Screening Camps
- ▶ Established Covid Isolation Care Centre and provided the services to 45 registered patients
- ▶ Conducted Health Awareness Sessions on COVID-19 appropriate behaviors
- ▶ Conducted Nutrition Camps for Children – 300 students benefited
- ▶ Provided training on Water Filtration Methods to community
- ▶ Naturalist training of 130 base camp watchers
- ▶ Folk-lore focused tourist guide training of 50 Chenchu youth completed
- ▶ Given employment to the women members in honey bottling and labeling – 100 individuals employed
- ▶ Provided training on candle making – 50 villages
- ▶ Established Satellite Clinic and providing the Health Service to community



## Billion Hearts Beating

On 28th April 2010, the Billion Hearts Beating Foundation was launched to increase heart health awareness amongst Indians. As a not-for-profit, its objective was to steer the country away from hurtling towards becoming the cardiac disorder capital of the world. It soon evolved to grow in scope, when heart health education became widespread.

Today, the health initiatives undertaken by the Billion Hearts Beating team include numerous free health camps, supply of free medications and healthcare amenities, the supply of ration kits, hygiene kits and many more through our programmes Project Aushad and Project Suraksha. These are offered to the most neglected sections of society, like senior care homes. Basic life support (BLS) training under Project Prashikshan adds muscle to the overarching goal of a healthy India.

### Vision

To touch a billion lives through access to free preventive healthcare.

### Mission

To work towards creating a better India, where basic preventive healthcare is available to all. The foundation has the following certifications:

- ▶ Registered under the 12A Income Tax Act.
- ▶ 80 G certification which allows 50% exemption to all donors.
- ▶ FCRA certification which allows a foreign entity to donate funds to the trust.

### Project Aushad

The Billion Hearts Beating Foundation with the support of Apollo Hospitals Enterprise Limited (AHEL) supplies prescription medicines to residents of senior care homes across India under Project Aushad. During the pandemic, BHB expanded its role to offer some homes with sanitation kits, healthcare amenities, and dry rations.

#### Activities in 2021-22

- ▶ Expansion: The number of senior care homes expanded from 130 to 151, taking the number of states covered from 5 to 8. Project Aushad now runs in Delhi-NCR, Tamil Nadu, Karnataka, Andhra Pradesh, Telangana, Maharashtra, West Bengal, and Gujarat.
- ▶ Medicine supply: Every month, more than 6,000 senior residents have benefitted from the monthly medicine distribution, growing the number of beneficiaries by 23.2% compared to the previous year.
- ▶ Healthcare amenity distribution: BP machines, digital/ infrared thermometers, hot water bags, walkers, wheelchairs, pulse oximeters, glucometers (with lancets & strips) were distributed in all the senior care homes we support.
- ▶ Ration kit distribution: During National Nutrition Week in September, BHB supplied ration kits consisting of ragi, bajra dalia, cooking oil, sattu, poha, pulses, turmeric powder, salt to 34 senior care homes.
- ▶ Hygiene kit distribution: BHB supplied hygiene kits to (consisting of floor cleaners, toilet cleaners, handwash) to 113 associated senior care homes.
- ▶ Water purifier distribution: BHB installed water purifiers in 111 senior care homes.

## Project Suraksha

BHB provides essential medical relief, in times of natural disaster, emergency situations, and through the course of regular life, to provide a support system to hospitals and healthcare workers, under Project Suraksha.

### Activities in 2021-22

- ▶ **Health camps:** Routine health camps were conducted for those who did not have access to quality healthcare, such as those in the Police Boys and Girls clubs in Chennai. More than 1,000 people benefited.
- ▶ **COVID-19 relief activities:** BHB stocked COVID-19 isolation centers in Chennai, Kolkata, Lucknow, Bengaluru, with 863 pieces of equipment and critical medical supplies, such as ventilators, echo machines, and oxygen. PPE kits & other relief items were also supplied to a few charitable hospitals and NGOs. Upto 7,000 people benefited.
- ▶ **Community daycare centers:** These centers offer nutritious food, medical treatment, and prescription medicines to people from surrounding areas to ensure a better quality of life. More than 11,000 people have been served.
- ▶ **Emergency care centers:** These centers are situated at places of public importance and high traffic, which provide immediate critical care. People can access life-saving medical care, and be stabilized, before they are transported to a hospital of their choice. Over 1,300 people have been served.

## Project Prashikshan

BHB offers basic life support (BLS) courses for participants to recognize life-threatening emergencies in a safe, timely, and effective manner, under Project Prashikshan. The course includes CPR training and basic first aid skills, and sessions are held both online and offline.

### Activities in 2021-22

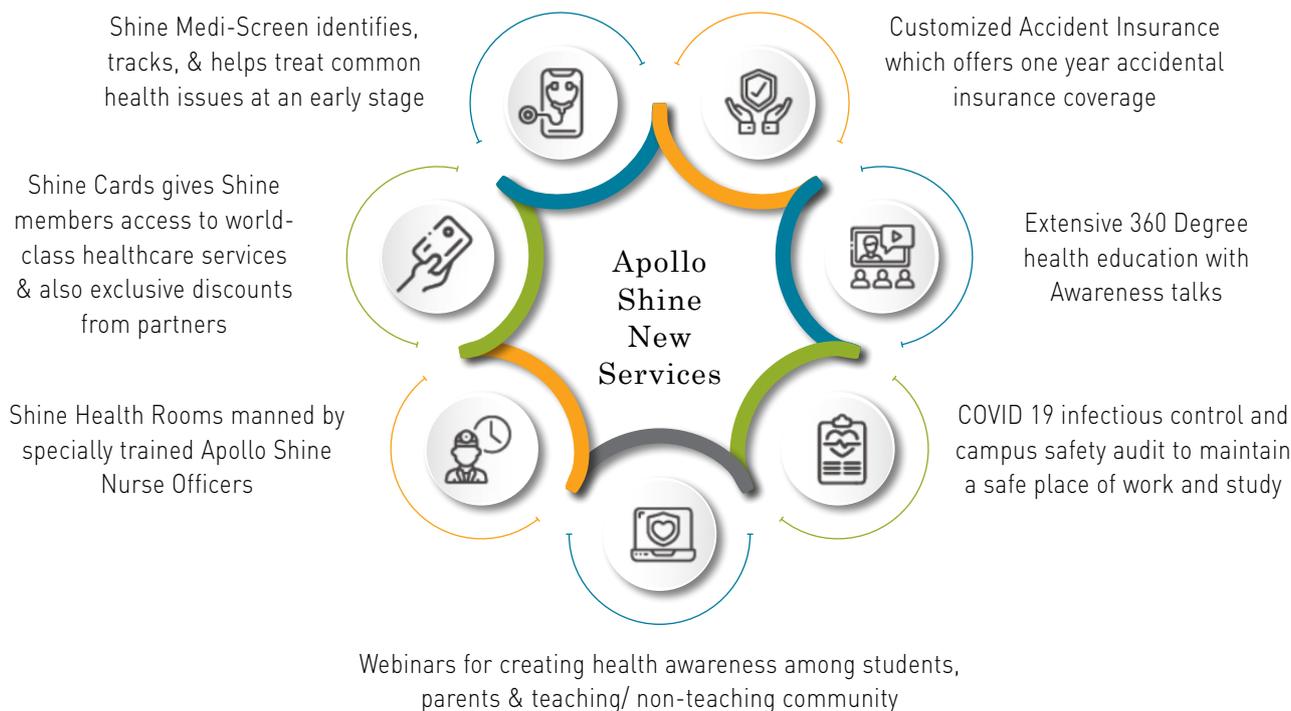
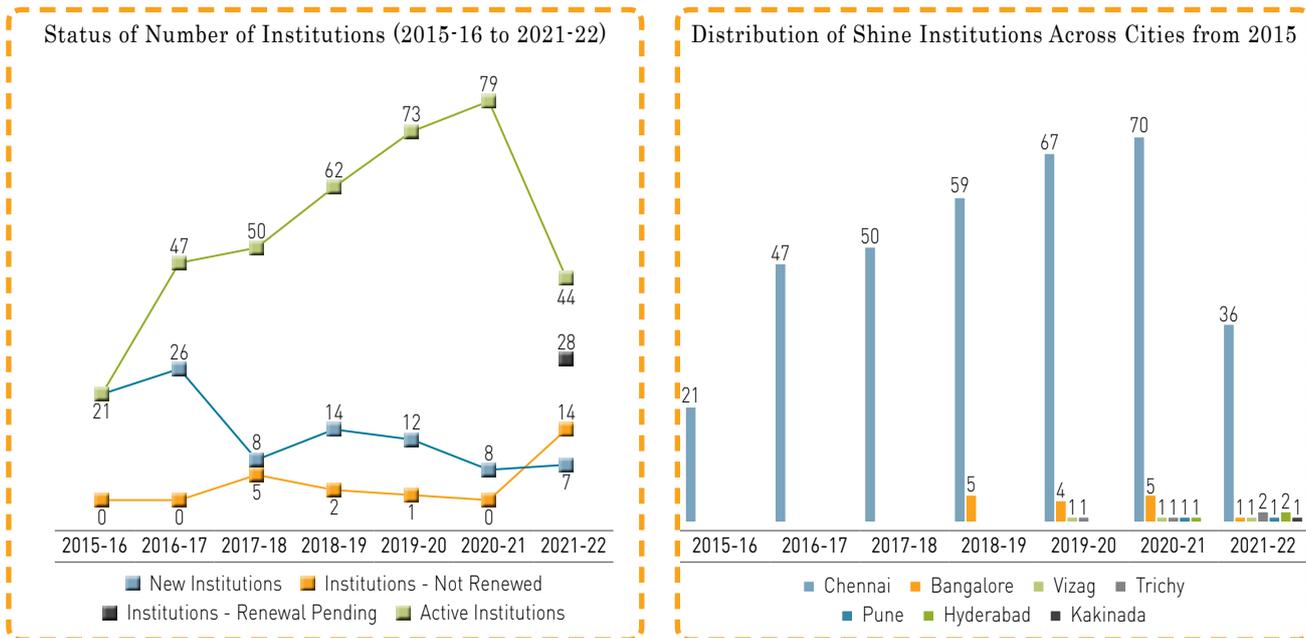
- ▶ Offline 1,081 BLS training courses were carried out, with the police, NCC cadets, members of the Police Boys and Girls Clubs.
- ▶ Online sessions were introduced in 2021 due to the pandemic, and also so that the course could reach areas otherwise difficult to reach – 680 people benefited.

# Shine

The Apollo SHINE Foundation, a not-for-profit initiative focuses on Campus Health in schools and colleges and offers its services across 100 campuses, and covers close to 200,000 students.

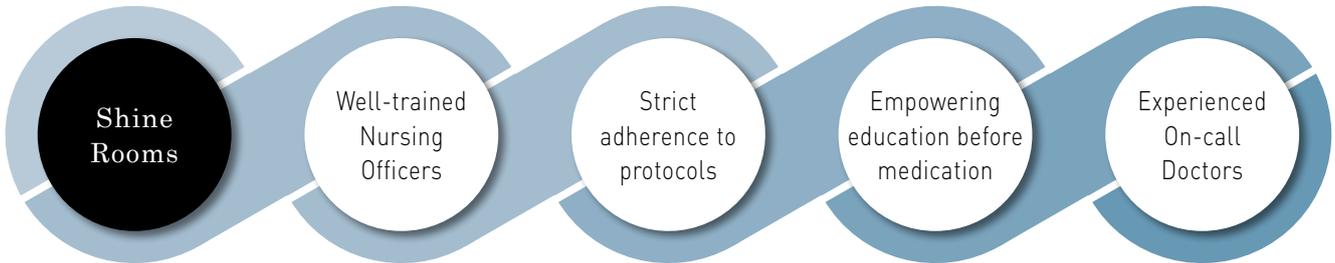
## Apollo Shine – Overview from 2015

Since 2015, Shine added more institutions and spread across India. The Pandemic affected the renewal of subscriptions, as institutions were not open physically. For the year 2021-22, we have 28 institution renewals pending.



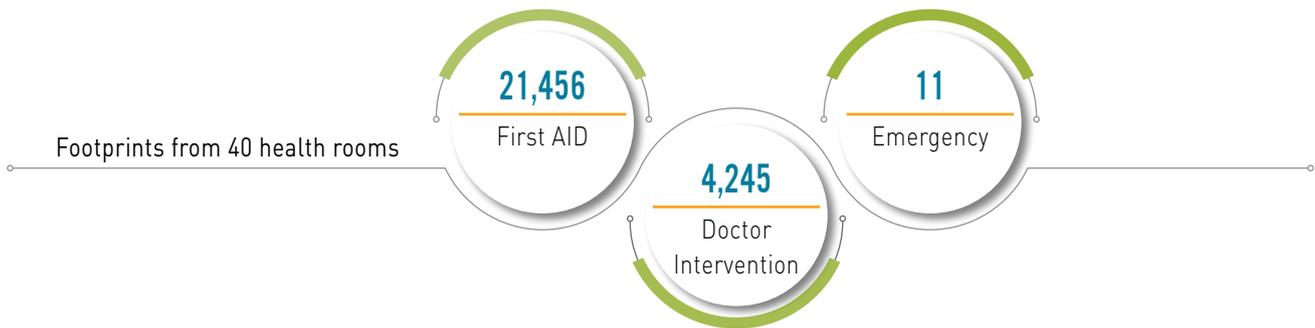
## Shine Health Rooms

Apollo Shine aims to set the students on the path to healthier living. Our first touchpoint for that is the SHINE health room.



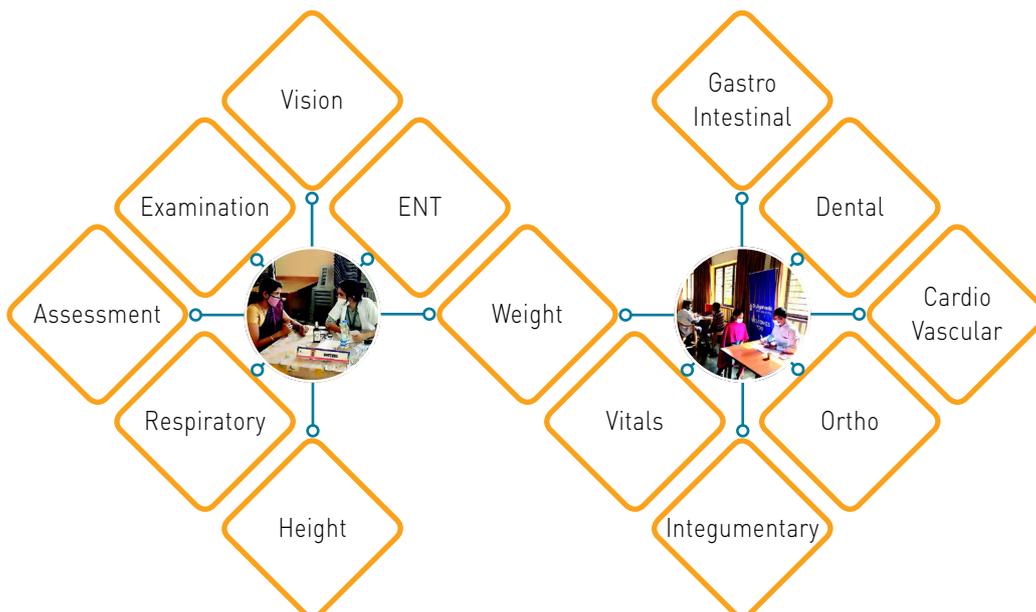
Additional duty of SHINE Nurses due to the COVID Pandemic

## Shine Health Room Footprints 2021-22



## Shine Medi-Screen

All shine members are screened once every academic year to keep track of their health.



## Apollo Shine Webinars

Shine conducted age-group based health awareness webinars for our student members and also for the parents, teaching and non-teaching community.

### 33 Health Awareness Talks & Webinars in year 2021-22

- ▶ Webinar in November 2022 to mark the World Day for the Prevention of Child Abuse
- ▶ Webinar - COVID-19 Vaccine FAQs
- ▶ Webinar for Special Kids of V-Excel NGO

### Indian Achievers Award Excellence in Healthcare 2021

The Indian Achievers' Forum promotes, encourages and gives recognition for excellent performance in their respective fields

The Apollo SHINE Foundation was awarded the Indian Achievers' Award for Excellence in Healthcare 2021



**The pandemic did not stop us from making a difference in people's lives. We continued our services...**

More than 10,00,000 people were screened for COVID-19 and other health issues

Shine audited 71 school & college campuses for safety and certified them across India

Nearly 175 webinars organized for the students, teachers, and parents

About 1548 COVID helpline calls were handled by Doctors and Nurses

About 80 of our Nursing Officers continued to be on-duty in schools, colleges & hospitals

About 1000 hospital admissions, for both COVID and Non-COVID cases facilitated

Through the On-Campus Vaccination drives 103 students in the age group 15-18 vaccinated

More than 700 vaccinations facilitated

Almost 500 RTPCR tests were facilitated

## SACHi

SACHi recruited 60+ doctors to give free consultations to children with low access to quality healthcare, with Apollo 24/7.

In November for Diabetes Day, SACHi created a panel of paediatric endocrinologists to offer their services free of cost for a month.

We recruited celebrities to market SACHi's unique selling proposition of free online check-ups for all children in India.

## Social Initiatives by Apollo Pharmacies limited

### Health Camps

Apollo Pharmacy organizes health camps across the length and breadth of India not only at its various outlet locations but also at leading residential welfare associations, community places and corporate premises. Various formats of camps have been developed to enable easy access for the target audience.

#### In-store Camps

People are welcome at over 2000 Apollo Pharmacy stores across India to get the routine health checks done on the first and third Sundays of every month. Blood pressure tests and random blood sugar tests are provided free of cost in these camps. About 2.5 million customers have benefitted from access to these services in their locality.

#### Neighbourhood Camps

We conduct neighbourhood camps in residential areas like RWAs, Colonies, etc. to provide a wide range of health services free of cost to patrons in the locality. The ultimate aim of these camps is to make every community healthier. Around 2000+ such camps are done in metros to arrest the incidence of Non-Communicable Diseases (NCD's).

The following services are provided free of cost during these camps.

#### Doctor Consultation

General Physician

Cardiac

ENT

Dental

#### Diagnostics & Testing Services

Blood Pressure Test

Blood Glucose Test

ECG

Spirometry

Pulmonary Function Test

Bone Mineral Density Test

#### Health Advice

We have conducted such camps for organisations like the Supreme Court of India, the Lions Club, the Police Forces, the US Embassy, and Pensioners and Government Employees Associations.

Corporate Camps provide free healthcare services to the employees. Some examples of these camps include SBI Bank, Axis Bank, TCS, and Tech Mahindra.

In total, we have conducted **25,000+** health camps that served over **2.2** million patrons, particularly the elderly.

## Health Hour – Digital Camps for improving Health Awareness through Apollo 24/7

During the unprecedented time of COVID-19, we launched digital health camps & reached out to 0.26 million+ online viewers with health advice through Apollo 24/7. So far over 52 'Health Hour' episodes have been aired on Youtube, wherein, specialist Doctors educate the viewers on health and healthy lifestyle topics like Covid Awareness, heart health, mental health, gastro, diabetes and other common lifestyle topics.

## Services for Loyal Customers

We serve over 30 million loyal customers through various pharmacy touchpoints. Over 600,000 customers are served on a daily basis by Apollo Pharmacy for their medicinal needs. We provide a basket of free services like refill reminders, product advice etc. to assist our customers in getting healthier. Over 200,000 calls are made every month to assist the loyal customers. With the introduction of the Apollo Circle Plan, our loyal customers can now avail benefits such as doctor on call, medicine delivery at no cost, diabetes management program, and diagnostics tests, etc.

## Apollo Aushadh

Apollo Aushadh was conceived in 2014 with an aim to reach out to needy senior citizens in old-age homes and children in Children's homes to help reduce the financial burden in their medicine requirements. Identified beneficiaries are supplied medicines free of cost. The programme is spread across the states of Tamil Nadu, Andhra Pradesh, Telangana and Karnataka.

Old-Age Programme



## 24-Hour Apollo Pharmacy

To provide round the clock service to people, Apollo Pharmacy operates 24-hour pharmacies in major cities and locations across the country. In major cities this puts people within 5 km of a 24 hour Apollo Pharmacy. Apollo Pharmacy currently operates 645 such pharmacies across 200+ cities and towns in 21 states of India.

## Total Health Initiative by Apollo Hospitals

Dr. Prathap C. Reddy launched 'Total Health' in the year 2013 to provide "Holistic Health Care" for the entire community of Thavanampally Mandal (Chittoor District), starting from birth through their journey into childhood, adolescence, adulthood and in the latter years of their life.

Apollo Pharmacy supplies general medicines worth ₹ 120,000 per month to the beneficiaries of Total Health.

## Partnerships with other Companies

Apollo Pharmacy in partnership with MAX foundation India ensures unhindered access to cancer medicines for a patient across 21 different locations in India (including HBP network). We provided storage services for medicines GLIVEC across 10 distribution centres and we also dispensed GLIVEC to 18,000+ patients across India.

## Sustainability Initiatives by Apollo Pharmacy

**Retail Packaging** — Apollo Pharmacy dispenses products in environment-friendly bags. Over the last two years all Apollo Pharmacies across India stock paper packs and also minimise the use of compostable carry bags, thus moving to fully bio-degradable packs. We have issued over 17 crores bags in total. We use corrugated boxes for delivering the products to the consumers. This helps in carbon footprint reduction.

**Product Packaging** — We are moving our product packaging gradually to more environmentally friendly variants like biodegradable material, cardboards and cartons. In FY 2022, packaging for 100% SKUs were shifted to eco-friendly packaging, and 6 products were moved to bio-degradable.

### BRSR–Section A: General Information about the Company

CIN	L85110TN1979PLC008035
Name of the Company	Apollo Hospitals Enterprise Limited [AHEL]
Year of Incorporation	5 <sup>th</sup> December 1979
Registered Address	No. 19, Bishop Gardens, Raja Annamalaipuram, Chennai – 600 028
Corporate Address	Sunny Side Building, 3 <sup>rd</sup> Floor, East Block, No. 8/17 Shafee Mohammed Road, Chennai – 600 006
Website	www.apollohospitals.com
E-mail ID	investor.relations@apollohospitals.com
Financial Year Reported	2021-22
Sector(s) that the Company is engaged in (industrial activity code-wise)	Healthcare Sector
List three key products/services that the Company manufactures/provides (as in the Balance Sheet)	Healthcare Services Pharmaceutical Products
Total Number of locations where the business activity is undertaken by the Company	AHEL's business operations are spread across various locations in India. AHEL's business activities includes operating hospitals and pharmacies and it has a presence in Chennai, Hyderabad, Bengaluru, Mumbai, Aragonda, Bhubaneshwar, Bilaspur, Karur, Karaikudi, Madurai, Mysore, Nashik, Nellore, Trichy and Visakhapatnam.  Apollo has an international hospital located in Dhaka.
Major markets served by the Company	India, Africa, Middle East, Bangladesh and Myanmar

### BRSR–Section B: Financial Details of the Company

Paid up Capital (INR)	₹ 719 million
Total Turnover (INR)	₹ 60,983 million
Average net profit of the Company for the preceeding three financial years	₹ 4,155.79 million
Prescribed CSR Expenditure (two percent of the amount on above)	₹ 83.12 million
Total amount spent during the financial year	₹ 162.39 million
Total spending on Corporate Social Responsibility (CSR) as a percentage of the average net profit of the Company	3.91%
List of activities in which CSR expenditure has been incurred. More information can be seen in pages 84-87 of this report.	1. Rural Development 2. Education & Skill Development 3. Healthcare 4. Research in Healthcare

### BRSR–Section C: Other Details

Does the Company have any Subsidiary Company/ Companies?	Yes. The details of subsidiary companies are available in the Annual Report FY 2021-22 (please refer pages 72-75).
Do the Subsidiary Company/Companies participate in the BR Initiatives of the Parent Company? If yes, then indicate the number of such Subsidiary Companies:	Subsidiaries maintain policies relevant to their business operations. However, AHEL always encourages its subsidiary companies to run their businesses in a socially and environmentally responsible manner.
Do any other entity/entities (e.g., suppliers, distributors, etc.) that the Company does business with, participate in the BR initiatives of the Company? If yes, then indicate the percentage of such entity /entities? [Less than 30%, 30-60%, More than 60%]	No. However, AHEL intends to extend its applicable environment, social and governance policies to cover major stakeholders.
Details of fines / penalties / punishment / award / compounding fees / settlement amount	Information is available on the website of the Company at <a href="https://www.apollohospitals.com/investor-relations">https://www.apollohospitals.com/investor-relations</a> .

### BRSR–Section D: Business Review Information

#### 1. Details of Director/Directors responsible for BRSR

DIN Number	00001873
Name	Smt. Suneeta Reddy
Designation	Managing Director
Telephone number	+91-44-28290956
E-mail ID	suneetareddy@apollohospitals.com

#### 2. Principle-wise (as per NVGs) BRSR Policy/Policies (Reply in Y/N)

S. No	Questions	Business Ethics P1	Product Responsibility P2	Well Being of Employee P3	Stakeholder Engagement P4	Human Rights P5	Environment P6	Public Policy P7	CSR P8	Customer Relations P9
1	Do you have a policy/policies for?	Y	Y	Y	Y	Y	Y	Y	Y	Y
2	Has the policy been formulated in consultation with the relevant stakeholders?	Y	Y	Y	Y	Y	Y	Y	Y	Y

**BRSR–Section D: Business Review Information**

S. No	Questions	Business Ethics P1	Product Responsibility P2	Well Being of Employee P3	Stakeholder Engagement P4	Human Rights P5	Environment P6	Public Policy P7	CSR P8	Customer Relations P9
3	Does the policy conform to any national/international standards? If yes, specify?	AHEL conforms to the following national and international standards: 1) NVG Guidelines issued by the Ministry of Corporate Affairs, GOI 2) Environment and Social Guidelines issued by IFC. 3) Quality of healthcare guidelines issued by JCI and NABH. 4) Environment Guidelines as per ISO 14001 and Ministry of Environment and Forest.								
4	Has the policy been approved by the Board? If yes, has it been signed by MD/Owner/CEO/ appropriate Board Director?	Yes, all the policies have been approved by the Board.								
5	Does the Company have a specified committee of the Board/ Director/Official to oversee the implementation of the policy?	Yes, the Board has nominated a Director to oversee the implementation of the policy.								
6	Indicate the link for the policy to be viewed online?	<a href="https://www.apollohospitals.com/apollo_pdf/code-of-conduct-directors.pdf">https://www.apollohospitals.com/apollo_pdf/code-of-conduct-directors.pdf</a> <a href="https://www.apollohospitals.com/apollo_pdf/code-of-conduct-sm.pdf">https://www.apollohospitals.com/apollo_pdf/code-of-conduct-sm.pdf</a> <a href="https://www.apollohospitals.com/apollo_pdf/whistle-blower-policy.pdf">https://www.apollohospitals.com/apollo_pdf/whistle-blower-policy.pdf</a> <a href="https://www.apollohospitals.com/apollo_pdf/csr-policy.pdf">https://www.apollohospitals.com/apollo_pdf/csr-policy.pdf</a> <a href="https://www.apollohospitals.com/apollo_pdf/board-familiariation-policy.pdf">https://www.apollohospitals.com/apollo_pdf/board-familiariation-policy.pdf</a>								
7	Has the policy been formally communicated to all relevant internal and external stakeholders?	The policies have been formally communicated to internal and external stakeholders. It has been communicated to the external stakeholders through <a href="http://www.apollohospitals.com">www.apollohospitals.com</a>								
8	Does the Company have an in-house structure to implement the policy/ policies?	Yes, we have a well defined governance structure with clear roles and responsibilities within the organization.								

## BRSR–Section D: Business Review Information

S. No	Questions	Business Ethics P1	Product Responsibility P2	Well Being of Employee P3	Stakeholder Engagement P4	Human Rights P5	Environment P6	Public Policy P7	CSR P8	Customer Relations P9
9	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/policies?	Y	Y	Y	Y	Y	Y	Y	Y	Y
10	Has the Company carried out independent audit/ evaluation of the working of this policy by an internal or external agency?	All the policies have been formulated in consultation with various stakeholders, however the Company plans to carry out an internal/external assessment in due course of time.								
2a. If answer to Section 2 against any principle, is 'No', please explain why: (Tick up to 2 options) — Not Applicable										
<b>3. Governance related to Business Responsibility (BRSR)</b>										
1	Indicate the frequency with which the Board of Directors, Committee of the Board or CEO assess the BRSR performance of the Company. Within 3 months, 3-6 months, Annually, More than 1 year	The Board of Directors assess the BRSR performance of the Company annually.								
2	Does the Company publish a BRSR or a Sustainability Report? What is the hyperlink for viewing this report? How frequently is it published?	Annually. <a href="https://www.apollohospitals.com/apollo_pdf/BRSR2022.pdf">https://www.apollohospitals.com/apollo_pdf/BRSR2022.pdf</a>								





Apollo Hospitals Enterprise Limited

[CIN : L85110TN1979PLC008035]

Regd. Office: No.19, Bishop Garden, Raja Annamalai Puram, Chennai – 600 028

Secretarial Dept: Ali Towers III Floor, No.55, Greams Road, Chennai – 600 006

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