



Table of Contents

1. Our Purpose.....	2
2. Our Definition of diversity and inclusion.....	3
3. Our Objectives and Scope of DEI Policy	3
4. Our Approach towards Diversity Equity & Inclusion	4
a. Diversity & Inclusion in Operational Strategies.....	5
DEI Vision.....	5
Leadership and Accountability	5
Governance, Implementation, and Sensitization Initiative	5
b. Diversity & Inclusion in Internal processes and policies.....	5
Recruitment, Development, and Advancement:	5
Benefits, Work-life Balance, and Flexibility.....	6
Job Designs, classification, and Compensation	6
c. Diversity & Inclusion in External Partnerships.....	7
Community and Social Relationships.....	7
Products and Service Development.....	7
Supplier Diversity.....	8



Diversity, Equity & Inclusion (DEI) Policy

Our diversity, equity and inclusion policy is intended to guide our actions and make our intentions transparent. We offer an inclusive and diverse working environment where everyone can bring their whole self to work, which is an integrated part of being in a sustainable healthcare industry. We can only unlock our full potential if we have an inclusive and diverse organization representative of the patients, employees, customers, and societies we serve. To us, diversity is about the mix of employees, perspectives, and backgrounds we have in our business, and inclusion is about creating a culture where all employees feel valued and have a sense of belonging.

We fundamentally believe that diversity and inclusion drive value for Apollo Hospitals by enabling a diverse line of thought, increasing innovation, and leading to better and more nuanced decisions and stronger risk management. In addition, being a strongly values-driven organization, it is simply the right thing to do. These beliefs are core to who we are and an integrated part of the Apollo Way.

Our purpose

Our organization's purpose for having a Diversity, Equity, and Inclusion (DEI) policy is to create a workplace that reflects the rich tapestry of human experiences, values the unique contributions of each individual, and ensures that every member of our team feels respected, valued, and empowered. We believe that by championing diversity, promoting equity, and fostering inclusivity, we not only enrich our organizational culture but also drive innovation, creativity, and excellence in everything we do. Our purpose is to actively dismantle barriers, challenge biases, and create a space where all voices are heard, ideas are welcomed, and opportunities are accessible, thus unlocking the full potential of our people and driving our collective success.





Our Definition of Diversity and Inclusion

Workplace diversity and inclusion refers to the variety of differences among people in an organization. An organization is a collective representation of people coming with individual differences in thoughts, personalities, unique capabilities, and talents that they bring to work. It is an understanding that each individual is unique, and a recognition of our differences, so that each and everyone feels important, respected, included, and engaged as we assimilate people with differences including but not limited to nationality, geography, ethnicity, gender, sexual orientation, age, physical abilities, family status, religious beliefs, perspective, experience or other ideologies. While we strongly appreciate diversity in all forms, achieving gender parity is a priority for us. Besides, our workforce should reflect the diverse consumers and communities we serve.

As a healthcare provider, we work in India with a broad array of laws and regulations. But regardless of where we operate, we take care to respect the diversity, talents, and abilities of all. We benefit greatly from the skills, experience, and commitment of the diverse range of people who work with us. As a business imperative, as much as it is about fairness and societal equity across diverse groups, globally. Companies with a healthy diversity mix are more likely to have financial returns above their industry median. Additionally, research shows that the most engaged employees are those working in an open, fair, and diverse environment

Our Objectives and Scope of DEI Policy

Our objectives are centered around creating a more inclusive, respectful, and equitable healthcare environment for both patients and staff.

- **Promote Inclusivity:** Foster an inclusive culture where individuals from diverse backgrounds feel valued, respected, and welcomed within the hospital community.
- **Eliminate Discrimination:** Ensure that all patients and staff are treated fairly and without discrimination based on race, ethnicity, gender, sexual orientation, religion, disability, or any other characteristic.
- **Patient-first Policy:** We believe that our patients are our top priority in any given situation and we put their needs above everyone else's in our premises.
- **Equal Access to Healthcare:** Guarantee that all patients receive equitable access to high-quality healthcare services, regardless of their background or identity.

Diversity & Inclusion

Our commitment towards creating an diverse



- **Workforce Diversity:** Recruit, retain, and promote a diverse healthcare workforce that reflects the diversity of the patient population and the community served.
- **Cultural Competence:** Provide training and education to healthcare providers and staff to enhance cultural competence, enabling them to better understand and meet the unique needs of diverse patient populations.
- **Equitable Career Advancement:** Create pathways for career development and advancement that are free from bias and provide equal opportunities for all staff members.
- **Language Access:** Ensure that language services are readily available for patients with limited English proficiency, so they can fully participate in their healthcare decisions.
- **Accessible Facilities:** Make physical facilities and digital resources accessible to all, including those with disabilities.
- **Community Engagement:** Engage with the local community to understand their unique healthcare needs and incorporate their feedback into hospital practices.
- **Data Collection and Analysis:** Collect demographic data on patients and staff, and regularly analyze this data to identify disparities and track progress toward equity goals.
- **Anti-Harassment Measures:** Establish and enforce policies that prohibit harassment, bullying, and any form of discrimination within the hospital environment.
- **Health Equity Initiatives:** Develop and implement initiatives to address health disparities within the community and improve healthcare outcomes for underserved populations.
- **Accountability and Reporting:** Hold hospital leadership accountable for DEI goals and regularly report progress to the public and relevant stakeholders.
- **Patient-Centered Care:** Ensure that care is patient-centered, taking into consideration the cultural, social, and economic factors that may impact a patient's health and well-being.
- **Continuous Improvement:** Encourage ongoing assessment and improvement of DEI efforts, adapting strategies as needed to achieve the hospital's objectives.
- **Transparency:** Maintain transparency in DEI policies, practices, and outcomes, and encourage open dialogue with staff, patients, and the community.
- **Legal Compliance:** Comply with all relevant laws and regulations related to diversity, equity, and inclusion in healthcare.
- **Partnerships:** Collaborate with external organizations and agencies that share similar DEI goals to maximize the impact of initiatives.

By setting and actively pursuing these objectives, we are working towards creating an inclusive and equitable healthcare environment that benefits both its staff and the diverse patient populations it serves.

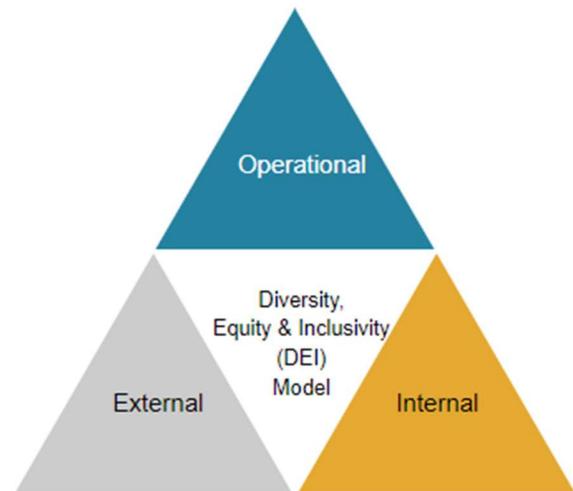


The policy applies to all employees, interns, probationers, retainers, consultants, and trainees at Apollo Hospitals, and those contracted to work at, or for, Apollo Hospitals or its subsidiaries. All employees, senior leadership, and management are responsible for upholding and implementing the aims of this policy while creating a safe and inclusive environment that celebrates diversity. They are to refrain from engaging in any kind of

Our Approach towards Diversity Equity & Inclusion

As a company committed to fostering an inclusive and equitable workplace, we recognize the importance of **three core dimensions**¹ in our diversity and inclusion efforts: internal diversity & inclusion, external diversity & inclusion, and operational diversity & inclusion.

- We inculcate **Operational Diversity and Inclusion**: By ensuring the integration of diversity and inclusion principles into the day-to-day operations and decision-making processes of the company. It involves embedding D&I considerations into the company's core business functions and strategies.
- We ensure **Internal Diversity and inclusion** by focusing on the company's internal policies, practices, and culture to create an inclusive workplace. It encompasses efforts to foster diversity among employees and ensure that all employees, regardless of their backgrounds or characteristics, feel valued, respected, and included within the organization.
- We implement **External Diversity and inclusion** which extends beyond the company's internal operations and focuses on its relationships with external stakeholders by, including patients, suppliers, partners, and the broader community. It aims to ensure that the company's interactions and business practices are inclusive and respectful of diversity in the external environment.



¹ <http://www.diversitycollegium.org/GDIB.pdf>



Diversity & Inclusion in Operational Strategies

DEI Vision

We recognize that having diversity, inclusivity, and equity in our organization, is key towards achieving a competitive advantage in the healthcare industry. We believe in treating all people with respect and dignity and fostering a supportive environment in which all individuals can realize their full potential, regardless of their differences. Our diversity policy encompasses differences in ethnicity, gender, language, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, experience, and education. We believe that the wide array of perspectives that result from diversity will promote innovation and access.

Leadership and Accountability

We expect our leadership to support and create an inclusive and diverse environment. They are to ensure effective policies and procedures are in place to support Apollo Hospitals in fulfilling its equity and diversity vision. They are required to advise, guide, and support the implementation of this policy while addressing equity-related issues at the workplace. It is our leadership's responsibility to bear accountability for ensuring that the policies and processes relating to employee, recruitment, selection, career development, discipline, and grievance redressal are carried out per the statutory duties. This will ensure that all employees are encouraged and enabled to reach their full potential.

Governance, Implementation, and Sensitization Initiative

Diversity management benefits individual teams, our organization, and our patients at large. It makes us more creative, flexible, productive, and competitive. Every employee in our organization must undertake awareness and sensitization programs that are arranged regularly for our employees to reinforce our policies around equity and diversity and remind them about being sensitive to the diverse needs of customers and patients.

Diversity & Inclusion in Internal Processes and Policies

Recruitment, Development, and Advancement:

We believe that our employees from many different cultural, linguistic, and national backgrounds provide us with valuable knowledge for understanding complex issues and situations. We have established a comprehensive talent management policy to identify talented women and

Diversity & Inclusion

Our commitment towards creating an diverse



individuals from under-represented backgrounds for recruitment. We provide employment opportunities for promising youth, women, and under-represented groups with the potential to become high-achieving professionals in the healthcare sector. We reward excellence and all employees are promoted based on their performance

Benefits, Work-life Balance, and Flexibility

We have introduced a range of benefits that cater to diverse employee needs, including health insurance plans that cover a variety of family structures, flexible spending accounts, mental health support, and wellness programs. We ensure these benefits are communicated inclusively, addressing the diverse needs of our workforce. We offer a range of policies that support employees with families, such as parental leave, adoption assistance, and flexible work hours to accommodate childcare responsibilities. Ensure these policies are designed to be inclusive of all types of families. While every effort will be made by us to accommodate requests for flexible/alternative working arrangements, consideration must be given to business priorities.

We ensure that our workplace and benefits are accessible to employees with disabilities. Make reasonable accommodations for individuals with disabilities and provide resources for employees to request accommodations when needed.

Job Designs, classification, and Compensation

We are fully committed to embedding diversity and inclusion principles into our company's job designs, classification, and compensation structures. It starts with a clear commitment from our leadership team and a thorough assessment of our current state to identify areas for improvement. We set specific diversity and inclusion goals, providing training and education to our HR professionals, managers, and employees. Our compensation structures prioritize merit, transparency, fairness, and consistency. We promote diversity in hiring, and support career advancement for all. Transparent communication and accountability mechanisms are integral to our approach. We recognize that this is an ongoing journey, and we're dedicated to continuous improvement in creating an inclusive and equitable workplace for all our employees.



Diversity & Inclusion in External Partnerships

Community and Social Relationships

We will engage with local communities and organizations to build trust, better understand healthcare needs, and collaborate on initiatives that improve healthcare access. We will collaborate with community organizations, advocacy groups, and social services to address the social determinants of health that impact underrepresented populations.

Products and Service Development: Patient-first Model

We are committed to providing healthcare services that are accessible, inclusive, and equitable to all patients, irrespective of their race, ethnicity, gender, sexual orientation, disability, socio-economic status, or other characteristics. We recognize that diversity and inclusion are fundamental principles that contribute to positive health outcomes and patient satisfaction.

- We will ensure that all healthcare staff receive cultural competency training and education to understand and respect the cultural backgrounds, beliefs, and values of our patients
- We will provide access to language interpretation and translation services to assist patients with limited English proficiency, ensuring effective communication and understanding.
- We will embrace patient-centered care by involving patients and their families in decision-making, respecting their preferences, and personalizing care plans to meet individual needs.
- We will enforce policies that explicitly prohibit discrimination and promote equal access to care, treating every patient with respect and dignity.
- We will create healthcare environments that are welcoming and inclusive, considering the needs of diverse patient populations and providing necessary accommodations.
- We will offer educational materials and resources in multiple languages and formats to ensure patients can access and comprehend healthcare information.
- We will ensure equitable access to telehealth services, addressing technological barriers and providing support for patients with limited digital literacy.
- We will encourage patients to provide feedback on their experiences and actively use this feedback to improve services and address concerns related to diversity and inclusion.

- We will develop and track metrics related to diversity, inclusion, and health equity to measure progress and identify areas for improvement.
- We will stay updated on best practices in diversity and inclusion in healthcare and continuously adapt our practices to evolving patient needs and demographics



Supplier Diversity

Our suppliers recognize the importance of diversity and inclusion in the healthcare industry's supply chain. We are committed to working with suppliers who share our values and commitment to diversity, equity, and inclusion. This policy outlines our expectations and principles for supplier diversity and inclusion

- **Diverse Supplier Base:** We will actively seek and engage with suppliers that reflect the diversity of our communities, including minority-owned, women-owned, veteran-owned, LGBTQ+-owned, and small businesses.
- **Inclusive Procurement Practices:** We will promote inclusive procurement practices that are fair, and transparent, and provide equal opportunities to all potential suppliers, regardless of their background.
- **Equal Access to Opportunities:** We will ensure that our procurement processes and criteria do not discriminate against any supplier based on their race, ethnicity, gender, sexual orientation, disability, or other characteristics.
- **Supplier Education:** We will encourage our suppliers to provide diversity and inclusion training to their workforce and promote a culture of inclusion within their organizations.