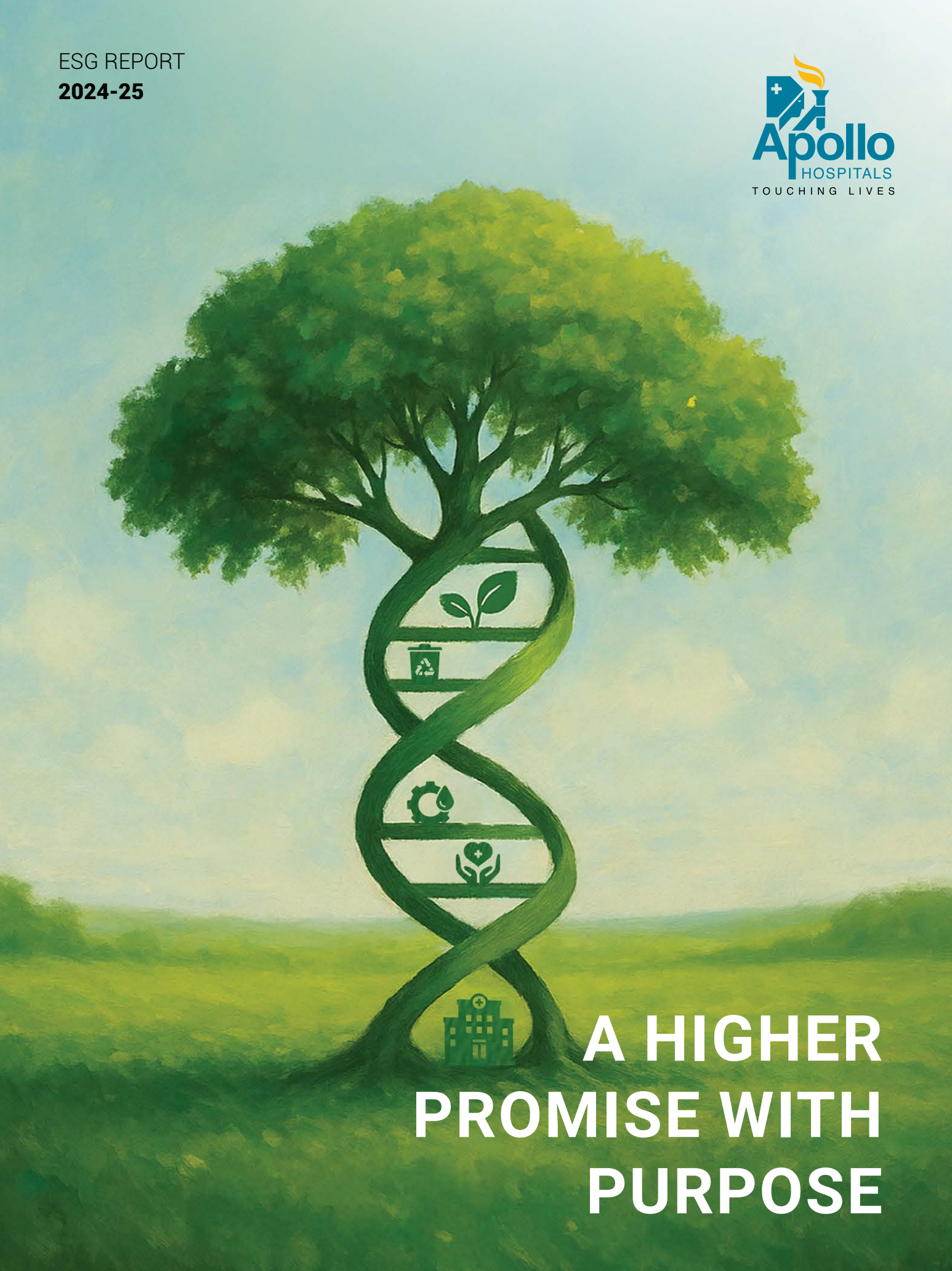
ESG REPORT
2024-25

Apollo HOSPITALS
TOUCHING LIVES



A HIGHER PROMISE WITH PURPOSE

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ABOUT This Report

Overview

As India's leading healthcare group, we uphold our corporate responsibility for stakeholder engagement and unlocking stakeholder value through our responsible business practices. This edition aligns with our vision and mission while highlighting the progress made under the strategic pillars of the Apollo Sustainability Action Plan (ASAP).

Reporting Standards

Through this edition of our annual ESG report, we showcase key actions and progress made by documenting concepts and visual representations aimed at guiding responsible business practices. We want to provide our stakeholders with information aligned with the Global Reporting Initiative (GRI) 2021 standards, and the Sustainability Accounting Standards Board (SASB): Health Care Delivery standards, respectively. We are committed to adhering to the ISSB framework and await the issuance of the necessary standards for reporting in our region.

In alignment with our corporate sustainability goals with the 'triple bottom line' – encompassing the people, planet and profit, we provide disclosures to rating frameworks such as the Dow Jones Sustainability Index (DJSI) and shall be doing so for the FTSE Russell ESG Scores and CDP (formerly Carbon Disclosure Project) respectively.

Through this report, we get an opportunity to showcase Apollo's sustainable and responsible business practices to various stakeholders, through the delineation of strategic plans and targets, methods to tackle the potential challenges, and attainment of goals. Thus, this report demonstrates Apollo's commitment across critical pillars of corporate governance architecture — accountability, transparency, and responsible corporate citizenship.

Reporting Boundary

The scope of our reporting encompasses operations on a consolidated basis in line with our financial reporting unless specified otherwise. We have reported our environmental indicators based on the operational boundary approach as per the GHG Protocol.

Our joint ventures and associates are excluded from our boundary due to Apollo's limited managerial influence over these entities. Moreover, our commitment to transparency is demonstrated through our diligent disclosure of any significant changes in our reporting boundary from previous years.

During the fiscal year 2024-25, Apollo Hospitals Enterprise Limited has restructured our digital health and pharmacy businesses into a separate, publicly traded company. This new company shall include Apollo 24/7, Apollo Pharmacy (retail units), and Keimed (our wholesale distributor). Hence, they are no longer part of the boundary for data pertaining to the reported financial year.

This practice highlights our dedication to providing stakeholders with a detailed understanding of the scope and limitations of our report. Looking forward, we are mindful of the potential evolution of our reporting boundaries as we continually evaluate sustainability risks, opportunities, and impacts on the environment and society. Apollo Hospitals remains steadfast in our pledge to enhance reporting standards and maintain transparency regarding our sustainability performance, thereby strengthening trust and accountability year on year.

Feedback Invitation[1]

Apollo values enhancement and attentiveness to our stakeholders' expectations. We encourage and appreciate your inputs, ideas, and questions to help us improve.

Please feel free to reach out to us:

Designated Contact:	Dr. Karan Thakur
Designation:	Vice President – Corporate Affairs and Sustainability
Email:	karan_t@apollohospitals.com

[1]GRI 2-16

Chairman's Message

Dear Members,

Since its founding in 1983, Apollo has upheld a steadfast commitment to healing with compassion, advancing through innovation, and serving with unwavering purpose. In healthcare, every encounter carries a quiet depth. It is an act of trust, a moment of human connection, and a responsibility that calls for the highest standards of integrity and empathy. This belief has shaped our journey and it continues to guide our path forward.

This year, as I reflect on the progress we have made, I am reminded of the higher purpose that drives each one of us. In a country where quality healthcare was once beyond the reach of many, Apollo Hospitals redefined what was possible. In the midst of this achievement, we have made quiet steps to becoming a more responsible organisation, taking the mantle forward in holistic and sustainable healthcare through targeted initiatives and practices.

Climate Solutions Aligned with our Purpose

The Apollo Group has taken steps to ensure that we do not falter on our promises of responsibility while making strides in the domain of sustainability. We are now one of the first hospital groups in India and Asia to have calculated scope 3 emissions for 3 categories, marking

Our social initiatives have led to reduced attrition rates and higher performance scores in our quality and patient care scorecards. Overall, we are proud of the journey the Company has taken and I look forward to seeing the developments that we have in store shape themselves into tangible progress.

a significant step forward in our decarbonisation efforts. We continue to bolster our data analytics and tracking mechanisms and uphold the strength of our environmental initiatives with continuous progress.

Our patient-centric programs have sprung a new life in a country where accessibility has been a material topic of concern for decades. With enhancements to our telehealth and other mobile healthcare initiatives, we have been able to provide end-to-end healthcare solutions for families situated in remote regions with relative ease. We have also made healthcare more accessible than ever through our continuous improvements in Apollo 24X7, our 24-hour online pharmacy and health services delivery platform.

Financial Performance

Finally, I am pleased to report that all our patient-centric initiatives have resulted in strong clinical outcomes and solid financial performance. Our revenue stood at ₹ 217,940 million, with Healthcare Services contributing 52% to the topline and HealthCo accounting for 41%.

EBITDA (Post Ind AS 116) stood at ₹ 30,219 million. The Board has approved a final dividend of ₹ 10/- per share. This, together with the interim dividend of ₹ 9/- per share paid earlier in the year, results in a total dividend payout of ₹ 19/- per share (380% of the face value of ₹ 5/share), which represents a 21% dividend payout ratio.

A Future Rooted in Purpose

Healthcare will continue to evolve, new diseases may emerge, expectations will rise, and technology will redefine what is possible. However, one truth will remain unchanged and that is our resolute promise to serve with compassion, lead with courage, and heal with purpose.

As India emerges as a global health hub, Apollo remains committed to shaping this future with clarity and conviction. We will continue to treat patients from across the world with trust and excellence (Heal in India), empower and deploy Indian medical talent globally (Heal by India), and share our clinical innovations and digital platforms with the world. Central to this vision is our unwavering investment in talent, culture, and service, anchored in the belief that every life we touch must experience not just treatment, but transformation.

In this next chapter, I see my role as that of a guide who shares experiences, listens deeply, and supports the growth of those carrying the vision forward. I continue to pass on what I have always believed: that values are timeless. We must hold on to care, to kindness, and to the integrity that defines us. The only enduring principle in healthcare is care itself, expressed in every action and carried beyond the hospital walls. When our patients are well, our teams are fulfilled, and our purpose remains strong, I find a quiet sense of peace.

I extend my heartfelt thanks to our esteemed Board of Directors, whose guidance strengthens our resolve. To our shareholders, I offer my deepest gratitude for your belief in our vision. I am thankful to my Apollo Family for breathing life into our Higher Purpose every single day.

With my warm personal regards to all of you.

Dr. Prathap C Reddy
Chairman and Founder,
Apollo Hospitals Enterprise Limited

ABOUT APOLLO:

Driven by the Commitment to Affordable Healthcare

Apollo Hospitals Enterprise Limited (also referred to as 'Apollo Hospitals,' 'Apollo,' 'AHEL,' 'The Company' or 'We') was established in 1983 and is one of the leading private healthcare providers, championing accessible and high-quality healthcare across India through 73 hospital facilities in 24 states and 4 union territories. The corporate values of responsible healthcare and social responsibility have been in place since our inception and continue to guide the development of the Company. In addition to hospitals, we operate 2,978 primary care and diagnostic clinics, 6,600 pharmacies, and various retail health models to provide various kinds of therapeutic services in addition to health insurance, medical education, and research.

With our commitment to providing world-class healthcare, we have adopted the digital mode to transcend territorial boundaries, through telemedicine facilities, and an online consultation portal 'ASK Apollo', to serve diverse communities across the globe. Furthering our advancement in quality healthcare, we launched the first Proton Therapy Centre in South Asia and the Middle East at the Apollo Centre in Chennai. Our pursuit of excellence is reflected in our market performance, with

Apollo Hospitals Enterprise Limited being the first hospital company to be included in the National Stock Exchange of India Limited (NSE) NIFTY 50 benchmark index.

With a steadfast focus on business advancement and resilience, we stride forward, guided by our mission to provide top-tier healthcare accessible to all and furthering our vision to transform healthcare and 'touch a billion lives'.

Vision

To 'Touch a Billion Lives'.

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 Values

Our values are the cornerstone of our identity, shaping our character and collective unity as a family at Apollo Hospitals. Working in close collaboration, overcoming challenges, and celebrating victories as one, we embody these values in all aspects of our operations. These values guide us towards a shared objective and mirror our ingrained convictions, contributing markedly to Apollo Hospitals' distinguished reputation as a premier global healthcare provider.

Our Guiding Principles

1. **Innovative Mindset** – Embrace a pioneering attitude, constantly innovating to enhance the well-being of our patients and society.
2. **Proactive Engagement** – Demonstrate proactive involvement by consistently going above and beyond to add value to everything we do.
3. **Pursuit of Excellence** – Aspire for world-class excellence across all fronts, including clinical, financial, operational, service, and personnel management, by setting benchmarks against the best-in-class models.
4. **Dependable Integrity** – Maintain our reputation as a trustworthy institution and beacon of hope for all patients by prioritizing their best interests and fulfilling our commitments.
5. **Empathetic Care** – Improve patient experiences by touching and enriching their lives through the practice of compassionate care, embodying the essence of Tender Loving Care (TLC).

Our Business

As Asia's foremost integrated healthcare services provider, we're uniquely positioned as a global leader with a comprehensive presence across the entire healthcare ecosystem. Our services encompass preventive health and wellness, diagnostics, curative health, pharmacies, retail health, telemedicine, home healthcare, medical education, and skill development.

Following are the details of our business for FY 2024-25:

Largest Hospital Chain in India: 73 hospitals, 10,100+ beds and 13,000+ doctors, with 28.5 million health checks.

Largest Offline Pharmacy in India: Over 6,600+ pharmacies covering over 19,000+ pin codes across India.

India's Leading Retail Healthcare Network: 350+ clinics, 2,200+ diagnostic centers, 200+ dental clinics, 140+ dialysis centers, and 20+ ambulatory and birthing centers.

The largest private tertiary care institution for cardiovascular sciences in India.

Global Footfall: Providing world-class healthcare to patients from 190 nations.

Transplant Care: 25,000+ Solid Organ Transplants, with the busiest solid organ transplant center in the world since inception

Cardiac Care: 2,36,000+ cardiac surgeries, and 3,25,000+ coronary angioplasties.

Cancer Treatment: 26 comprehensive cancer centers with 3 million+ cancer patients, and 3,500+ bone marrow transplants

Neurosurgery and Orthopedics: 2,30,000 neurosurgeries, 5,00,000+ ortho-surgeries.

Robotic Assisted Surgeries (RAS): 19,000 RAS across 22 specialties with deployment of advanced surgical robots at 16 locations across India.

STAKEHOLDER ENGAGEMENT

Our Stakeholders

As healthcare providers, our stakeholders are the centre of our entire operations. Keeping that in mind, our engagement mechanisms with stakeholders have evolved over the years to encompass all relevant individuals in the hospital value chain, ranging from government bodies and healthcare professionals to businesses and families. Meeting the expectations of all stakeholders is crucial in fostering trust, transparency, and delivering consistent health outcomes. In pursuit of this, we have developed an extensive process for prioritising stakeholders, ensuring that we optimise our interactions and identify issues pertinent to everyone involved.

Stakeholder Mapping Process

Mapping and Identification

We map our operations and value chain to identify stakeholders and categorise them as internal and external.

Prioritisation

Prioritisation is based on an assessment of the level of influence and the level of interest and impact on operations of each stakeholder.

Feedback and Evaluation

Feedback from our stakeholders helps us understand their perspectives, expectations, and concerns, thereby fostering continuous improvement and strengthening relationships.

Our Stakeholder Mapping

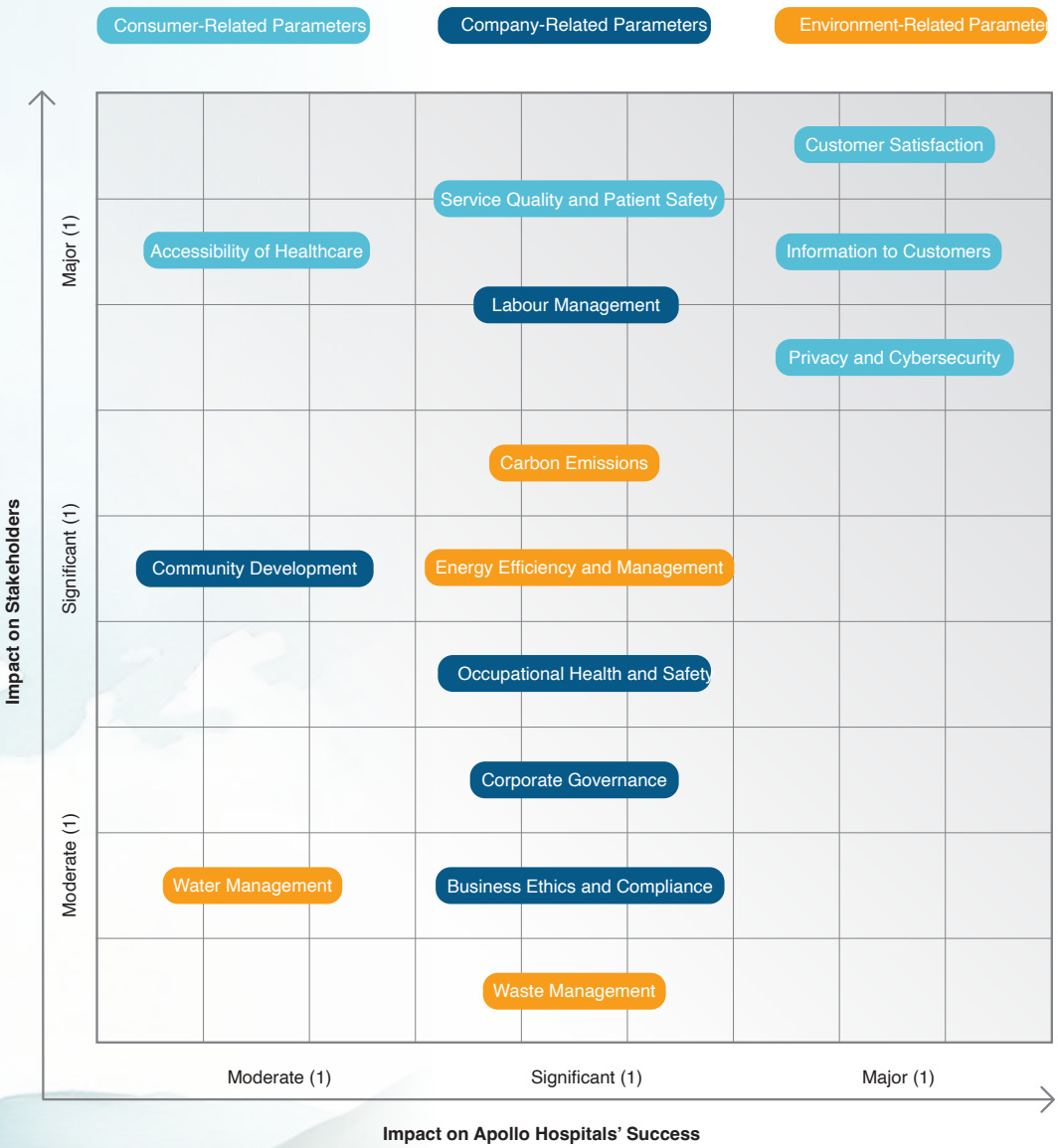
	Stakeholder Group	Mode of Communication	Frequency
	Government and Regulators	Audits	Periodic
	Suppliers	Supplier visits, supplier audits, Supplier Code of Conduct, grievance mechanism	Needs-based, Prior to contracting, and periodic
	Investors	Quarterly investor meetings, press releases, annual general meetings, corporate website, annual reports, quarterly financial reports, ESG roadshows, private engagements	Frequent
	Patients and Families	Patient care campaigns, helplines, websites, patient feedback program, and Patient and Family Education (PFE) material	Frequent and ongoing
	Employees	Town halls, employee engagement survey, appraisal, awards and recognition, grievance mechanism	Frequent and ongoing
	Healthcare professionals	Conferences, webinars, and field visits	Frequent and ongoing
	Business Partners	Meetings and events, mailers, news bulletin, social media	Periodic
	Local Communities	CSR initiatives, site visits, projects, website, social media	Frequent

MATERIALITY ASSESSMENT[2]

Our materiality matrix is developed through a structured process of engaging with stakeholders and gaining insights from our internal stakeholders. We arrived at these topics through rigorous stakeholder consultations with internal and external individuals and organisations, and captured viewpoints through workshops, surveys, and other mechanisms. Post this, an internal review of the results, along with a risk/opportunity analysis, was conducted with senior management and other stakeholders, providing a company perspective on the treatment of each topic that was identified via the external stakeholder surveys. The assessment provided insights into potential opportunities and risk areas identified through this process, ensuring that we maximise value creation while curtailing negative impacts on our internal and external stakeholders, all while remaining competitive by achieving sustained outcomes. We plan to renew our perspective on materiality in FY2025-26 owing to our recent demerger with our pharmacy arm and recent geopolitical and normative shifts in the healthcare sector.

This exercise sets the foundation for our business strategy, guiding us in identifying potential risks and opportunities that have a significant impact on revenues and our stakeholders. The matrix below outlines our 14 business priorities that are embedded in our value creation process.

Materiality Matrix[3]



[2] 3-1 Process to determine material topics

[3] 3-2 List of material topics

Identification of Priority Areas

ESG Priorities	Description	Relevant Material Topics
Accountability and Transparency	Implementing robust governance practices that are aligned with international best practices and are held to the highest ethical standards	› Information to Customers › Privacy and Cybersecurity › Corporate Governance › Business Ethics and Compliance
Healing Our Patients	Delivering high-quality services to enhance patient experience and enrich their lives	› Customer Satisfaction › Service Quality and Patient Safety › Accessibility of Healthcare
Empowering People and Communities	Caring for our employees and the people around them by fostering a positive workplace culture that encourages excellence and integrity	› Labour Management › Community Development › Occupational Health and Safety
Nurturing Our Planet	Contributing to climate action and setting environmental goals	› Waste Management › Carbon Emissions › Energy Efficiency and Management
Our Partners	Partnering responsibly with our suppliers, vendors, sales agents, and distributors and supporting them in growing sustainably with us	› Service Quality and Patient Safety › Accessibility of Healthcare
Social Impact	Caring for our communities, enabling social progress and partnering with institutions to enhance the quality of healthcare outcomes	› Accessibility of Healthcare › Community Development

Management of Material Issues for Enterprise Value Creation[4]

Material Topic	Service Quality and Patient Safety	Accessibility to Healthcare	Labour Management
Business Case	Suboptimal service quality and patient safety negatively impact hospital performance, creating a compelling business case for prioritizing these areas as drivers of value creation. Investing in staff training, process improvements, and advanced technologies to enhance service quality and patient safety yields numerous benefits. These include increased patient satisfaction and loyalty, driving volume growth; reduced costs associated with adverse events and malpractice claims; improved operational efficiency; a stronger reputation and brand; increased staff morale and productivity; and ultimately, improved financial performance through increased revenue and reduced costs.	Limited access to healthcare impacts both community health and the hospital's ability to provide adequate services to local communities. Investing in strategies that expand access, such as telehealth programs, mobile clinics, community partnerships, and flexible payment options, yields numerous benefits. Increased access expands our patient base, generating revenue growth and improving financial stability, particularly for hospitals catering to underserved communities. Improved community health outcomes through preventative care and early intervention reduces the need for costly emergency services. Furthermore, a commitment to accessibility enhances the hospital's reputation and strengthens relationships with community stakeholders.	Effective labour management is crucial for hospital value creation, as suboptimal practices lead to increased costs, reduced staff morale, and diminished quality of care. Investing in strategies that optimize labour management, such as workforce planning tools, flexible scheduling, competitive compensation and benefits, and professional development opportunities, yields significant benefits. Optimized staffing levels and schedules ensure appropriate coverage while minimizing overtime expenses, improving operational efficiency. A supportive work environment fosters higher staff morale and retention, reducing costly turnover and recruitment expenses. A well-trained and engaged workforce delivers higher quality care, leading to improved patient outcomes and increased patient satisfaction.
Business Impact	Revenue	Cost	Risk

[4] 3-3 Management of material topics

Material Topic	Service Quality and Patient Safety	Accessibility to Healthcare	Labour Management
Business Strategies	The Apollo Quality Program and its management ensure patient safety and quality of care. These are held as our responsibilities at Apollo. Our AQP system is a strategic imperative. It covers five broad areas: Effective Communication, Surgical Safety, Medication Safety and Blood Transfusion Safety, aligning its requirements with the Six International Patient Safety Goals of JCI and Standardisation of Minimum Content of Medical Records. The AQP score of individual hospitals has a direct bearing on executive level performance, incentives and creating accountability from the top-down.	Apollo has provided patients with differential bed categories, ensuring value-based care for patients. Moreover, Apollo provides a plethora of clinical pathways for disease management and is actively involved in the development and discovery of life-changing treatments at its Centers of Excellence and other initiatives such as Sapien, one of Asia's only known Bio Banks. Cost horizons and estimation desks are used to ensure treatment finance is as predictable as possible and Apollo has tied up multiple partnerships with payors like insurers, and Government schemes, among others, to further subsidise the cost of patient care at Apollo.	Apollo is well known as a preferred healthcare employer due to its extensive labour practices and career progression pathways. The Company ensures that its employees and staff are continuously upskilled to keep them ready for changing dynamics in the industry. The Company recorded 16,33,346 total training hours in the fiscal year and has invested in programs such as Apollo Young Leaders Program and the Diversity and Inclusion (D&I) interventions, showcasing the range of initiatives the Company takes to enable holistic growth for its workforce while attracting and retaining talent.
Linked Target/Goal	NPS score of 84 for OP and IP.	Number of Teleconsultations conducted in the fiscal year.	25% annualised attrition rate for all staff.
Target Year	2025	2025	2025
Progress	40% improvement in Net Promoter Score from the previous year.	60,000+ rural touchpoints, including mobile clinics, teleconsultations, and health camps.	27% annualised attrition rate.

Material Issues for External Stakeholders

Material Topic	Carbon Emissions	Community Development
Cause of Impact	› Operations › Products/Services › Supply Chain › Business Activity Coverage: >50% of Business Activity	› Operations › Supply Chain › Business Activity Coverage: >50% of Business Activity
Relevance to External Stakeholders	Emissions contribute to climate change, which negatively affects public health. High emissions also expose Apollo to financial risks related to climate regulations and reputational damage, while impacting local communities. Furthermore, stakeholders are concerned about supply chain vulnerabilities due to climate change, the ethical implications of high emissions, increasing demands for transparency, and the potential for competitive advantage gained through demonstrable sustainability. These factors collectively highlight the pertinence of carbon emissions for investors, patients, and the wider community when evaluating a hospital's sustainability performance.	Community development efforts significantly impact Apollo's external stakeholders. Initiatives such as health screenings, educational programs, and support for local organizations, directly affect the health and well-being of local communities while enhancing the hospital's reputation and strengthening its relationships with residents. Improved community health can also reduce the burden on the hospital's emergency services, creating a more sustainable healthcare ecosystem. Furthermore, investment in community development can attract and retain healthcare professionals, boosting the quality of care provided by Apollo. Such initiatives also attract socially responsible investors and improve access to funding opportunities, demonstrating the hospital's commitment to long-term health and prosperity of the communities we serve.
Impact Valuation	Reduction of GHG emissions.	Upskilling of community health and well-being.
Impact Metric	Social cost of carbon.	Reduction of healthcare emergencies in local communities.
Output Metric	CO_2 emissions abated.	Easy access to affordable healthcare.

Our ESG Strategy

The essence of our strategy is rooted in Apollo's mission to 'Bring quality healthcare within the reach of every individual and to touch a billion lives.' Our strategy is founded upon ensuring good governance, fostering transparency in our reporting and aligning with international standards and frameworks like the SASB and GRI Standards. We ensure that our management systems and processes adhere to sustainable business practices.

Purpose	**Bringing Quality Healthcare Within the Reach of Every Individual and to Touch a Billion Lives**		
Pillars	Healing our Patients		
Enablers	Access to Healthcare	Patient-Centric Care	Business Compliance and Ethics
Objective	Expand access to affordable healthcare by penetrating semi-urban and rural markets.	Provide high quality patient care with an unparalleled experience. Multiple Accreditations through external evaluations.	Build trust through transparent and ethical business practices.
Value Creation Metrics	Patients in semi-urban and rural locales	Patient satisfaction scores	Number of data breaches and cyber incidents
	Patients from economically weaker sections	Improvement in ACE scores	Training on Code of Conduct and Cyber Security
	Patient reach through tele-consultations	AAHPP Seal	Accreditations and Certifications
	Patients provided with subsidised treatment	Improvement in TASCC	Tests for cyber-security threats and ensuring compliance
		Number of patient-centric programs and initiatives launched	
Foundation	**Governance**	**Transparent Reporting**	**Stakeholder Engagement**
Aligning with Multiple Reporting Standards	SUSTAINABLE DEVELOPMENT GOALS	BRSR	SASB (Sustainability Accounting Standards Board)

[5] 2-22 Statement on sustainable development strategy

Empowering our People and Partners		Nurturing Our Planet	
Empowering Employees	Purposeful Partnerships	Climate Action	Resource Management
Create an inclusive and empowered workplace that supports personal and professional growth.	Partner responsibly with stakeholders and promote sustainability and healthcare outcomes.	Design a strategy for decarbonisation and climate resilience.	Optimise resource efficiency, minimise waste, and promote sustainable use of water resources.
Employee satisfaction and engagement scores	Number of suppliers screened on ESG parameters	Reduction in carbon intensity (Scope 1 and 2)	Reduction in fresh water consumption
Gender pay ratio	Number of suppliers trained on ESG	Increase share of renewable energy	Increase waste recycled and diverted from landfills
Attrition and turnover rates	Partnerships with academic/ medical research institutions and technology providers		
Percentage of females in leadership roles			
Budget increase for training initiatives			

Management Systems and Policies

SUSTAINABILITY PERFORMANCE: HIGHLIGHTS AND ESG TARGETS

Our ESG Targets

Our ESG Targets represent the quantification and actualisation of our ESG strategy and materiality assessment, bringing together perspectives, KPIs and strategy into precise, time-bound goals that enable us to achieve our mission and fulfil our purpose:

Theme	Target	Progress/Outcomes
Environment	Continuous increase in renewable energy sourcing	26% energy sourced through renewable sources
	Reporting on 3 categories of scope 3 emissions	Please refer to our Chapter "Environmental Stewardship" for our Scope 3 disclosures
	10% reduction in energy and water consumption from the baseline year, FY 2021-22.	Reduction in energy and water intensity per occupied bed from FY 2021-22
Social	Net Promoter Score from patients of 84 for OP & IP	40% improvement in Net Promoter Score from previous year
	Formulate targets for Diversity & Inclusion in the Company by FY 2024-25	Targets formulated for gender inclusiveness in FY 2024-25
	25% annualised attrition rate for all staff	FY 2024-25 attrition rate was 27%
Governance	100% re-accreditation for all hospitals undergoing JCI, NABH surveys	100% re-accreditation of all hospitals due for accreditation
	4 hospitals undergoing JCI reaccreditation in FY 2024-25	JCI and NABH accreditation completed for 21 units

Our ESG Performance FY 2024-25

Sustainability Performance Highlights FY 2024-25

Access

- **7,380,000** patients served (in-patient and out-patient).
- **600,000** discharges.
- **54,600+** patients under the Total Health program for the underserved community.
- **450,000** patients served remotely through teleconsultation.
- **531** Apollo Knowledge sessions conducted.

Patient Safety

- **91%** average Apollo Group Quality Program Score.
- **82** out of **100 ACE 3.0 score** for Group **A*** hospitals; **86** for Group **B*** hospitals.

Water Management

- **525,862 KL** of water recycled.
- **Over 1.8 million KL** of water underwent some form of treatment (primary, secondary, tertiary) before discharge.

Waste

- **3,057 MT** of waste recycled.
- **1,284 MT** reduction in biomedical waste from FY 2023-24.
- Successful replacement of **1.4 Lakh** HDPE bags with jute bags.

Energy

- **26%** of grid electricity from renewable sources
- Energy savings equivalent of annual consumption of **7,70,667 households** through Project Virya
- **20%** reduction in energy consumption and carbon footprint throughout 18 of our largest hospital facilities in India.

GHG Emissions

- Release of our Scope 3 inventory including 3 categories, one of the first from the healthcare sector in India
- **81,000 Tonnes** CO_2e emissions avoided

Supply Chain

- **100%** suppliers assessed through the Apollo Supplier Code of Conduct

Social

- **51.3%** employees are females
- **INR 208+ MN** dedicated towards Corporate Social Responsibility initiatives
- **2 MN+** lives positively impacted through our CSR initiatives
- **>90%** of employees underwent complimentary annual health check

GOVERNANCE, ACCOUNTABILITY AND TRANSPARENCY

Apollo Hospitals considers accountability and transparency to be foundational values, integral to its reputation and sustained growth. The organization has implemented delineated responsibilities and robust governance frameworks, adhering to globally recognized standards to ensure accurate, complete, and transparent actions and disclosures. Furthermore, Apollo Hospitals engages with stakeholders to foster trust and maintain responsible business practices.

Apollo Hospitals' governance structure comprises two pillars: the Board of Directors and its associated committees at the apex level, and the management structure at the operational level. This hierarchical configuration facilitates effective governance by empowering the Board to define corporate objectives and provide strategic direction, while granting management the autonomy to execute these objectives within established parameters. This approach is designed to foster value generation through sustainable and profitable growth, supported by robust and independent oversight mechanisms.

The Board of Directors assumes a central role in ensuring Apollo Hospitals' adherence to sound ethical business practices and the responsible allocation of resources towards sustainable growth and societal benefit. Operating within a clearly defined framework of responsibilities, the Board fulfils its fiduciary duties by safeguarding stakeholder interests, promoting equitable decision-making processes, and upholding the principles of integrity and transparency in all interactions with stakeholders, including shareholders.

[6] 2-10, 2-18, 2-19, 2-20

Board Oversight

The Board of Directors is instrumental to our success, providing strategic direction, facilitating collaborative decision-making, and ensuring the achievement of objectives while diligently considering the needs of all stakeholders. Beyond offering invaluable oversight and inputs, the Board mitigates and manages risk and ensures adherence to all applicable regulations, thereby maintaining the highest standards of corporate governance. By fulfilling designated responsibilities, the Board plays a critical role in our commitment to delivering exceptional healthcare services and generating sustainable value for our stakeholders. They guide management decisions, evaluate performance, and facilitate the fulfilment of stakeholder expectations. The Board's strategic insights, risk management expertise, and unwavering dedication to compliance uphold rigorous corporate governance standards and contribute significantly to the creation of shared value for all. Our Board also plays a key role in sustainability governance and provides oversight and recommendations to steer our sustainability initiatives.

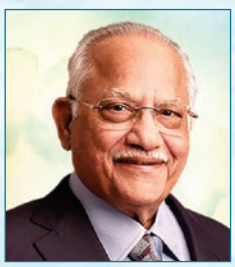
Board Remuneration

As per our Nomination and Remuneration Policy[6] the NRC committee determines remuneration levels and composition that are reasonable and sufficient to attract, retain, and motivate high-quality directors, Key Managerial Personnel, and Senior Management essential for the Company's success. The committee ensures that the Board of Directors are selected to develop a balanced board that can oversee the Company's strategy to mitigate material risks through their holistic set of expertise. Remuneration for Directors is clearly linked to performance against appropriate benchmarks, with a balance of fixed and incentive pay reflecting both short-term and long-term performance objectives aligned with the Company's operations and goals.

Board Composition[7]

Apollo Hospitals recognizes the importance of board diversity for enhanced decision-making and stakeholder confidence. Women currently make up 60% of the Board of Directors, reflecting our ethos in our leadership composition. As of March 31, 2025, the ten-member board consists of the Executive Chairman, three Executive Directors, one Non-Executive Non-Independent Director and five Independent Directors. Independent Directors constitute 50% of the total board, contributing extensive expertise across various domains, including robust managerial, technical, and sector-specific skills to enhance shareholder value.[8] The average board tenure is 17 years, showcasing a mix of experience and exuberance leading the charge to a higher promise. Currently, two of the Independent Directors are women. All Independent Directors have given their declarations that they meet the criteria of independence as laid down under Section 149(6) of the Companies Act, 2013 and Regulation 16(1)(b) of the SEBI Listing Regulations.

Executive Leadership



Dr. Prathap C. Reddy

Ms. Preetha Reddy

Dr. Suneeta Reddy

Ms. Shobana Kamineni*

Dr. Sangita Reddy

- Audit Committee
- Risk Management Committee
- Nomination and Remuneration Committee
- Investment Committee
- CSRS Committee
- Stakeholder Relationship Committee
- Share Transfer Committee
- Innovation and Quality Committee

*Ms. Shobana Kamineni is a Non-Executive Non-Independent Director at AHEL.

Independent Directors

Mr. M.B.N Rao

Mr. Som Mittal

Ms. Kavitha Dutt

Dr. Murali Doraiswamy

Ms. Rama Bijapurkar

Committees of the Board[9]

The Board is segregated into 8 distinct committees to bifurcate distinct roles and responsibilities, formed while catering to the expertise and specialisations of our leaders, viz. the Audit Committee, Stakeholders' Relationship Committee, Nomination and Remuneration Committee, Risk Management Committee, Corporate Social Responsibility and Sustainability Committee, Investment Committee, Innovation, and Quality Committee. Each of these Committees has been mandated to operate within a given framework. The Audit, NRC and Innovation and Quality Committees comprise solely independent directors, ensuring unbiased, actionable outcomes from their decisions. The various committees maintain continuous communication and deliver timely updates to the management team, facilitating vigilant oversight and expeditious decision-making. Such well-structured processes and communication channels underscore AHEL's dedication to upholding robust corporate governance practices.

[7] 2-9, 2-11

[8] 405-1 Diversity of governance bodies and employees

[9] 2-12, 2-13

Sustainability and Climate Governance[10]

At Apollo Hospitals, social responsibility and sustainability are central to our governance framework. Sustainability targets and outcomes influence decision-making, operations, and stakeholder engagement. Our Corporate Social Responsibility (CSR) and Environmental Policies further guide our efforts in these areas and guide our operations to achieve our targets and outcomes.

Overseeing these initiatives is a dedicated Corporate Social Responsibility and Sustainability (CSRS) committee at the Board level. This committee is responsible for shaping the strategy, updating policies, practices, and objectives related to CSR and sustainability, as well as guiding and monitoring their implementation throughout the organization. The responsibilities stem down to the corporate team headed by the Company's Group Vice President, Sustainability and Corporate Affairs, who channels hospital-wise responsibilities to the respective CEOs, who act as sustainability champions and report back to our VP periodically. This fiscal year, the company has also incorporated ESG indicators for hospital CEO's performance evaluations and compensation packages to ensure accountability at the hospital level and increase oversight from the top down.

Business Ethics and Policies

Apollo Hospitals prioritizes ethical operations and full legal compliance. During the 2024-25 fiscal year, the organization reported zero breaches in key areas, demonstrating a strong culture of integrity and reinforcing its position as a trusted and responsible leader within the healthcare industry.

Our policies enable us to provide holistic care and operate in alignment with national, international and local regulatory and sustainability standards and in a manner that is fair, just and transparent. For more information and access to our corporate policies please refer to our corporate policies page on our website.

Our Board of Directors enables the implementation and compliance with our policies. Our board committees periodically review compliance rates regarding our corporate policies with key managerial personnel from our various departments. The board committees meet frequently to ensure consistent oversight of compliance.

Reporting Area	No. of Breaches in FY 2024-25
Corruption or Bribery	0
Customer Privacy Data	0
Conflicts of Interest	0
Money Laundering	0

[10] 2-14
[11] 2-23

Enterprise Risk Management[12]

As a pioneer in the healthcare sector, risk management is critical to our business resilience, enhancing our accountability and transparency across our operations towards the diverse set of stakeholders, including patients, employees, shareholders, and the community in which we operate.

Due to our sustained growth and significant business operations, exposure to multifaceted risks has increased, which poses a threat to our operational, financial, and strategic goals.

The complex web of risks affecting us arises from several internal as well as external factors, including but not limited to social and geopolitical instabilities, polycrisis, emerging diseases or pandemics, climate change, and technological advancements.

In order to mitigate these multifaceted risks, we have integrated sustainability risks and opportunities into our enterprise risk management (ERM) framework, culminating in continuous improvement and better awareness of different types of risk underlying our business operations.

Thus, we have formulated a multi-stage risk management framework to manage these multifaceted risks across our enterprise:

1. Risk Governance and Oversight
2. Risk Identification and Assessment
3. Risk Mitigation Strategies
4. Monitoring and Reporting
5. Communication, Review and Continuous Improvement

[12] 2-25 (Processes to remediate negative impacts), and 2-26 (Mechanisms for seeking advice and raising concerns)

Risk Governance

The oversight of the risks began from our established ERM framework, which is strengthened by a dedicated Risk Management Committee (RMC) and comprehensive Risk Management Policy, which aids in the risk identification and mitigation across various areas of our operations, encompassing hospitals, pharmacies, clinics, among others. Thus, this constructive approach helps us in formulating resilient risk management practices, which are centered on these “four-T” pillars, namely Terminate/avoid, Transfer/ outsource, Treat/mitigate, and Tolerate/accept.

The Risk Management Policy is applicable at the group level and is aligned to numerous industry standards and frameworks, such as Joint Commission International (JCI), and National Accreditation Board for Hospitals (NABH), among others. This policy is spearheaded by the Risk Management Committee (RMC), encompassing our Board of Directors, Risk Management Steering Committee (RMSC), Divisional Risk Management Committee (DRMC), Risk Champions (Unit Heads), and Risk Owners (Unit Functional Heads) and executed by the Head of the Risk Management Steering Committee (RMSC).

Adopting a comprehensive and integrated approach helps us in better evaluation of sustainability impacts, risks, and opportunities, along with continuous improvement and capacity-building of our mitigation strategies to tackle the evolving and emerging risk landscape. In FY2024-25, RMC, along with the Board of Directors, has met multiple times to undertake an extensive study of risks, exposure, potential impacts, and mitigation plans. These efforts are complemented by the Divisional Risk Management Committee (DRMC), which verifies risk assessments, reviews and endorses risk mitigation plans, and revises the risk register biannually.

Risk Identification

This process is initiated by the respective functional heads regarding the systematic documentation of potential risks, which may encompass numerous types of clinical risks, operational risks, regulatory and legal risks, financial risks, technology risks, strategic risks, and E&S risks, among others. These risks are tabled to the Chief Risk Officer (CRO), and further brainstorming is conducted to assess whether any additional risks have not been overlooked. This activity culminates after a rigorous review of identified risks undertaken by the CRO and streamlining the risk register to highlight the up-to-date risk landscape.

Assessment, Prioritization and Mitigation

This stage involves critical assessment and adoption of a prioritised approach to evaluate the individual risks affecting our business operations. In the ambit of prioritized approach, each risk is scored based on its severity and likelihood through determining the probability and potential impact of the respective risk, leading to the development of a customized mitigation plan. Finally, the CRO provides a final update to the risk register, ensuring formulation of a standard operating procedure to be followed for the effective management of these risks.

Implementation, Monitoring, and Reassessment

This is the concluding step in our risk management framework, which involves reassessment and strengthening of our mitigation plans. The critical highlight of this step is the re-evaluation of risk scores assigned to the identified risks and the preparation of an annual risk status report, showcasing risk management strategies and reflecting a comprehensive and updated version of the risk management policy, highlighting the dynamic and responsive approach undertaken to mitigate the identified risks.

Thus, undertaking this organized and iterative approach ensures that we maintain an effective risk management framework, amalgamating risk mitigation strategies with our commitment to sustainable and responsible business practices.

Advancing IT and Cybersecurity at Apollo Hospitals

In today's digital age, information technology and cybersecurity are instrumental in transforming healthcare landscapes. At Apollo Hospitals, we have committed to leading this transformation by setting industry benchmarks in IT infrastructure and cybersecurity practices. This chapter presents a detailed overview of the strategies, innovative solutions, and accomplishments achieved in advancing IT and cybersecurity during FY 2024-25. Through comprehensive narratives and detailed data representations, we underscore our commitment to providing secure, trustworthy, and cutting-edge healthcare solutions to our patients and stakeholders.

Strengthening Data Protection Strategies

At the core of our digital operations is the commitment to ensuring exceptional data protection. Apollo Hospitals understands that the trust of patients and healthcare professionals hinges on the security of their sensitive medical data. With the world transitioning at an unprecedented pace to digital operations, Apollo Hospitals stands at the forefront, committed to guaranteeing the integrity and confidentiality of patient data.

Ensuring Patient Data Security

Apollo Hospitals places a primary emphasis on comprehensive data security measures. Advanced encryption protocols safeguard data during transmission and storage, secure access controls regulate information accessibility based on strict role-based permissions, and regular audits verify compliance while identifying areas for potential enhancement.

- **Encryption Protocols:** We employ advanced encryption techniques to ensure all patient data, whether stored or in transit, remains protected. Our encryption protocols are continually updated to reflect cutting-edge technological innovations.
- **Access Controls:** Through multi-layered, multi-factor authentication systems, we ensure role-based access to sensitive patient information, setting the highest standards of security governance.
- **Regular Audits:** Audit systems are in place to comprehensively evaluate potential vulnerabilities and compliance, ensuring rapid mitigation measures are deployed when necessary.
- **Data Protection and Privacy Compliance:** The DPDP (Data Protection and Digital Privacy) framework is an integral part of all service agreements, predominantly with aggregators, digital platform service providers, and OEMs. This ensures uniform adherence to privacy norms across our service ecosystem.

The implementation of these security measures fortifies our commitment to maintaining patient trust and provides assurances in our healthcare delivery systems.

Governance and Management Oversight

The importance of governance in ensuring data security is reflected in Apollo's commitment to comprehensive oversight and strategic engagement. An established governance framework ensures rigorous protection of patient data, compliance with industry standards, and proactive risk management.

Board and Committee Engagement

The Board of Directors at Apollo Hospitals plays a pivotal role in overseeing data security efforts, including the emerging risks and opportunities driven by AI technology adoption. By receiving regular updates on threat assessments, mitigation strategies, and cybersecurity risks, Apollo ensures that its governance framework remains robust against evolving threats.

- **Committees Drive Governance:** Expertise-driven committees like the Audit Committee, Digital Sub-Committee, and Risk Management Committee constantly monitor data security operations.
- **Strategic Oversight:** The leadership team synthesizes performance metrics and formulates actionable strategies to strengthen data safety.[13]

Leadership in Cybersecurity Management

Led by the Chief Information Officer (CIO), our management team develops and implements cybersecurity policies that assess potential risks and ensure compliance with Apollo's stringent cybersecurity standards.[14]

- **CIO Oversight:** Regular monitoring of cybersecurity indicators ensures proactive responses to deviations.
- **Risk Management:** Continual risk assessments fortify compliance and efficacy, reinforcing the effectiveness of Apollo's cybersecurity framework.

Apollo Hospitals remains committed to leading the charge in healthcare IT development. Under the guidance of strategic leadership, our governance framework exemplifies vital principles of data security, operational protection, and stakeholder trust.

Information Security Management Systems (ISMS)

Our Information Security Management Systems (ISMS) framework, certified under ISO/IEC 27001:2022 standards, forms the foundation of our cybersecurity strategies. The ISMS framework ensures the establishment, implementation, maintenance, and continuous improvement of information security management systems within Apollo Hospitals. This proactive and structured approach is critical for safeguarding patient confidentiality and the integrity of hospital operations.[15]

Our 7-Layer Security Structure:

- **Data Protection:** Utilizing cutting-edge encryption technologies to shield sensitive medical data from unauthorized access.
- **Application Security:** Implementing secure software development lifecycles to ensure protection from design through deployment.
- **Host Security:** Utilizing endpoint protection systems to proactively defend against intrusions, ensuring all devices are secure.
- **Internal Network Security:** Advanced firewall systems and secure communication protocols protect internal network data.
- **Boundary Security:** Network access control systems and continuous monitoring efforts prevent unauthorized access beyond network perimeters.
- **Physical Security:** Enhanced access logs and surveillance systems maintain security in all facilities.
- **Policies and Procedures:** Clear documentation and rigorous training programs ensure that information security remains a priority across all operations.

This comprehensive system is organizationally embedded and a testament to our steadfast dedication to employing international best practices to safeguard data.[16]

[13] GRI 102-18: Governance framework ensuring comprehensive oversight of cybersecurity operations.

[14] GRI 102-20: Role of executive-level leadership in driving cybersecurity enhancement programs.

[15] GRI 103-2: Management approach towards a structured ISMS framework certified under ISO/IEC 27001 standards.

[16] GRI 102-2: Indicators of activities involving advanced AI-driven cybersecurity strategies.

Innovative Cybersecurity Solutions

At the heart of Apollo Hospitals' cybersecurity strategy are innovative solutions that leverage cutting-edge technologies to predict, monitor, and address potential risks proactively.

Apollo Hospitals is on its path to implement its Cyber Security vision 2.0 as per the planned timelines. During FY2024-25, Apollo Hospitals implemented Managed Detection and Response Services and Threat Intelligence Services through its partners, driving AI Security solutions and continuing on its path to implement a security operations centre with relevant tools and technologies. Tools and Technologies deployed include a platform that supports AI based threat detection and response management for swift and agile responses during incident management.

Deployment of Clinical AI Algorithms

Apollo Hospitals leads the charge in incorporating AI-driven predictive tools into various aspects of healthcare delivery, optimizing patient outcomes while safeguarding data against emerging threats.[17]

Apollo Hospitals continues to push the envelope by integrating advanced Clinical AI algorithms in patient care. These algorithms, informed by real-time data analyses, provide actionable health insights that forecast risks and improve clinical decision-making. By harnessing the power of AI, Apollo Hospitals stands at the forefront of a new era of preventive healthcare systems, setting new benchmarks for quality and efficiency.

Algorithm	Function
Prediabetes AI	Predicts prediabetes and type 2 diabetes risks
Liver Fibrosis AI-LF	Assesses risks of liver fibrosis in patients with Non-Alcoholic Fatty Liver Diseases
EARS	Provides point-of-care empirical antibiotic recommendations
AICOPD	Evaluates risks for acute exacerbation of COPD
AI-EWS	Predicts clinical deterioration risks on an hourly basis
AICVD	Evaluates cardiovascular disease risks over the next decade

These algorithms utilize AI innovations to enhance predictive accuracy, weigh clinical decisions, and uplift patient outcomes, contributing fundamentally to SDG 3 (Good Health and Well-being).

Security Assessment Framework for Enterprises (SAFE)

SAFE is a cornerstone of Apollo Hospitals' cybersecurity program, evaluating and quantifying cybersecurity risks in real-time. Utilizing a Machine Learning Bayesian Network for breach prediction, SAFE synthesizes data from various sources to determine actionable insights for robust digital security.

- **Data Aggregation:** SAFE combines cyber intelligence from internal tools, threat intelligence partners, and digital business resources.
- **Predictive Analytics:** We employ machine learning algorithms to forecast potential threats, allowing for quick and strategic responses to preempt vulnerabilities.

This strategic utilization of data-driven technology bolsters our defense against diverse cybersecurity threats.

Continuous Evaluation and Monitoring[18]

Continuous evaluation processes are integral to fortifying Apollo Hospitals against potential cybersecurity threats. Employing vigilant monitoring and assessment practices, Apollo ensures a comprehensive approach to cybersecurity management, safeguarding patient data and operational excellence.

- **Regular Security Simulations:** Semi-annual simulations prepare employees for possible cybersecurity scenarios, equipping them with hands-on experience in threat response and management. These simulations test the resilience of our defences against real-world attack vectors.
- **Mock Phishing Assessments:** Conducted twice a year to identify vulnerabilities and enhance our defences against social engineering attacks, our phishing assessments are critical for evaluating employee awareness and responsiveness to simulated threats.
- **Penetration Testing:** Annual diagnostics evaluate system vulnerabilities, guide remedial measures, and pre-emptively address potential cyber threats.

With each measure meticulously reviewed by our Cybersecurity Committee and management team, Apollo Hospitals ensures that its security infrastructure meets evolving industry standards.

[17] GRI 102-4: Structured processes for continuous cybersecurity evaluations.

[18] GRI 102-18: Governance framework ensuring comprehensive oversight of cybersecurity operations.

Incident Management and Response Strategies

Apollo Hospitals' Security Incident Management Policy delineates efficient response protocols for timely management of cybersecurity incidents. A systematic approach ensures swift and effective handling, maintaining service integrity and patient trust.

- **Issue Escalation:** Immediate escalation of reported incidents for thorough risk evaluation and swift responses.
- **Team Coordination:** Dedicated incident response teams engage defined roles to streamline threat mitigation efforts.

Our structured framework ensures that incidents are handled efficiently, minimizing potential disruptions and maintaining operational integrity.

Recognition and Achievements[19]

Apollo Hospitals has garnered recognition and achieved significant milestones in cybersecurity and digital health excellence. These accolades underscore our exceptional commitment to embracing innovative technologies to elevate healthcare standards and cement Apollo's leadership in the healthcare IT domain.

CHIME Most Wired Award 2024

Apollo Hospitals was awarded the prestigious CHIME Most Wired Award, spotlighting our exceptional dedication to digital health excellence. Competing among more than 48,000 healthcare facilities, this award underscores Apollo's commitment to pioneering efforts in digital transformation.

- **Key Recognition Areas:** Analytics and data management, population health infrastructure, patient engagement, and digital health leadership.

This honor celebrates Apollo's leadership in advancing healthcare technology and represents our innovative approach to cybersecurity and IT infrastructure.

Industry-Leading Certifications for Technology, Process and Data Maturity

Apollo Hospitals boast several esteemed certifications that underscore our leadership in healthcare information management. These certifications attest to Apollo's dedication to achieving and maintaining the highest standards of global best practices from HIMSS Asia Pacific.

- **DIAM, O-EMRAM, and INFRAM Certifications:** These designations affirm our commitment to global healthcare information standards.
- **NIST and HIPAA Compliance:** Ensuring robust patient protection and data safety since 2016.
- **Stage-6 DIAM Certification:** This certification acknowledges our expertise in integrating healthcare IT systems to reduce environmental impacts and improve operational workflows.

Apollo's expertise in healthcare technology adoption reinforces our industry leadership through forward-thinking data protection and process management.

Employee Engagement and Training

Apollo Hospitals recognizes the crucial role of employees in maintaining cybersecurity resilience through comprehensive training programs. Our commitment to equipping our workforce with the skills and knowledge necessary to defend against emerging cyber threats is a testament to Apollo's dedication to creating a culture of security and vigilance.

Comprehensive Learning and Development

In FY 2024-25, all Apollo Hospitals employees completed mandatory cybersecurity training, enhancing their skills to safeguard systems against cyber threats and mitigate potential vulnerabilities.

- **Training Elements:** Cyber threat awareness, data protection protocols, and reporting procedures.
- **Skill Enhancement:** Opportunities and support for workforce training towards relevant information security certifications.

Through investing in personal development, Apollo ensures that employees are equipped to actively engage with cybersecurity

[19] GRI 102-13: Recognition in digital and cybersecurity excellence, spotlighted by prestigious certifications and awards.
[20] GRI 404-1: Training and development practices fortifying cybersecurity resilience among Apollo Hospital employees.
[21] GRI 404-2: Measures in place for cultivating awareness and vigilance among operational staff.
[22] GRI 203-1: Infrastructure investments and services supporting public benefit.

challenges and maintain organizational integrity.[20]

Cultivating Awareness and Vigilance

By fostering a culture of awareness and vigilance, employees are empowered to serve as defenders against cyber threats. Apollo's commitment to ongoing training initiatives not only supports career growth but also nurtures a secure environment for all stakeholders.

- **Secure Environment:** Our training initiatives foster an organizational culture where cybersecurity standards and practices are regularly upheld.
- **Organizational Responsibility:** Employees are encouraged to contribute to a culture of transparency and security, ensuring that security protocols are implemented and respected throughout the organization.

In doing so, Apollo showcases a collective dedication to creating opportunities for professional development and maintaining a culture of cybersecurity resilience.[21]

Integrated Digital Healthcare Platforms

Apollo Hospitals has strategically developed innovative digital healthcare platforms to revolutionize patient care, enhance accessibility, and bolster service delivery. These platforms leverage advanced technology and Apollo's extensive medical expertise to create a seamless and comprehensive healthcare experience for users across India.

Apollo 24|7: Transforming Digital Healthcare

Apollo 24|7 serves as India's leading digital healthcare platform, blending Apollo's vast clinical expertise with cutting-edge technology to offer a patient-centric approach to healthcare. The platform serves as a gateway to Apollo's extensive ecosystem, providing users with a single-entry point to access a wide range of healthcare services. With over 33 million registrations and more than 8,90,000 active daily users, Apollo 24|7 stands as one of India's most trusted digital healthcare providers. The platform's presence spans over 19,000+ pin codes, making healthcare accessible across the nation.[22]

Services Offered

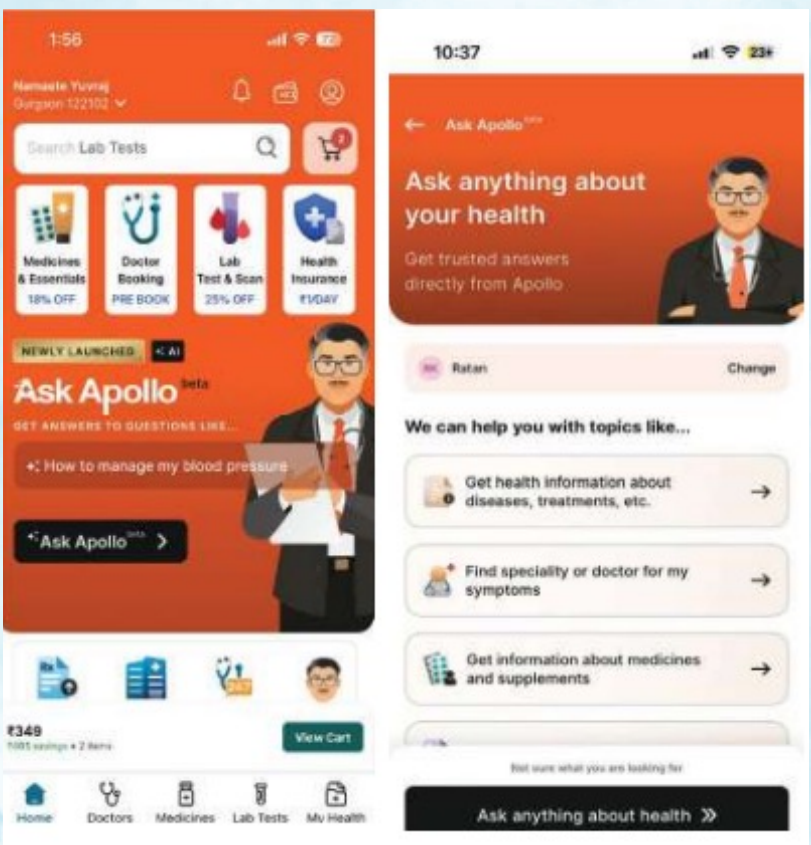
- **Virtual Doctor Consultations:** Apollo 24|7 provides users with the ability to consult top specialists remotely, across 150+ specialties, ensuring expert medical care is available anytime, anywhere. With over 14,000 consultations conducted daily, this service bridges geographical barriers, offering convenience and continuity in patient care.
- **Online Pharmacy and Diagnostics:** The platform offers pharmacy services that integrate with diagnostic test booking facilities, facilitating an all-in-one healthcare service experience.
- **Health Insurance Solutions:** Users have access to Apollo's insurance offerings, enhancing financial protection in healthcare.
- **Digital Therapeutics:** Innovative digital solutions supporting patient health journeys are implemented, shaping preventive and ongoing healthcare practices.

Pharmacy Delivery: Revolutionizing Medicine Delivery

Apollo 24|7 has redefined medicine delivery in India, achieving unmatched speed and efficiency to ensure essential pharmaceuticals reach customers promptly. With the capacity to fulfil approximately 59,000 medicine orders daily, the platform has reduced delivery time from 2 hours to just 19 minutes in major cities like Delhi, Noida, Gurgaon, Hyderabad, Bangalore, and Kolkata. Plans to expand this rapid service to other cities are underway, enhancing accessibility further.

Operational Excellence:

- Leveraging a network of over 6,500 Apollo pharmacies, strategically stocked with 300,000+ Rx and non-Rx products, Apollo 24|7 assures instant availability of medicines and wellness essentials.
- This endeavour exemplifies Apollo Hospitals' commitment to breaking accessibility barriers, ensuring seamless delivery supported by efficient logistics and inventory management systems.



Online Doctor Consultation: Expert Care Anytime, Anywhere

Apollo 24|7 brings together Apollo Hospitals' extensive network of healthcare professionals, consolidating access to expertise spanning more than 7,000 doctors, including partner doctors. This platform revolutionizes the consultation experience, making expert medical care more accessible than ever before.

Convenience and Scope:

- Patients can engage in routine check-ups, manage chronic diseases, and address urgent medical concerns via consultations available at their fingertips.
- The platform uses secure communication technologies to ensure privacy and data protection during each interaction, maintaining the highest standards of healthcare delivery.

[23] GRI 203-1: Infrastructure investments and services supporting public benefit.

[24] GRI 404-1: Average hours of training per year per employee: Relates to data-driven insights and public health resources enhanced by AI and analytics capabilities.

[25] GRI 203-1: Infrastructure investments and services supporting public benefit

Ask Apollo: Enhancing Healthcare with AI Precision

Ask Apollo represents a pioneering initiative in AI-driven healthcare assistance, setting new benchmarks in personalized care through technology. This AI-enabled health assistant utilizes Apollo's clinical insights and robust data analytics to provide tailored experiences for users throughout their healthcare journey. [23]

Features and Functionality:

- **24/7 Accessibility:** Available on Apollo's app, website, and WhatsApp, Ask Apollo ensures expert healthcare advice is readily accessible.
- **Data-Driven Insights:** By integrating real-time data analyses and insights from clinicians, the platform predicts health risks and offers actionable recommendations.[24]
- **Enhanced Public Health Resources:** The assistant improves decision-making with enhanced patient records and AI models, fostering preventive healthcare practices.

Apollo HealthAxis: Pioneering Global Healthcare Solutions

Apollo HealthAxis is redefining global healthcare delivery by merging Apollo Hospitals' clinical expertise with advanced technological solutions. It serves as a pivotal component in Apollo's digital integration strategy, dedicated to enhancing efficiency and innovation across healthcare services.

Transformational Capabilities and Services:

- Facilitating offshore capability centers in India, Apollo HealthAxis focuses on technology and tech-enabled solutions for efficient healthcare delivery, supporting operational excellence worldwide.
- Comprehensive business setup and transition services provide structured program management, analytics, automation, and enterprise architecture enhancements, ensuring seamless integration of healthcare services.
- Clinical AI and Data Analytics Capabilities: Embracing AI innovations, Apollo HealthAxis supports offshore analytics, providing tools for generative AI development and model deployment that optimize operational workflows and data monetization opportunities.

Through these integrated digital healthcare platforms, Apollo Hospitals harmonizes technological advancements with medical expertise to deliver superior patient-centered care, setting new standards in healthcare accessibility, efficiency, and innovation.[25]

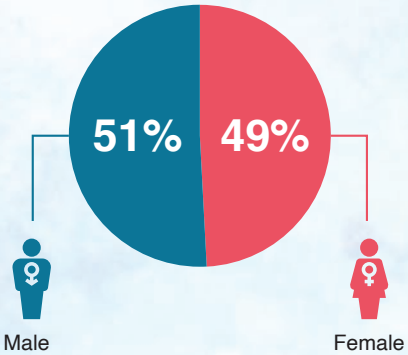
Our People

Highlights of the Year

Overview

Our team at Apollo Hospitals consists of 42,497 devoted professionals from various backgrounds. We are bound by common values, including a focus on wellbeing, social responsibility, excellence, and intellectual curiosity, all of which fuel our singular aim: to deliver healthcare of global standards universally. Our unwavering dedication is to cultivate an inclusive and supportive workplace, enabling every team member to flourish and, in doing so, contribute to healthier lives and the development of a contemporary, high-quality healthcare ecosystem. Below is the gender-wise breakdown of Apollo's employees.

Employee Breakdown



Diversity & Inclusivity Practices at Apollo

At Apollo Hospitals, we are dedicated to fostering an environment where every individual is valued, respected, and empowered. We believe that true D&I drives innovation, improves decisions, and delivers better results for our patients, employees, and communities. We actively celebrate the rich diversity of our workforce, recognizing their unique contributions as the foundation of our success. Our inclusive culture ensures every team member feels a sense of belonging, empowering them to bring their authentic selves to work.

This commitment enables us to provide accessible, inclusive, and equitable healthcare to all patients, supported by cultural competence training for our providers. We also extend our D&I efforts externally, partnering with diverse suppliers and organizations to build a more inclusive healthcare ecosystem. By championing D&I, we strengthen our culture, drive innovation, and ensure our ongoing excellence as healthcare providers.

Employee Satisfaction

We recognize that employee satisfaction is vital for maintaining quality patient care and ensuring organizational success. We understand that key factors shaping satisfaction levels include manageable workloads, supportive environments, competitive compensation, and opportunities for career advancement. A positive workplace culture, one that champions teamwork, recognizes achievements, and fosters work-life balance, is also crucial for boosting employee morale and retention.

Prioritizing our employees ultimately enhances productivity, performance, and strengthens our resilience in delivering optimal care. To foster this positive work environment and ensure our team feels valued and heard, we actively solicit employee feedback through comprehensive satisfaction surveys.

Employee Satisfaction Survey Results

On Roll			Off Roll	
Nursing	Admin	Paramedic	Consultant	Outsourced Members
89.61%	91.40%	90.80%	89.91%	91.98%

Talent Acquisition and Retention

We have significantly enhanced our talent acquisition efforts at Apollo Hospitals, underscoring our steadfast commitment to excellence. Our successful collaboration between HR and senior clinicians has attracted highly skilled professionals, while proactive recruitment ensured sufficient staffing of nurses and doctors across all our hospitals, maintaining uninterrupted critical services. We have also optimized our talent acquisition process and achieved greater efficiency by streamlining operations, such as centralizing Naukri logins across divisions.

Looking ahead, we aim to bolster internal mobility, with a goal of filling 95% of our key positions through robust succession planning.

Employee Well-Being

At Apollo Hospitals, we prioritize the holistic well-being of our employees by cultivating a healthy and supportive work environment that addresses their emotional, physical, and mental health needs. Our comprehensive non-compensation benefits package is designed to provide substantial support, encompassing medical insurance for employees and their families, Employee State Insurance (ESI), Group Personal Accident Insurance (GPAI), Group Term Life Insurance (GTLI), and maternity benefits. Additionally, our employees have the option to contribute to a provident fund and participate in National Pension Schemes.

We have made significant enhancements to our insurance coverage, strategically consolidating 21 individual policies into three streamlined plans. This restructuring delivers uniform benefits across all our locations nationwide, greatly simplifying access to care. This pivotal change has enabled cashless medical services for our team members, eliminating the need for upfront payments and the subsequent submission of reimbursement claims. Furthermore, coverage has been expanded beyond Apollo Hospitals facilities, granting members the flexibility to access benefits at any healthcare institution across the country. We also maintain a rigorous system of regular tracking and monthly updates to ensure timely extensions of benefits, with dedicated shared services facilitating prompt response times for all member requests.

Apollo Hospitals has successfully institutionalized Group Medical

Coverage (GMC), Group Personal Accident (GPA), and GTLI across the entire organization, extending this vital coverage beyond just the Southern and Telangana regions. The discernible rising trend in settled claims under both GTLI and GPA consistently indicates the effective utilization and value of these crucial benefits by our employees.[26]

Our comprehensive well-being platform, R.E.C.O.V.E.R., offers all our team members, irrespective of their employment terms, a dedicated avenue to express their emotions and concerns. This impactful initiative features well-being sessions expertly led by clinical psychologists, specifically focusing on "Recover Your Wellbeing." To ensure accessible support, each unit and region benefits from a dedicated clinician available weekly for confidential consultations. We integrate evidence-based reflective exercises through Microsoft Forms, actively promoting mental health awareness and equipping members with tools to manage workplace burnout effectively.

'The Laughter Rx' represents an innovative HR tool we have implemented, specifically aimed at enhancing employee happiness. We recognize happiness as a critical driver of loyalty, productivity, and retention within our workforce. By fostering a purposeful and joyful work environment, this program supports the physical and mental recovery of our dedicated caregivers, significantly enhances teamwork and communication, and instills a profound sense of hope and trust among our staff. These curated sessions, led by licensed specialists, cover a diverse range of topics designed to promote pleasure, passion, purpose, and professional fulfillment.

Lastly, our 'W.W.W (Wellness Challenges for Well-being and WorkLife)' program is designed to enhance overall health and wellness by offering a wide array of activities tailored to participants' individual preferences and abilities. This initiative actively promotes a culture of holistic well-being and supports a balanced work-life dynamic, featuring a yearly printable calendar of engaging activities and monthly recognition for our most active participants.

Human Resources Initiatives

At Apollo Hospitals, our Human Resources department is dedicated to fostering a supportive, engaging, and inclusive workplace. We achieve this through various innovative initiatives designed to enhance employee well-being, strengthen connections, and promote a sense of belonging for our team members and their families.

HR on Wheels

'HR on Wheels' is a proactive initiative where our HR team is physically present on the hospital floors. This direct engagement allows us to anticipate and address employee needs in real-time, significantly enhancing HR's visibility and demonstrating our genuine care for the workforce.

Objectives:

- Ensure employees feel supported and valued.
- Foster better connections and reduce apprehension towards HR.
- Build confidence and allow HR to understand the pulse of the workforce.
- Create an enriched experience for employees through direct interaction.

Key Areas of Focus During Floor Visits:

- Employee Well-Being
- Infection Control Protocols
- Grooming Standards
- Cleanliness and Hygiene
- Awareness on Grievance Procedures
- Employee Rights and Responsibilities
- Fire and Safety

[26] GRI 403 – 6 – Promotion of worker health

Apollo Family Connect Initiatives

At Apollo, we recognize the importance of family in an employee's well-being and commitment. We have introduced initiatives that involve family members to strengthen bonds and cultivate a deeper connection between work and personal life.

Apollo Family Day

This Connect initiative invites team members' families (spouses, children, parents) to spend a day in their loved ones' workplace. The aim is to strengthen the bond between our team members, leaders, and their families, fostering a deeper connection between work and personal life. It underscores our commitment to cultivating an inclusive workplace culture that values the overall well-being of our employees and their families, ultimately enhancing job satisfaction and reinforcing our supportive environment.

Family Day Carnival

Hosted three times a year across all units, this event further strengthens the bond among our team members, leaders, the work environment, and their families. The carnival features diverse activities tailored for families, including:

- Arts and crafts
- Sports
- Counselling sessions
- Entertainment

This event serves as a platform for families to connect and bond, fostering a sense of loyalty, positivity, and belongingness within our community. Activities cater to various family members with options like hospital tours, games, art workshops, educational sessions, and performances, ensuring a memorable and engaging experience for all.

Training and Skill Development

Our robust HR system is specifically designed to promote continuous learning and upskilling, directly empowering our employees to deliver exceptional patient care. To facilitate this journey of growth, we provide structured internal training programs accessible to all, complemented by financial and non-financial support for selected external development opportunities. Annual refresher courses cover core areas such as bribery, corruption, and business ethics, which our staff strengthen year after year. Specialised training programs are also available for different employee groups. This dedicated focus on training and development is instrumental in ensuring that we consistently deliver an outstanding experience to our patients.

Recognizing that the dedication and evolving skills of our employees are paramount to our organizational success, we also prioritize the strategic retention of our top talent.

We have a comprehensive leadership development program that specifically encompasses a diverse range of knowledge enhancement initiatives. These include critical components such as Continuing Medical Education (CME) and Continuing Nursing Education (CNE), flexible online course enrollment facilitated through Medvarsity, specialized product training, and immersive simulation training.

At Apollo Hospitals, we strategically prioritize all our learning and development initiatives. This commitment is fundamental to ensuring the continuous delivery of top-tier healthcare, fostering the professional growth of our staff, and driving innovation—ultimately benefiting both our dedicated healthcare professionals and our valued patients. To achieve this, we have systematically introduced a variety of programs specifically aimed at nurturing talent and cultivating a pervasive culture of continuous learning and high performance throughout our entire organization.

16,33,346
total training hours in FY 2024-25

L&D Initiative	Description of the Initiative
Apollo Young Leaders Program	This 21-month executive education program, developed in partnership with the Indian School of Business (ISB), prepares future leaders by building skills in healthcare entrepreneurship, digital transformation, analytics, and financial value creation.
Creating Medical Administrators	Designed for high-potential medical leaders, this two-year program provides structured training and management courses. Participants are mentored by senior medical heads to establish clear career pathways within Apollo Hospitals.
Step up Program for B School Grads	An 18-month program for MBBS/BDS graduates with an MBA or MHA and 2-8 years of experience. It combines on-site learning at Apollo facilities with online modules, preparing them for departmental leadership positions.
D&I for International Nurses	This initiative supports nurses seeking international opportunities by providing language training (OET/IELTS or German) and facilitating their placement in the UK or Germany, with comprehensive support from Apollo throughout the process.
Skill Training and Enhancement Program (STEP)	STEP focuses on educating support staff (including housekeeping, patient attenders, and security personnel) on essential healthcare safety protocols and infection control measures, ensuring high-quality patient care and safety standards.

These initiatives underscore our profound commitment to building a strong leadership pipeline, enhancing operational excellence, and fostering a culture of continuous improvement across Apollo Hospitals. By investing in the development of our workforce, we empower our team members to deliver exceptional care, promote patient well-being, and consistently uphold the highest standards of healthcare excellence.

Flagship L&D Initiative	Description of the Initiative
Nursing Managers Leadership Development Program	This program is designed to enhance the leadership capabilities of nursing professionals in managerial or supervisory roles at Apollo. It provides essential skills and strategies for effective team leadership, ensuring exceptional patient care. The robust curriculum combines online and offline learning, including case studies and practical exercises, for a comprehensive development experience.
Apollo Expedition: Creating Impactful Learning	Launched in FY 2023-24, Apollo Expedition is a comprehensive learning and development initiative focused on continuously enhancing patient care, improving outcomes, and fostering professional growth across the organization. This robust program encompasses various interventions designed to address talent needs and elevate business performance within our units.

Our comprehensive learning and development framework, **Apollo Expedition**, launched in FY 2023-24, is designed to continuously enhance patient care, improve outcomes, and foster professional growth across our entire organization. This robust initiative encompasses a wide array of interventions and programs, ensuring that our workforce is consistently equipped with the skills and knowledge necessary to meet evolving healthcare challenges and uphold our high standards of service excellence. Below are some of the key programs and initiatives under the Apollo Expedition umbrella:

Initiative	Description
Apollo Radio	Provides any time access to learning materials, supporting the ongoing professional development of our staff.
Basic Employee Etiquette	Offers essential training in workplace etiquette, cultivating a professional and respectful culture across our facilities.
Language and Communication Skills	Focuses on improving English communication skills among staff, directly enhancing patient interaction and service delivery.
Monthly Interventions	Covers a wide range of critical topics including organizational values, compassionate care, service excellence, digital skills, patient-first initiatives, effective communication strategies, and POSH (Prevention of Sexual Harassment) guidelines.
Oracle LMS for Laboratory Personnel	Delivers flexible online training modules specifically for laboratory staff, aimed at enhancing their knowledge and skills in laboratory practices, safety protocols, and quality assurance.
Simulation Training for Doctors and Nurses	Conducts simulation-based training sessions to significantly improve clinical decision-making and emergency response skills for our medical and nursing teams within a controlled, safe environment.
Train the Trainers Program	Certifies our Learning and Development resources to effectively deliver training sessions, with a particular focus on digital HR initiatives, thereby enhancing the overall organizational learning capabilities.
Apollo Dronacharya Awards	Recognizes departments and units that demonstrate high training and compliance rates, fostering a strong culture of continuous improvement and excellence throughout Apollo Hospitals.

These initiatives under Apollo Expedition exemplify our commitment to continuous learning, skill enhancement, and maintaining high standards of patient care and service excellence at Apollo Hospitals. Through targeted learning interventions, we empower our workforce to meet evolving healthcare challenges and deliver exceptional healthcare outcomes.

Career Development and Performance

At Apollo Hospitals, we are deeply committed to fostering the continuous growth and professional development of our employees through robust performance and career development frameworks. Our comprehensive appraisal system is designed to provide regular feedback, recognize achievements, and identify areas for further development, ensuring our team members are empowered to reach their full potential. This structured process facilitates constructive dialogue between employees and their managers, setting clear goals and outlining pathways for career progression. In the past year, 100% of our permanent workforce participated in formal performance appraisals, leading to an average succession of 95% of key positions through internal hires. By investing in our people and aligning individual aspirations with organizational objectives, we not only enhance employee satisfaction and retention but also strengthen our collective ability to deliver exceptional patient care. To that end, we have averaged 38.43 training hours per employee this year.[27]

Our Approach to Health and Safety

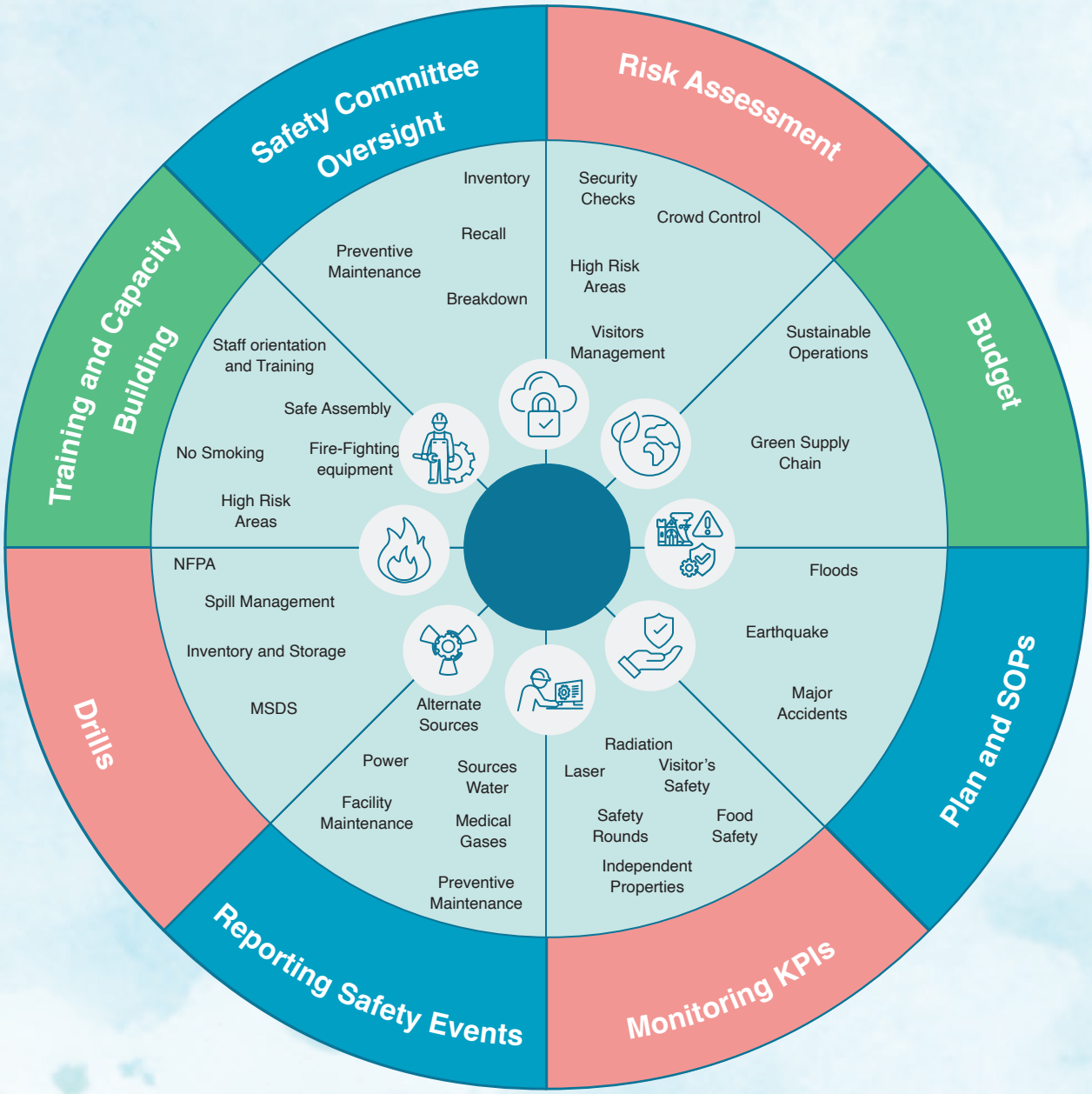
Initiative	Description
Certifications and Compliance	Apollo Hospitals adheres to key OH&S standards, integrating them into our daily operations for continuous improvement and elevated safety. Notably, the Apollo Proton Cancer Center holds ISO 45001 certification.
Training and Awareness Programs	We provide comprehensive training programs that cover essential OH&S aspects, including emergency response protocols and safe equipment handling, thereby empowering employees with the necessary skills to ensure their safety and that of others.
Incident Reporting and Analysis	Our Automated Incident Reporting System (AIRS) facilitates anonymous reporting of hazards and incidents. This system enables swift interventions, thorough analysis, and the implementation of effective preventive measures.
Safety Committees and Culture	Engagement through dedicated safety committees fosters a strong culture of safety. Employees actively contribute ideas and feedback, which significantly enhances our OH&S practices and protocols.
Monitoring and Evaluation	We conduct regular monitoring of critical metrics, such as incident rates and compliance levels, ensuring continuous improvement in safety standards across all our facilities.

[27] 404-3 Percentage of employees receiving regular performance and career development reviews

Disaster Resilience and Preparedness

Apollo Hospitals recognizes the critical importance of disaster management in safeguarding lives and maintaining operational continuity amidst potential hazards and emergencies. Our comprehensive strategies are designed to ensure we are prepared for and can effectively respond to various crises.

Our Comprehensive OHS Management System



Safety | Security | Equipment Safety | HAZMAT | Utility Management | Fire Safety | Disaster Management | Sustainability

Our Disaster Management Approach

Aspect	Description
Risk Assessment and Preparedness	We conduct annual assessments to identify potential hazards and vulnerabilities. These insights inform our site-specific disaster response plans, which cover a wide range of emergencies, including both natural disasters and man-made incidents.
Emergency Response Protocols	Our well-defined protocols meticulously outline actions for critical situations such as evacuation, medical triage, and seamless coordination with external services. This ensures swift and highly effective responses during any disaster scenario.
Training and Capacity Building	We facilitate ongoing training sessions and conduct realistic simulations to enhance staff readiness in emergency medical response and incident command. These initiatives continuously reinforce our preparedness and strengthen coordination capabilities across all teams.

At Apollo Hospitals, we prioritize the safety and well-being of all stakeholders, particularly during crises. Our robust disaster management strategy, which includes:

- Thorough risk assessments
- Strategic partnerships with external stakeholders
- Clear emergency response protocols
- Investment in advanced infrastructure
- Continuous training initiatives
- Proactive community engagement

These elements collectively enable us to efficiently handle and minimize the impact of emergencies. We are dedicated to continually improving our disaster preparedness and response capabilities to uphold the utmost standards of safety and resilience across our healthcare facilities.

Purposeful Partnerships

Type of Partnership/ Advocacy	Description
Academic Partnerships	We collaborate with the National Board of Examinations (NBE) for 17 specialties, 26 super specialties, and 11 Postdoctoral Programs (FNB). Our academic network also includes partnerships with prominent institutions such as Health Education England (HEE), Edge Hill University (UK), University of Leicester (UK), RWTH Aachen (Germany), various Australian universities (e.g., UNSW, UWA, Monash, Central Queensland), ESIGELEC (France), The Brigham and Women's Hospital (USA), and University of Hyderabad (India).
International Collaborations	We maintain active partnerships with international healthcare organizations to foster cooperation, exchange best practices, and enhance healthcare delivery. A notable collaboration is with the Mayo Clinic (USA) for knowledge sharing and patient referral programs, yielding positive outcomes for both institutions.
Government and Public Policy Advocacy	Our patient-centric approach drives active engagement with the Indian government at various levels (Union and State, including NITI Aayog). We participate in consultative processes and committees (health, insurance, med-tech), contributing our expertise to shape policy frameworks that promote accessible, affordable, quality, and equitable healthcare, all guided by ethics and transparency.
Government Initiatives	We partner with various government health initiatives at both union and state levels. Many of our hospitals are empanelled under government assurance schemes, extending quality healthcare to a broader population.
Research Collaborations	Through the Apollo Research and Innovations (ARI) initiative and the Apollo Hospitals Educational and Research Foundation (AHERF), we have forged numerous research initiatives and partnerships. (Further details are available in the ARI and AHERF resources).
Industry Associations	We maintain active memberships and participate in key industry associations, including CII, FICCI, ASSOCHAM, PHDCCI, NATHEALTH, AHPI, and PAFI, contributing to the broader healthcare and business ecosystem.
Philanthropic Associations	The Apollo Foundation works in partnership with multiple philanthropic and social development institutions to advance our social responsibility initiatives. (Details are available in the Apollo Foundation report).

Responsible Supply Chains

Our supply chain at Apollo Hospitals remains crucial to our operations in FY 2024-25, directly supporting our mission to impact a billion lives and lead in sustainable healthcare. Our diverse network of global and local suppliers provides us with a wide range of goods and services, from medical equipment and pharmaceuticals to essential logistics and support. We prioritize partnerships with suppliers committed to sustainability, quality, and ethical practices. Our strategic sourcing across diverse regions enables us to achieve both global reach and a focus on local procurement whenever possible. Throughout this fiscal year, we have continued to leverage our dynamic supplier network to effectively deliver on our healthcare commitments.

Supplier Onboarding[28]

Our vendor onboarding process is designed to be comprehensive and efficient. It begins with the collection of essential statutory documents, including PAN, GST registration, Incorporation Certificate, and relevant drug licenses. Alongside this, we require a signed copy of our Supplier Code of Conduct, ensuring alignment with our core principles from the outset. These documents are meticulously gathered and stored for future reference and audit purposes.

To enhance this process, we have introduced the **Newgen** portal, a self-registration platform for our suppliers. This portal empowers vendors to digitally upload all required documents and submit an electronically signed Supplier Code of Conduct. This transition marks a significant shift towards a more efficient and technologically advanced approach, streamlining the onboarding experience for both our vendors and our organization.

Supplier Code of Conduct[29]

At Apollo Hospitals, we have implemented a comprehensive Supplier Code of Conduct. This Code reflects Apollo Hospitals' commitment to internationally recognized standards, including the Core Conventions of the International Labour Organization, the United Nations' Universal Declaration of Human Rights, prevalent industry standards, and all applicable legal requirements related to environmental protection, minimum wages, child labor, anti-bribery, anti-corruption, and health and safety, adhering to the highest standards in each area. This code outlines Apollo's expectations for our supplier and vendor engagement, ensuring alignment with our sustainability objectives and adherence to our stringent ethical standards.

The Code details our expectations across key areas:

- **Environmental Stewardship:** Commitment to minimizing environmental impact.
- **Emissions Management:** Responsible management of air emissions.
- **Energy Management:** Efficient use and conservation of energy.
- **Social Responsibility:** Upholding positive social impacts.
- **Labor Rights:** Respect for human and labor rights.
- **Ethical Business Practices:** Including strict anti-corruption measures.
- **Data Protection:** Safeguarding sensitive data.

We communicate this Code to all suppliers during the onboarding process and mandate their compliance. A signed copy is a prerequisite, legally binding our partners to its principles.

[28] GRI – 414 –1
[29] GRI – 414 –2

Vendor Management

Vendor management is integral to Apollo Hospitals' commitment to building meaningful and sustainable partnerships. Managing our vast network of vendors involves a rigorous and structured approach to selecting reliable and ethical partners. Our process commences with thorough vendor registration and evaluation, which includes assessments of:

- Capabilities and service quality
- Financial stability
- Adherence to regulatory requirements (e.g., labor rights and welfare)
- Governance structures, policies, and processes
- Statutory compliances

Vendor selection is based on a multitude of criteria, such as reliability, market reputation, clientele, vendor background, and strict compliance with environmental standards as outlined in our Supplier Code of Conduct. This Code must be adhered to by all suppliers and vendors from the moment of registration and throughout their entire association with Apollo Hospitals. We also guarantee the confidentiality of all vendor information shared with us.

Vendor Training

To ensure our vendors fully adhere to Apollo Hospitals' policies and standards, we conduct comprehensive training programs. These sessions, held during the onboarding process, educate vendors on crucial aspects, including:

- Apollo's Operational Policies
- Our Supplier Code of Conduct
- Data Security Protocols
- Sustainability Practices

By fostering this shared understanding, vendors can better align their operations with our values. Supplier training is conducted on a rotational basis every three years, ensuring all our suppliers receive regular updates and reinforcement of our standards.

Supplier Audits

Regular vendor audits and performance evaluations, which include on-site visits, are crucial components of our strategy to ensure compliance and mitigate risks within our extensive vendor network. This rigorous process is vital for upholding the high quality and ethical standards that Apollo Hospitals demands from its partners. When any non-compliance is identified, appropriate corrective actions are promptly initiated to ensure alignment with our policies and the Supplier Code of Conduct. Our assessment process specifically includes statutory and legal compliance. **We are proud to report that during FY 2024-25, 100% of our suppliers underwent a review.**

Responsible Supply Chain Principles

Our pursuit of a sustainable and ethical supply chain is relentless as we continually scrutinize our value chain to ensure our partners fully align with our ESG goals and can execute them transparently.

Some of our key initiatives and expectations for our suppliers include:

Principle	Description of Initiative/Expectation
Emergency Preparedness and Risk Information	Suppliers must ensure safety information related to workplace risks is visible and available to all workers/employees. They are required to train employees for protection and assess potential emergencies, implementing robust emergency plans and response procedures to minimize impact.
Process Safety	Suppliers are required to have established safety programs for managing and maintaining all their production processes in strict adherence to applicable safety standards. They must address product-related issues and their potential impact across all stages of production. For hazardous installations, specific risk analyses and preventive measures (e.g., for chemical releases and explosions) are mandated.
Quality Assurance	Suppliers must adhere to generally recognized or contractually agreed upon quality requirements. They are expected to provide goods and services that consistently meet Apollo's standards, perform as warranted, and are safe for their intended use.
Waste and Emissions	Our Supplier Code of Conduct mandates that suppliers implement systems for the safe handling, movement, storage, recycling, reuse, and management of waste, air emissions, and wastewater discharge. Additionally, measures to prevent or mitigate accidental spills and environmental releases are required.
Resource Conservation and Climate Protection	Suppliers are expected to use natural resources (water, energy, raw materials) efficiently. They must minimize negative environmental impacts at the source by various methods, including modifying production, maintenance, and facility processes, substituting materials, conserving resources, recycling, and reusing materials. Innovation for climate-friendly products and processes is encouraged.
Human Rights	We collaborate with suppliers who prioritize fair labor practices, promote diversity and inclusion, and ensure safe, healthy, and fair working conditions for their employees. Our Code of Conduct mandates compliance with labor laws and encourages responsible labor practices as per international regulations and best practices.
Business Integrity	Suppliers must operate ethically, unequivocally avoiding any form of bribery or kickbacks from internal or external parties. They should not leverage family, social, or political ties for preferential treatment or business advantages; all assessments must be based solely on merit.

Grievance Redressal for Suppliers

We maintain a robust grievance redressal mechanism specifically designed for our suppliers. This system empowers any worker or employee, whether acting individually or collectively, to submit grievances related to critical areas such as intellectual property, human rights, third-party representation, insider trading, corruption, bribery, or kickbacks. Furthermore, we mandate that our suppliers themselves provide internal reporting channels to address such occurrences within their own operations, fostering a transparent and accountable environment throughout our supply chain.

Responsible Hospital Procurement

We continue to integrate sustainability requirements into our procurement practices. Our commitment extends to minimizing waste generation and upholding circular economy principles by diligently assessing product life cycles, recyclability, and waste reduction potential during all procurement decisions. We actively seek out sustainable alternatives, such as eco-friendly packaging and energy-efficient equipment, ensuring these choices do not compromise our unwavering standards for quality and patient care. By rigorously inculcating responsible hospital procurement practices, we aim to foster a healthcare system that prioritizes the well-being of patients, our employees, and the broader communities, while simultaneously contributing to the conservation of our planet.

Critical Suppliers

Within Apollo Hospitals' expansive supply chain, we meticulously identify suppliers who provide us with essential products that are critical to our operations. These critical suppliers are recognized as strategic partners, furnishing goods and services that directly impact the quality of patient care and the overall functionality of our healthcare facilities. We engage in close collaboration with these vital suppliers to ensure that the critical equipment and services they provide consistently meet our stringent quality and safety standards.

Reaching a Billion Lives: Accessibility@Apollo

Access to healthcare is at the centre of Apollo Hospital's operating model and has been the core of our mission of 'touching a billion lives'. We continue to invest heavily in initiatives, develop extensive policies and expand our operations to reach as many individuals and communities as possible. We are consistently advancing in reducing risks, improving outcomes, and promoting a healthier future. By proactively incorporating patient safety, accessibility, and innovation into our practices, we strive to set new standards in patient care, upholding our legacy as guardians of health.

Health of the Nation Report 2025: Key Highlights

Our annual Health of the Nation Report continues to provide insights into the national health scenario and what we as a population can do to reduce this burden. The increase of non-communicable diseases (NCDs) year on year is but one facet of balancing a complex healthcare dynamic in India. Apart from NCDs, the report also gives an insight into emerging problems such as Vitamin D and B12 deficiencies, women's health and the need for a "multi-pronged, proactive and personalised healthcare strategy".

The report analysed over 2.5 million preventive health screenings and found that 26% of individuals had undiagnosed hypertension and 23% had undiagnosed diabetes, despite showing no symptoms. The report also highlights a widespread micronutrient deficiency.

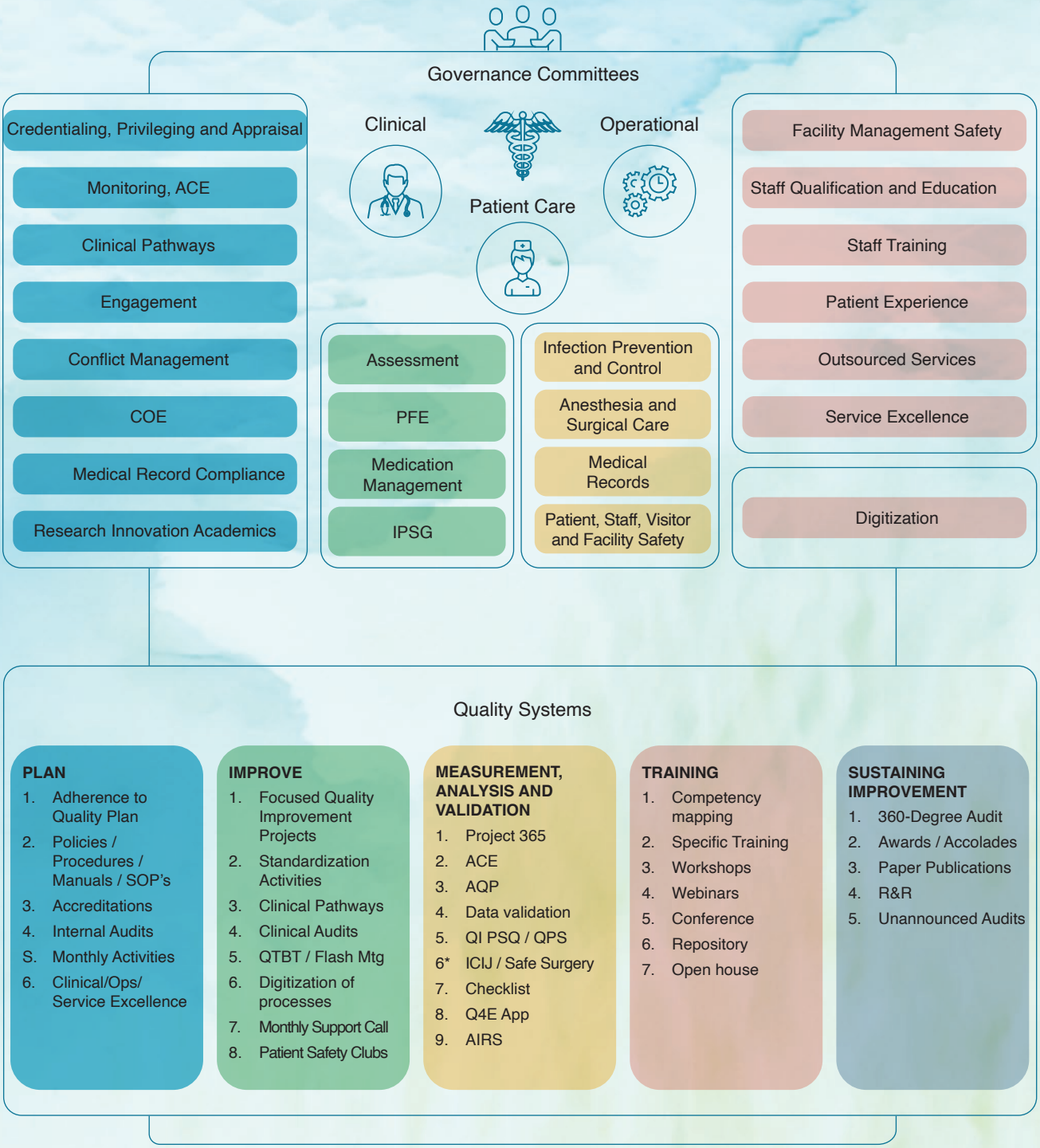
Anemia, a condition where the blood has a reduced ability to carry oxygen, affects 45% of women and 26% of men, while Vitamin D deficiency is seen in over 77% of women and 82% of men. Vitamin B12 deficiency is prevalent, particularly among those under 40. Additionally, 61% of those screened were obese and 18% were overweight, indicating a growing metabolic health risk in the country.

On a positive note, preventive health check-ups have increased by 150% between 2019 and 2024, showing a growth in public awareness and care for one's health. Apollo calls for a national shift toward proactive, data-driven preventive care, including regular screenings, better nutritional awareness, and early intervention programs.

Clinical Governance

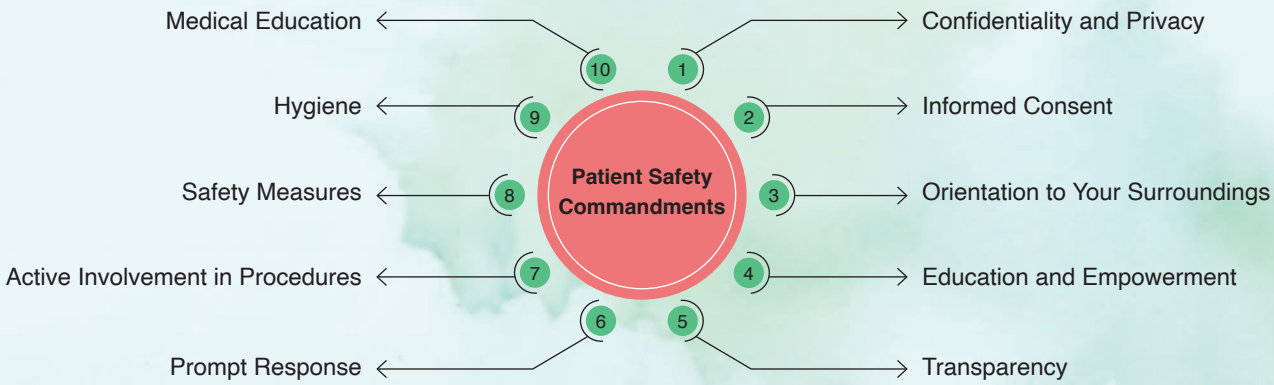
Strategic Model of Patient Care at Apollo Hospitals

Our Strategic model serves as a guidance tool for healthcare services operations at Apollo. The model showcases the interlinkages across our departments while keeping patient care as the center point of our whole operation.



Patient Safety Commandments

Our patient safety commandments are fundamental principles that have been defined through thoughtful and careful consideration of how Apollo Hospitals presents itself in every aspect of its service delivery. The commandments focus on care, safety, confidentiality and holistic care to enable the most successful health outcomes being driven across Apollo Hospitals.



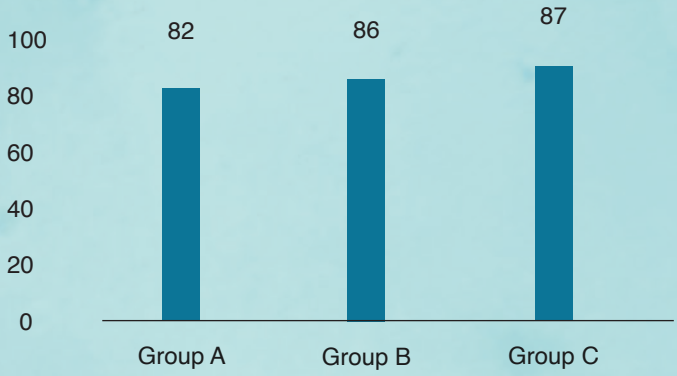
For a more thorough understanding of our commandments, please refer to pg. 46 of our FY23 ESG Report

Apollo Standards of Clinical Care (TASCC)

Apollo Clinical Excellence Dashboard[30]

Our Apollo Clinical Excellence scorecard continues to be a benchmark for a clinically balanced scorecard. Our newly launched ACE 3.0 model incorporates 30 clinical parameters, such as mortality rates, one-year survival rates, readmission rates, unplanned return, postoperative AKI requiring dialysis, average URR in patients on haemodialysis, zero delays, and zero harm (hospital-acquired infection rates). These parameters have been benchmarked against the published benchmarks of the world's best institutions, including the Cleveland Clinic, Mayo Clinic, Johns Hopkins, National Healthcare Safety Network, AHA, CDC, Agency for Healthcare Research and Quality USA. Based on hospital performance according to these benchmarks, we recognise high-performing hospitals at our ACE Champions Award functions. We are pleased to inform that out of the 40 Group A, 23 Group B, and 10 Group C hospitals, we achieved an average ACE 3.0 score of 85 across all group hospitals, with Group C hospitals achieving the highest scores.

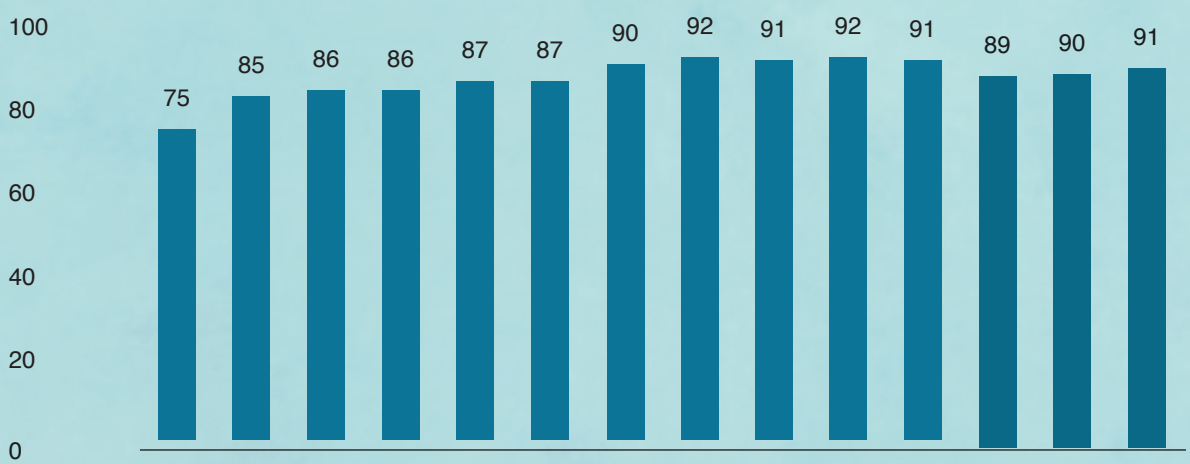
Annual Average (2024) ACE 3.0 Score for Group A, B and C Hospitals



Apollo Quality Program

Started in 2010, the Apollo Quality Program guarantees safety protocols across all Apollo Hospitals, emphasizing clinical handovers and medication safety. Compliance has steadily improved each year, highlighting our ongoing commitment to excellence. Any quality issues are tackled with root cause analyses, and swift actions are implemented. In FY25, our AQP scores continue to rise from 90 to 91.

Group Average AQP Score



[30] 416-1, 416-2

SAFE@6

To improve our assessment of patient safety and quality of care, a new Patient Safety Dashboard featuring six key parameters was introduced in February 2025, replacing the earlier AQP Scorecard as we continue to innovate in new ways of deriving the most out of our services and enable better care in our quest to meet a higher promise.

Integrated Clinical Quality Audits (ICQUA)

In FY 2024-25 we implemented a comprehensive new audit strategy that has replaced the Apollo Clinical Quality Audits (ACQA). The ICQUA has enabled us to cover more clinical KPIs and ensured that we are able to identify more opportunities to enhance clinical processes, promote cohesive teamwork, ensure adherence to regulatory standards and leverage our audit insights to guide clinical improvements and inform strategic planning.

AQCA VS ICQUA

AQCA	ICQUA
16 Themes	3 Verticals – 43 Themes
Auditors – Doctors	Auditors – Medical, Nursing and Quality – Holistic Approach
Quarterly Audit	Bi-Annual Audit
ACE 1 and ACE 2	ACE 3.0

Quality Team Activities at Apollo Hospitals

Our quality team engages with our hospital stakeholders through a multi-faceted approach to ensure standards are maintained and the safety of our patients is held as the utmost priority. The theme for the quality team this year was 'Journey to Zero Harm' with the following platforms being used to spread this message:

- Daily Tiered Huddles
- Monthly Score Cards
- Quality Watch Calendar
- Implementation of Clinical Pathways and Guidelines
- Bi-annual Clinical Quality Audits
- Monitoring and Sustenance Platforms
- Accreditation Calendar
- Quality Toolbox Talks
- Quality Improvement projects

Apart from these initiatives, the team also undertakes patient safety initiatives such as the patient safety trivia night held at our hospitals. Through these programs we were able to achieve the following outcomes:

- JCI accreditation for 8 hospitals and NABH Accreditation completed for 34 units.
- More than 1000 quality toolbox talks were conducted.
- More than 30,000 manhours were spent on quality-related training.
- More than 1,00,000 internal checks/audits/assessments were conducted across our facilities.
- More than 8,000 participants participated in our Hand Hygiene Day and Quality Day activities.

Quality for Excellence Awards

The Quality for Excellence Programme is a reward program aimed at ensuring continuous improvements across AHLL platforms and centres by recognising centres with exceptional performance in quality management. Top-performing centres are rewarded during our Founders Day event.

Apollo Health and Lifestyle Limited (AHLL)

AHLL is an Apollo Group initiative targeted at bringing Apollo Hospitals and our wealth of services closer to home. The initiative consists of a complex network that has various healthcare business verticals like Apollo Clinics, Apollo Cradle, Apollo Spectra Hospitals, Apollo Diagnostics and Apollo Dialysis, offering specialised care and treatment avenues in remote and underserved regions as an extension of the Apollo Hospitals chain. Listed below are some of the noteworthy achievements in FY25 by AHLL:

- AHLL was awarded the Economic Times Exceptional Employee Experience Award.
- Featured in the Top 25 Best Companies to Work for 2024 by Business Today.
- Featured in The Economic Times Future Ready Organisations FY25 in the Large-Scale Enterprises category.

Apollo Learning Together Program

The ALT program was devised to create more collaboration between consultants and unit leaders. Clinical Governance Committees (CGCs) were established to foster collaboration between Consultants and Unit Leadership, ensuring high standards of clinical care and service performance. Each unit must involve at least 30% of Full-Time Consultants in various Committees. Clinical Governance Meetings (CGMs) are conducted regularly, either weekly, monthly, quarterly, or half-yearly, with additional meetings convened as needed.

Apollo Clinical Innovations Group

Apollo Hospitals has pioneered the adoption of new technology and treatment protocols. To maintain this leadership position, a structured decision-making process that involves stakeholders at all levels is in place. ACIG has been formulated to introduce best practices and latest technologies to foster clinical innovation for implementation across the Apollo Hospitals Group. Proposals are submitted to senior leadership for approval and thereafter implementation.

In 2024, ACIG conducted 48 meetings and engaged 447 consultants in implementing 30 proposals across 12 specialities.

Access initiatives: Upskilling Healthcare Professionals

Apollo Knowledge Series

The Apollo Knowledge Series (AKS) offers cutting-edge continuing education programs to doctors, nurses, and healthcare professionals worldwide, reflecting Apollo Hospitals' commitment to advancing medical education, research, and clinical care. AKS serves as an essential resource by providing clinicians access to knowledge and practical experiences. It is designed to foster excellence in medical education and equip clinicians with the tools to navigate the evolving healthcare landscape effectively.

There are two avenues for AKS:

1. **MediNew:** A targeted exploration of the latest developments in medical and surgical specialities. These sessions serve as a dynamic platform for healthcare professionals to remain informed about cutting-edge advancements.

2. **MediVance:** A more niche series that focuses on innovation in super specialities. Focused sessions provide concise and in-depth insights to healthcare professionals seeking the latest developments.

In 2024–2025, AKS delivered over 2,031 CME sessions, attended by more than 86,252 physicians. Sessions were led by Apollo's Super Specialists from 22 hospitals, underlining Apollo's commitment to knowledge sharing. Experts from over 30 clinical disciplines shared insights, reflecting on a multidisciplinary approach to medical advancement.

Apollo Continuous Medical Education Program

The Apollo CME program serves as a vital outreach tool for engaging community physicians. Through these initiatives, Apollo Hospitals has successfully connected with healthcare providers in the community, equipping them with the knowledge and skills necessary to elevate their practice. In FY25, the Apollo Hospitals Group made significant strides in its efforts, conducting a total of 2,042 sessions and reaching an impressive audience of over 89,500 external doctors who attended these educational programs.

Access initiatives: Bringing Apollo to your community

Apollo ProHealth

Apollo ProHealth stands as our flagship tool, bringing access, innovation, and technology together to provide sustained healthcare outcomes and implement pre-emptive practices in communities, while raising awareness about health. This year, one of our more significant achievements was the development and launch of a breast cancer risk assessment screening tool. This tool is tailored specifically for the Indian woman and evaluates seven key factors, including age, reproductive history, family history, hormone replacement therapy and lifestyle. Other key initiatives included:

Initiative	Description
Physicians Conclave 2024	The first-of-its-kind ProHealth Physician Conclave was conducted in September 2024, bringing together 70 health check physicians from 33 units across 20 cities. The conclave focused on advancing NCD prevention and strengthening the ProHealth journey through collaborative learning and engagement.
Lung Cancer Risk Assessment Tool	Lung cancer is the fourth most common type of cancer in India. To develop deterrence and pre-emptive knowledge, the Lung Cancer Awareness Tool was developed by Apollo. It is designed to assess risk based on key lifestyle and environmental factors. Tailored to the Indian population, the tool provides a personalized risk profile and actionable recommendations. It evaluates seven critical factors, including smoking habits, exposure to second-hand smoke, history of tuberculosis, family history, environmental pollution, and occupational exposure to hazardous substances.
Talk ProHealth	Talk ProHealth is a monthly educational series held on the first Wednesday of each month, designed exclusively for health check physicians. This initiative, led by experienced doctors, focuses on keeping healthcare professionals abreast of the latest advancements and best practices in preventive health in general and at ProHealth in specific. Topics such as sleep assessments, mental health, diabetes, and geriatric health, among others, were covered in these sessions.
ProHealth Corporate Talks	Apollo ProHealth has been hosting monthly online sessions on various health topics such as wellness, cancer prevention, and mental health, aimed at corporate employees. Led by experienced physicians, these talks provide a platform for employees to engage with healthcare professionals, ask questions, and receive guidance on further care. Beyond raising awareness, this initiative empowers individuals to take charge of their health, recognize early warning signs, and seek timely advice.
AHC on Wheels	AHC on Wheels is a mobile bus equipped with state-of-the-art medical equipment, offering convenient health tests on the move. It provides tests like vitals, blood sample collection, X-ray, ECG, cardiac stress test, ENT and eye check-up, and more. In FY25, Apollo ProHealth launched two additional buses in the South and West, equipped with mammography facilities to increase breast cancer screenings. Over 4,000 individuals have been screened, showcasing Apollo's dedication to accessible, preventive healthcare and early disease detection.

The ProHealth program's multifaceted approach has enabled Apollo to become a leader in early detection, medical education, knowledge dissemination, and upskilling of communities with regard to proactive health care measurement, monitoring and action.

Expanding Reach-Revitalising Access

Along with our host of initiatives, we are cognizant of the fact that without infrastructure expansion, we will never truly provide holistic care to people who need it most. To that end, the following new sites of operation and centers for research, innovation and clinical excellence have been developed by Apollo:

The launch of **Apollo Research Academy**: Apollo Hospitals has launched the Apollo Research Academy, a pioneering initiative designed to establish Apollo as a global leader in healthcare research and innovation. This Academy will unify the efforts of 46 Apollo entities—including AHERF, Apollo University, ARI, and others—into a cohesive, internationally recognized hub for research excellence.

The Apollo Hospitals launched the state-of-the-art **multi-specialty emergency medical centre at the Shri Ram Janmabhoomi** pilgrimage site in Ayodhya.

Apollo Diagnostics launched **a processing lab in Tirupati to enhance healthcare accessibility, its 140th facility nationwide.** The lab introduces over 3,000 tests and Xpert Health Check-up packages, catering to diverse medical needs.

Apollo Cancer Centre (ACC), Hyderabad, has launched an outpatient Bone Marrow Transplant (BMT) service, also known as a One-Day BMT, for conditions like lymphoma, multiple myeloma, and other hematologic disorders. **This innovative approach significantly reduces treatment costs by 50% and minimizes hospital stays.**

ACC launched India's first **LungLife Screening Program for early detection of lung cancer**. The LungLife Screening Program aims at individuals who have the highest risk for lung cancer such as people in the age group of 50 to 80 years, individuals with a significant history of smoking and people with a family history of lung cancer.

Apollo Homecare

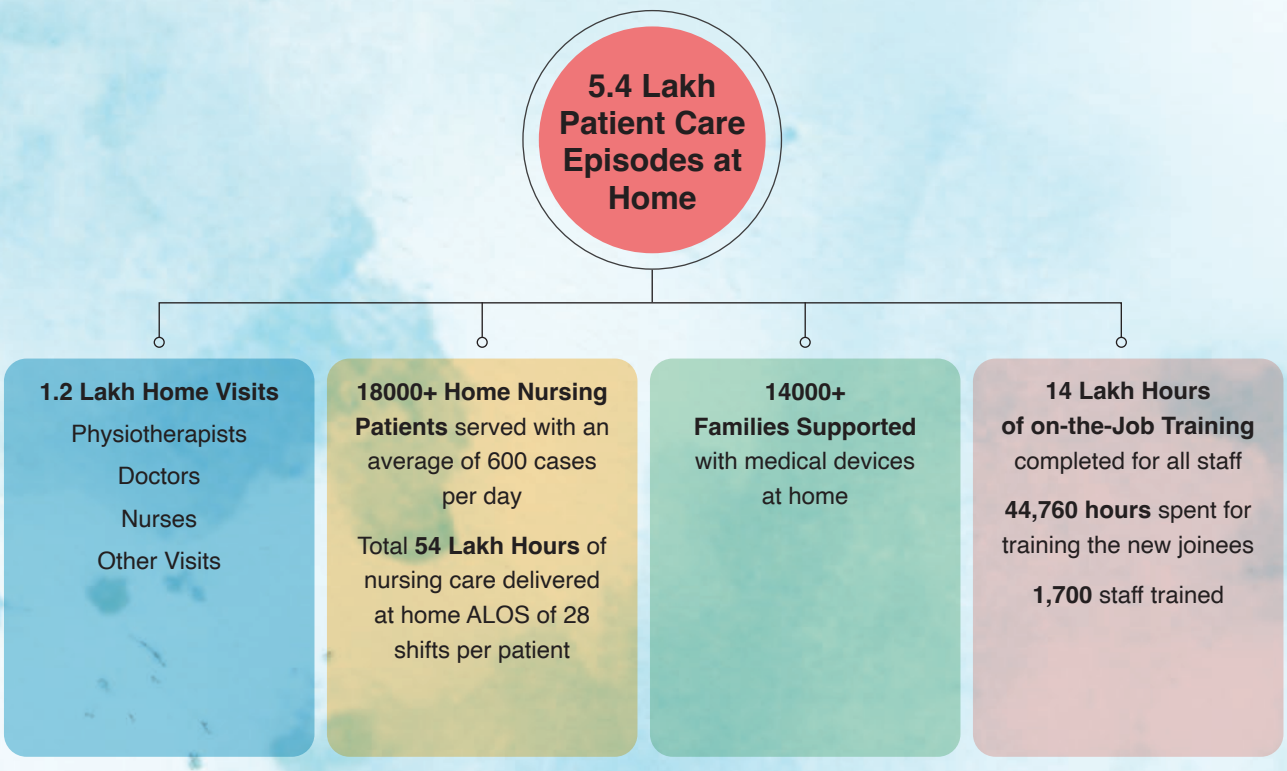
Apollo Homecare aims to bring the complexity of care offered by Apollo Hospitals at the comfort of one's home. The program includes doctor visits, nursing, physiotherapy and elder care, medical equipment, and vaccinations. Other specialised services include orthopaedic, cardiac, neurological and pulmonary rehabilitation programs. There is also provision for bedside procedures such as Ryles tube insertions, Foley's catheter insertion, IV fluid management, drug administration and blood transfusions.

This year, we also launched a plethora of new initiatives under the Homecare operation. The first being the Home Haemodialysis Services. This initiative is designed to enhance patient convenience, reduce the strain of frequent hospital visits, and promote better health outcomes by delivering high-quality care in the comfort of patients' homes. We have launched this program with a 0% complication rate, 100% scores in infection control compliance and equipment reliability, all while achieving patient satisfaction scores of 90%.

We are also now able to provide ICU-level care to patients' homes, offering continuous medical supervision for those with critical conditions. A multidisciplinary team—including ICU-trained nurses, doctors, and therapists—delivers personalized care using advanced equipment like ventilators and cardiac monitors. Critical-care doctors oversee the process remotely, ensuring adherence to clinical protocols, regular assessments, and 24/7 emergency readiness. We have served over 800 patients with this model with 98 of them being on ventilator support, showcasing our ability to handle fragile and complex situations in the comfort and safety of one's home.

As a stamp of our commitment to quality, Apollo Homecare underwent QAI surveillance audit in the month of July 2024 and is the only home healthcare organisation with QAI accreditation in five cities: Delhi, Chennai, Hyderabad, Bengaluru, and Kolkata.

Key Achievements of the Apollo Homecare Program



Preventive and Sustainable Care@Apollo

Apollo Anti-Microbial Stewardship Programme (Apollo ASP)

The Apollo Antimicrobial Stewardship Programme (Apollo ASP) operates across 75 Apollo Hospitals in India with a mission to combat antimicrobial resistance (AMR), an increasingly material issue in the field of healthcare.

Guided by a National Coordinating Team and Advisory Committee, the programme brings together diverse stakeholders, including Medical Heads, Nursing Heads, Quality Heads, Clinical Microbiologists, Infectious Disease Specialists, and Intensivists. Its primary objectives are to curtail the use of restricted antibiotics, enhance compliance with surgical prophylaxis protocols, and raise awareness about the critical global threat of AMR.

Some of the key initiatives under the Apollo ASP include:

World Antimicrobial Awareness Week: From November 18th to 24th, 2024, Apollo ASP hosted a series of impactful initiatives to address AMR. This week-long event mobilised healthcare professionals across disciplines, with more than 2,000 participants, including doctors, nurses, pharmacists, and infection control nurses. Activities focused on rational antibiotic practices, infection prevention, and fostering collaboration across specialities. The event included interactive quizzes for junior doctors, pharmacists and nurses, testing their knowledge and reinforcing best practices in AMR management.

Point Prevalence Study 2024: A significant milestone under Apollo ASP was the Point Prevalence Study (PPS) conducted on August 21st, 2024. This comprehensive survey assessed antimicrobial usage and adherence to stewardship protocols, involving 5,319 patients in a single day. The study was a testament to exceptional teamwork, with infection control nurses, clinical pharmacists, and quality teams collaborating seamlessly to gather critical data.

Sapien: Asia's only 'Living Bio Banks'

Sapien is recognised as one of the top 10 biobanks in the world with over 250,000 patient samples representing a comprehensive collection of non-communicable diseases prevalent in India. Demographic, diagnostic and in the case of cancer, treatment and outcomes data points are compiled, curated and coded by the biobank to protect patient privacy and identity. Sapien is among the few 'living biobanks' in the world as many brain (gliomas, GBMs), breast, ovarian and oral cancer live tumours are preserved and grown at Sapien to validate new drug candidates. The samples and data at Sapien are used for clinically translatable research to personalise diagnostics and drugs, and benefit future patients. This is a major step in setting Apollo apart as a holistic care provider that has rooted itself in innovative healthcare outcomes.

Apollo Genomics Institute

Apollo Genomics Institutes, part of Apollo Hospitals, advance genomic medicine in India by offering comprehensive care for genetic disorders. Their services include genetic evaluation, clinical diagnostics, cancer genomics, and prenatal screening, integrating genomic medicine into everyday care for early intervention and personalised treatment. Operating in Delhi, Navi Mumbai, Chennai, Hyderabad, Bangalore, Ahmedabad, and Kolkata, these institutes emphasise Apollo's commitment to accessible genomic services and improved healthcare outcomes through precision medicine.

Centres of excellence (CoE)

Our centres of excellence continue to thrive as we reach new patient milestones and success stories at each of our centres. Led by our dedicated teams of over 1100 clinicians across 55 specialities, we have reached over 29 million patients in FY25 alone with our various CoEs, marking a new dawn in specialised and innovative healthcare solutions in India. Below is a snapshot of some of the key highlights from our Centres.

Apollo Institutes of Transplant

- **25,700** Solid Organ Transplants
- **Busiest Solid Transplant Center** in the World since 2012

Apollo Heart Institutes

- **2,36,000+** Cardiac Surgeries
- **3,25,000+** Coronary Angioplasties

Apollo Institutes of Oncology

- **26** Comprehensive Cancer Centres
- **3 Million+** Cancer Patients
- **3,500+** Bone Marrow Transplants

Apollo Institutes of Neurosciences

- **2,30,000** Neuro Surgeries

Apollo Institutes of Orthopaedics

- **5,00,000+** Ortho Surgeries

Apollo Institutes of Robotic Surgery

- **19,000** Robotic Surgeries in 22 Specialties
- Advanced Surgical Robots Present in **16 Locations** across the Country

Apollo ProHealth

- **25,00,000** Health Checks in a Year

Apollo 24 Hours Emergency

- Dial **1066**
- Pan India network
- Air Ambulance Service
- 5G-Enabled Road Ambulance

Technological Innovation and Research to Enhance Patient Care

Technological innovations and integration are the centrepiece of Apollo's continued success. Our hospitals and innovation groups have worked extensively to research, develop and adopt the latest in medical technologies. We have continued adding new technologies over the past year.

Tech initiative	Description
South Asia's first ZAP-X brain tumour treatment at Indraprastha Apollo Hospitals	Apollo Hospitals in New Delhi has become the first in South Asia to install the ZAP-X Gyroscopic Radiosurgery Platform, a cutting-edge, self-shielded machine designed for non-invasive, pain-free treatment of brain tumours that wraps up in around 30 minutes and allows patients to return home the same day [1]. With millimetre-level precision and minimal radiation exposure, it is effective not only for primary and metastatic brain tumours but also for a wide range of neurological conditions—offering excellent long-term control rates (over 95% at 10 years and 99.4% at 5 years for small tumours) while avoiding critical structures like the brain stem and optic nerves.
Apollo Cancer Centre, Bengaluru, launched South Asia's First Cyberknife S7™ FIM Robotic Radio Surgery System with Academia	Apollo Cancer Centre in Bengaluru has introduced South Asia's first CyberKnife S7™ FIM Robotic Radio Surgery System, a non-invasive, robot-guided linac that delivers highly precise radiotherapy from thousands of angles—ideal for treating cancerous and non-cancerous tumors across the body, including brain, lung, spine, prostate, and abdominal sites. Alongside the system's launch, ACC Bengaluru (and Chennai) partnered with Accuray to establish the region's first CyberKnife Academia, a specialized training program for oncologists, physicists, therapists, and technologists aimed at expanding access to advanced radiosurgery expertise throughout South Asia.
Apollo Cancer Centres, Bengaluru successfully launched India's first AI-Precision Oncology Centre	Apollo Cancer Centre in Bengaluru has launched India's first AI-Precision Oncology Centre (POC), offering advanced, patient-centric cancer care through AI-driven services such as accurate diagnosis, real-time insights, risk assessment, treatment planning, and conversational support for patients and families. It features automated alerts to streamline patient identification, monitor treatment adherence, detect deteriorating outcomes ("SOS alerts"), and guide targeted or immunotherapy decisions based on genomic and clinical data. The facility, inaugurated in January 2024 with Karnataka's Health Minister and Apollo leadership present, reinforces Apollo's commitment to personalized, data-driven oncology care in India.
Rosa Robotic Knee Surgery System was launched at Apollo Spectra Hospitals, Mumbai	Apollo Spectra Hospitals in Mumbai (Tardeo and Chembur) have launched the ROSA Surgical Robot System to perform robot-assisted knee replacements, offering highly personalized 3D planning, real-time guidance, and minimal tissue damage for improved precision, smaller scars, and faster recovery. The system aims to reduce blood loss and postoperative pain, shorten hospital stays, and help patients regain mobility more quickly, in line with Apollo's commitment to cutting-edge, patient-centric care.
Apollo Hospitals, Guwahati launched north-east India's first 5G-connected Ambulance	Apollo Hospitals, Guwahati has launched North-East India's first 5G-connected ambulance. This state-of-the-art ambulance acts as a mobile intensive care unit (ICU) and leverages the low-latency connectivity of 5G to provide enhanced emergency medical care. The ambulance is equipped with advanced diagnostic tools and is connected to Apollo's emergency specialists in real-time.

Apollo Remote Healthcare[31]

Apollo Remote Healthcare, South Asia's largest multispecialty telemedicine network, has been a global telemedicine pioneer for over 24 years. It delivers quality healthcare through both physical and digital platforms, serving urban and rural communities alike. The network specializes in integrated healthcare delivery, offering services such as Tele Consultations, Tele Radiology, Tele Cardiology, Tele Condition Management, and Tele ICU.. Its mission is to make healthcare more accessible and efficient across diverse regions.

Key Highlights of Apollo Remote Healthcare

20 million+
Lives Touched

16.5 million+
Teleconsultations Delivered across 95 Specialities

350,000+
Common Service Centres Established

800+
Telemedicine Centres Established

[31] 413-1

Some key highlights from our Remote Healthcare program are listed below; these achievements underscore the reach and scope of access that we have enabled in regions that have remained underserved in key healthcare fields and for families that are struggling with high disease burdens:

Initiative	Description
TB screening expansion in Uttarakhand	As part of a comprehensive public health initiative, Mobile TB Screening Units (MTUs) were strategically deployed across eight locations in Uttarakhand to strengthen TB detection and early intervention efforts. These MTUs are equipped with advanced TrueNAT testing and sputum analysis, enabling rapid and accurate diagnosis of tuberculosis.
Strengthening primary care in Manipur	We operationalized four new Primary Health Centers (PHCs) in Manipur, providing laboratory services, pharmacy access, general physician teleconsultations and social health education for people affected by the unrest in the state.
Comprehensive mental health support for students in Pune and Navi Mumbai	Apollo partnered with a petroleum giant to implement a structured mental health program targeting 70,000 students, incorporating three levels of intervention—initial screening and awareness, counseling support, and continuous engagement.
Expanding healthcare access for truckers	Our dedicated healthcare initiative Project Mirmaya was launched across four locations under the Highway Concession program, aiming to reach 60,000 truckers. The initiative delivered essential services, including general physician consultations, specialty teleconsultations, NCD screening, point-of-care diagnostics, eye and hearing screening, spectacle distribution, pulmonary function tests, and referral pathways for advanced healthcare interventions. It also encompassed medicines and diagnostics, social health education and the integration of electronic medical records (EMR).
Scaling TB screenings in other parts of multiple states	TB screening initiative across three districts in Gujarat used handheld X-ray devices and a custom mobile radiology unit with tele-radiology capabilities for remote reporting. It integrated Digital Health Risk Assessments and TrueNAT testing for rapid TB diagnosis. Building on this, an advanced mobile screening program screened 31,671 individuals across sites in Gujarat and Odisha, with daily screenings consistently exceeding 350 and peaking at 472.
Managing worker health needs at the world's largest renewable power project	Apollo, along with an energy partner, designed and implemented a comprehensive health management program at the Khavda Hybrid Renewable Power Project in Gujarat, ensuring seamless healthcare access for the workforce at the world's largest renewable power project. The program included onsite doctors, paramedics, specialist teleconsultations, visiting specialist OPD camps, laboratory services, pharmacy services and 24x7 tele-emergency services.
Touching lives in the tribal district of Keonjhar, Odisha	Apollo, in collaboration with Chief District Medical and Public Health Officer (CDM & PHO) Keonjhar, Odisha and the District Mineral Foundation, established and operationalized 66 digital dispensaries across Keonjhar District, Odisha. This large-scale initiative significantly strengthened primary healthcare delivery by integrating teleconsultations, laboratory, diagnostic services and pharmacy access and ensured medical care access for all. These digital dispensaries made a profound impact and benefitted 4,40,979 individuals by providing them with timely and essential healthcare services.

Partnerships for Access

We have continued expanding our partnerships with academia, governments and the private sector to expand our reach and scope to deliver quality healthcare outcomes. We drive innovations and the discovery of speciality solutions through such partnerships. Here are some insights into the partnerships that have been secured in the fiscal year

Initiative	Description
Australia's Monash University and Apollo Hospitals to train AI algorithms on life-threatening diseases	Australia's Monash University and Apollo Hospitals have tied up to train AI algorithms to identify and diagnose diseases such as cancer, heart disease and diabetes. Under the partnership, Monash University will gain access to Apollo's extensive, de-identified patient data from over 200 million patient interactions.
Apollo Radiology acquired the reporting wing of UK's InHealth Group	Apollo Radiology International (ARI), a part of the Apollo Hospitals Group, has acquired the radiology reporting unit of the UK's InHealth Group. This acquisition is part of ARI's strategy to expand its global presence and address the shortage of radiologists. The move will allow ARI to extend its radiology reporting services to a wider network of NHS partners in the UK.
University of Leicester partnered with the Apollo University (TAU)	University of Leicester and The Apollo University (TAU), initiated a programme partnership. Marking a significant milestone, this collaboration launched a computer science programme wherein students commence their studies with two years at TAU in Chittoor, Andhra Pradesh, India, before progressing to their final year and graduation at the University of Leicester, UK.
Apollo MedSkills partnered with Uzbek University and GVantage to Enhance Medical Education	Apollo MedSkills partnered with Turon Zarmed University, a medical university in Uzbekistan, to provide them with trained Indian medical faculty. This collaboration aims to improve the academic standards of medical education and address faculty shortages in CIS and Caribbean countries, thus enhancing global medical training.
Garmin partnered with Apollo HealthAxis to revolutionize health monitoring in India	Garmin, a provider of fitness wearables and health technology, partnered with Apollo HealthAxis. This collaboration aims to improve health monitoring and wellness solutions in India by integrating Garmin's fitness trackers with Apollo Health Plans, offering advanced health insights and 50 personalised wellness programs to users across the country. The collaboration also includes a joint social responsibility initiative aimed at providing innovative healthcare services to rural communities in India.

Environmental Stewardship

Our Vision

We at Apollo Hospitals envision harmonising health care delivery with environmental stewardship to ensure providing climate-resilient health care and resource preservation for future generations. As leaders within the Indian health industry, keeping sustainable healthcare at the centre of our operations, clinical services, and infrastructure decisions is an imperative to addressing the climate emergency and ensuring a positive environmental footprint.

Designing and implementing a robust decarbonisation strategy to reduce Scope 1 & 2 carbon intensity

Increasing the share of renewable energy by regularising renewable power usage across facilities

Optimising resource efficiency by upgrading operations to prioritise low carbon technologies

Reducing freshwater consumption by enhancing water recycling, expanding rainwater harvesting, and improving equipment efficiency

Our deep commitment to **responsible waste management** is reflected in ensuring that our biomedical waste is 100% segregated and treated through authorised channels. We prioritise recycling and applying **Extended Producer Responsibility (EPR)** for batteries, packaging materials and electronic equipment to expand our waste diversion efforts.[32] [33]

We acknowledge that climate change impacts marginalized communities disproportionately, exacerbating existing health problems and giving rise to new ones, increasing demand for healthcare services. For instance, extreme weather events can cause injuries and illnesses, and temperature changes and air quality can worsen respiratory and pulmonary conditions like asthma. Pollution from industries and transportation may also add to respiratory diseases and other health issues. Contaminated water sources can spread diseases, leading to outbreaks and elevated healthcare costs.

As responsible healthcare providers, we aim to contribute to overall environmental sustainability and protecting the health of communities by reducing energy consumption, waste generation, and harmful emissions. We believe that addressing climate change and prioritizing environmental protection is crucial for us with a large national footprint to ensure the well-being of our patients, staff, and communities, while also fulfilling our duty to promote public health and sustainability. Apollo's mission is to heal without harm, setting the benchmark for the healthcare sector which respects both people and the planet.

[32] 301-3 Recycled input materials used

[33] 301-3 Reclaimed products and their packaging materials

Environmental Compliance

We prioritize adequate compliance to strict environmental standards imposed by government regulations and our own alignment with ISO 14001 standards. Moreover, in FY 2024-25, **we are reporting on 3 categories of Scope 3 emissions, being one of the first healthcare providers in India to achieve this form of disclosure**. Apollo's consistent and dedicated approach has led us to attain recognition and felicitation on multiple occasions for our forward-thinking initiatives on environmental stewardship. This year we have limited our reporting boundary for environmental parameters to operations under Apollo Hospitals Enterprise Limited and have excluded pharmacies owing to our recent de-merger.

2022
Platinum Certification
APCC, Chennai
by Indian Green Building Council (IGBC)

2021
IHF Green Hospital International Award
Apollo Hospitals, Chennai
at Barcelona for its innovative initiative, CE for GE - Conserve Energy for Green Earth

2019
Excellence in Environmental Conservation
Apollo Cancer Centre, Teynampet

2019
Swachh Bharat Award
Apollo Speciality Hospitals, Trichy,
by the Municipal Corporation of Trichy to recognize and encourage top-performing organizations in the space of sanitation and cleanliness

2019
Kayakalp Award
Apollo Reach Hospital, Karaikudi
for health facility maintaining high levels of cleanliness, hygiene, infection control and measures to promote cleanliness in public space

2019
CII - SR Kaizen Competition
Apollo Specialty Hospitals
for the project Optimum Water Consumption Productivity

2018
AP Green Award
Apollo Hospitals, Nellore
by the Andhra Pradesh Greening and Beautification Corporation, Government of Andhra Pradesh

Adopting Smarter Energy at Apollo

FY 2024-25

Non-Renewable Energy Consumption (GJ)	**723,695.78**
Renewable Energy Consumption (GJ)	**199,774.82**
Total Energy Consumed (GJ)	**923,470.60**

Renewable energy: 22% of total energy consumption from renewable sources.

26% of our procured energy comes from renewable power purchase agreements (PPA's).

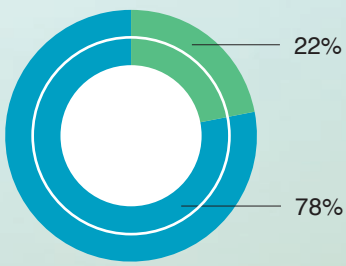
Capital investment of **INR 11.4 million** for energy-efficient technology adoption.

Hospitals and healthcare facilities require considerable amounts of uninterrupted energy use for critical functions like medical equipment, lighting, HVAC systems, and patient care. Temperature-sensitive zones relying on HVAC for infection control, and diagnostic and surgical equipment add further strain. These challenges get multiplied in areas with extreme climatic conditions, resulting in elevated carbon emissions and energy inefficiencies. Despite these challenges, Apollo has enabled continuous reduction in energy intensity and adopted smarter ways to utilise energy resources:

- We established energy management systems (EMS) and Building Management Systems (BMS) to assess and monitor real-time usage and optimise performance. Smart automation has been introduced for streetlights, AHUs (Air Handling Units), and heat pumps, with over 270 energy-saving initiatives executed in the southern region alone.[34]
- Identified and implemented infrastructure upgrades like efficient HVAC units, BLDC (Brushless Direct Current) fans, and insulation improvements.
- Automation using timers and sensors.
- Regular monitoring of the emissions from DG (Diesel Generator) sets is conducted by third-party agencies at each site for transparency and compliance.

These collective measures, combined with staff training and behavioural changes, have resulted in a significant reduction in our energy footprint, placing the group as a leader in sustainable healthcare delivery.[35]

Sources of Energy Consumption



- Renewable Sources 199,774.82 MT
- Non-Renewable Sources 723,695.78 MT

[34] GRI 302-4

[35] SASB HC-DY-130a.1

Reducing Our GHG Emissions[36]

FY 2024-25

Scope 1 Emissions (tCO_2e)	**13065.24**
Scope 2 Emissions (tCO_2e)	**112,024.34**
Total Scope 1 & 2 Emissions (tCO_2e)	**125,089.58**

Our priorities this reporting year constitute:

- Phasing out the use of ODS substances in HVAC systems
- Establishing compliance with Bharat IV and V emission norms

The majority of our greenhouse gas emissions (GHG) can be attributed to our high electricity usage, dependence on fossil fuels for backup power, emissions from vehicle fleets, healthcare-specific gases, anaesthetics, and other emissions stemming from air conditioning units.

The major interventions undertaken by us to regulate our emissions include:[37]

- Installing low approach cooling towers at most sites
- New heat pumps installed for hot water generation, transitioning to electric heating from diesel and gas-based heating.
- Revamping the laundry systems with newer and more efficient electrical heating systems
- New ultra energy efficient chillers and variable speed pumps installed at most sites
- New automated condenser tube cleaning systems installed at all sites with existent poor water quality
- LED Lights, BLDC Fans, modulating valves & VFDs for AHUs implemented

For hot water and steam generation in kitchens and laundries, cleaner fuels like CNG and LPG are used. An anti-smoke gun has been installed at Indraprastha Apollo Hospitals, Delhi to reduce particulate matter (PM2.5) by binding airborne pollutants and bringing them to ground level.

Comprehensive surveys for ambient air quality are conducted, with 24-hour data monitoring on SO_2, NO_x, PM, O_3, Pb, CO, and NH_3. Annual averages are documented, with adoption of stricter norms for residential and sensitive zones.

We have **eliminated the use of ozone-depleting substances (ODS)** in HVAC systems by switching to ODS-free refrigerants. Most transport vehicles are now compliant with Bharat IV and V norms, with a carpooling programme assisting over 40% of employees with hospital-owned buses.[38] Moreover, low or no-VOC paints are used in all facilities to minimise environmental impact.

[36] GRI 305-1,2
[37] GRI 305-5
[38] GRI 305-6

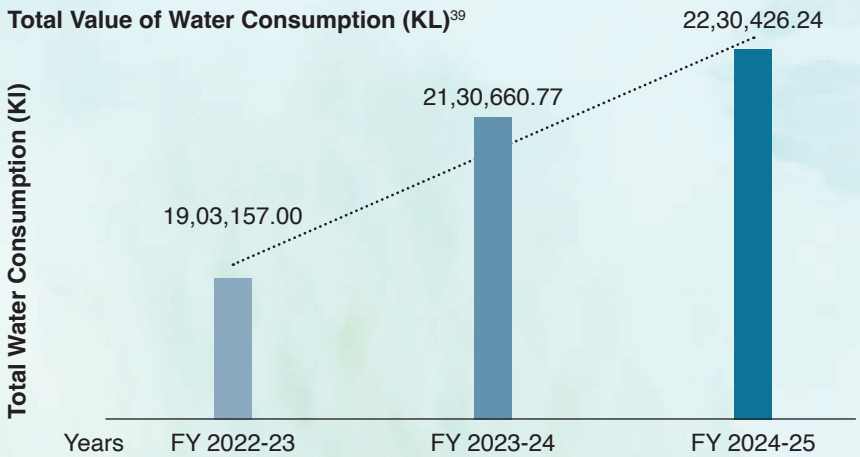
Scope 3 Emissions

With the healthcare industry contributing to roughly 7% of global emissions, it has become an imperative to capture our value chain emissions to ascertain how we can tackle global warming and climate change systematically and strategically. We are proud to have now initiated this journey by calculating 3 categories of scope 3 emissions, becoming one of the first hospital networks in India to do so. As we seek to further expand our inventory with categories that are more material to our business, this marks a first step in decisive climate action at Apollo.

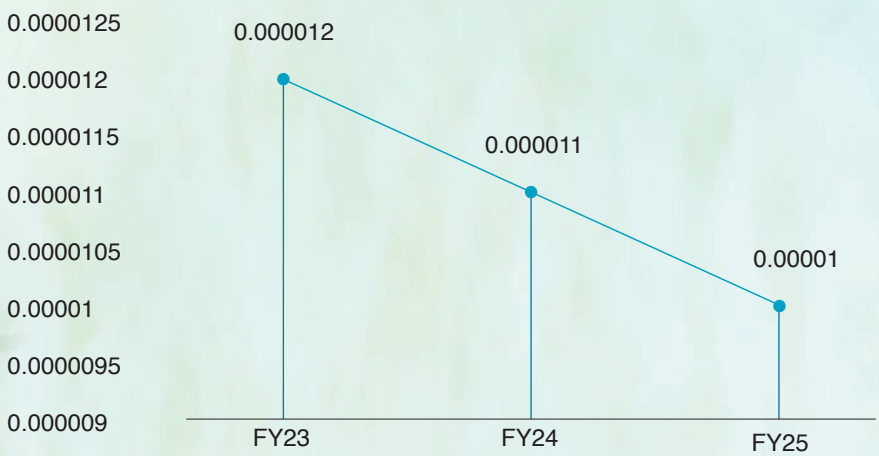
Scope 3 Categories	Category-Wise Emissions (tCO_2e)
Category 3: Fuel and Energy Related Activities	**19,786.80**
Category 5: Waste Generated in Operations	**10,698.45**
Category 6: Business Travel	**1,386.98**
Total Scope 3 Emissions	**31,872.23**

Sustainable Water Management

Total Value of Water Consumption (KL)[39]



Water Intensity (KL/INR)



Water discharge: 1,794,314.12 KL of water treated and discharged in FY 2024-25.[40]

Water withdrawal: 3,968,775.36 KL, out of which 56% was sourced from groundwater and 42% was third party water.

All JCI and NABH accredited hospitals have rainwater harvesting systems in place.

Wastewater treatment systems installed at all our hospitals with **six locations having Zero Liquid Discharge.**[41]

[39] GRI 303-5
[40] GRI 303-4
[41] GRI 303-2

At Apollo, we use water primarily for sanitation, patient care, facility maintenance, support services, handwashing, surface and equipment cleaning, sterilisation, and medical procedures like dialysis, surgeries, and dental treatments. Moreover, water is indispensable for HVAC (Heating, Ventilation and Air Conditioning) systems, boilers, fire safety systems, landscaping, and ancillary services including laundry, food preparation, and housekeeping.

We treat all sourced water through pre-treatment processes such as filtration, disinfection, pH adjustment, and monitoring to meet the quality standards for healthcare use and to ensure safe and continuous availability of water, especially in water-stressed regions.

Recycled water generated post a multi-stage treatment (primary, secondary, tertiary processes including membrane bioreactors and reverse osmosis) is reused for laundry, landscaping and horticulture, and fulfils around 20% of our hospital network's water demand.[42] Our hospitals in the south of India source approximately 2,500 KL daily from private tankers, borewells, and government supplies while recharging at least 250 KLD (10%) via rainwater harvesting. We also maintain comparative charts of borewell withdrawal versus harvested rainwater to ensure monitoring and accountability.

Highlights from Apollo Proton Center, Chennai:

- Our wastewater treatment plant at APCC, Chennai which handles 2,000 KL daily, ensuring sustainable water management.
- A modernised 1,000 KL daily wastewater treatment plant using MBBR (Moving Bed Biofilm Reactor) technology, scheduled for commissioning in FY 2024–25.
- Installation of an Actuator to control chiller water flow.
- Automatic tube cleaning system for chiller and condenser.
- Our Zero Liquid Discharge (ZLD) initiatives and the comprehensive water recycling and utilisation system are in place, ensuring 100% treatment and reuse of water.

At APCC, we also operate a **201 KLD Sewage Treatment Plant (STP)** integrated with **Ultrafiltration (UF)** and **Reverse Osmosis (RO)** systems. The treated water from the RO system is used to feed the **HVAC water-cooled cooling tower,** supporting a **1500 TR chiller plant**, which requires approximately **60 to 90 KLD** of water daily.

Daily Operations and Reuse

- **Sewage Generation & Treatment:** Approx. **130 to 150 KLD** of water utilized daily and pumped to the STP. **70 to 90 KLD** (RO product water) treated.
- **Effluent Treatment Plant (ETP):** A **9 KLD ETP (3 KLD)** in operation, and water from the **delay tank** is also treated and redirected to the STP.
- **Rainy/Winter Seasons:** Surplus treated water is diverted to the **rainwater sump,** which connects to **18 recharge pits,** promoting groundwater recharge. If additional water is required for the cooling tower or garden, water from the rainwater tank is pumped to the STP clarified tank, treated, and reused.
- STP and UF backwash water is collected and recirculated back to the STP inlet, ensuring no discharge.
- **STP RO reject water (~30–40 KLD, TDS < 2000 ppm) and WTP RO Reject water (10 to 15 KLD) < 800 PPM is reused for gardening.**

Additional Measures for the Summer Season at APCC

Treated sewage water is collected from our nearby unit and further treated through our STP.

We have entered into an agreement with Apollo Cancer Hospitals (near ACC) to collect their borewell-pumped water to meet extra demand.

Earlier, some water (STP and WTP RO reject, STP and WTP back wash water) was discharged into the rainwater tank and then to stormwater drain. To enhance ZLD, we have implemented:

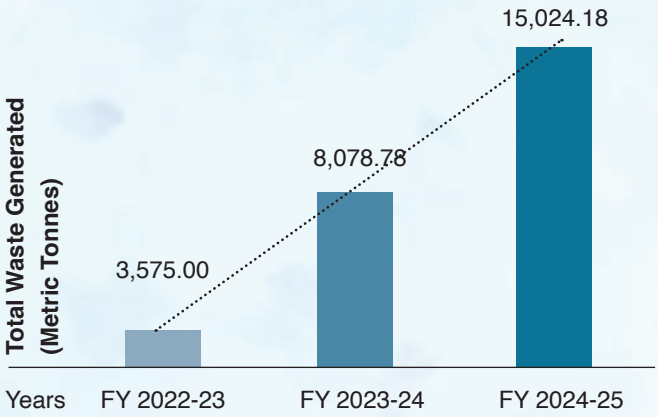
Additional RO reject tanks (two units) and pumps with pipelines from STP.

Separate WTP RO reject tank, pump, and pipeline, all integrated for recycling back into the system.

By virtue of these initiatives, we reassert our commitment to sustainable and responsible water use, ensuring continued availability while reducing environmental impact and contributing to long-term water security.

Strategizing Waste Management

Total Waste Generated (Metric Tonnes)[43]

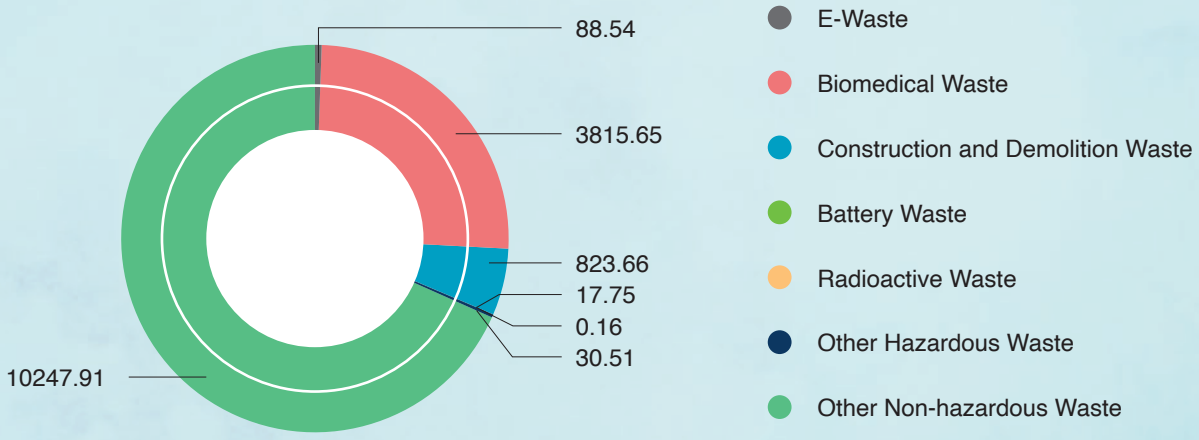


Total biomedical waste (FY 2024-25): 3,815.65 MT (38% reduction from FY 2023-24)

3379.58 MT of waste recycled and reused at our facilities (7% increase from FY 2023-24)

We manage multiple waste streams, including biomedical, hazardous, non-hazardous, and radioactive waste in strict compliance with healthcare hygiene and safety standards while ensuring patient, staff, and environmental safety. Hence, our focus lies on phasing out single-use plastic, switching to compostable cornstarch, using vegetable oil-based bags in pharmacies and biomedical waste bags made from 100% recycled plastic.[44]

Sources of Waste Generated (MT)[45]



[42] GRI 303-1, 3, [43] GRI 306-3
[44] GRI 306-4, [45] SASB HC-DY-150a.2

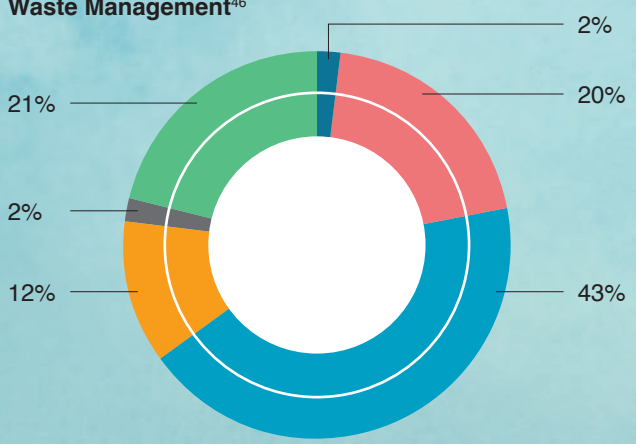
During FY 2024-25, we entered into a strategic collaboration with Lenovo to implement a comprehensive initiative, targeting the end-to-end recycling of various electronic hardware devices, including computers, servers, computer accessories, switches, telephones, and more.

Additionally, we have shifted to using biodegradable bags made from corn waste to combat the environmental effects of HDPE (High Density Polyethylene). These innovative bags may be converted into natural fertilizers to enrich the soil, further promoting our sustainability goals. We currently stand at a successful replacement of over 1.4 lakh HDPE bags.

We have also made the switch from plastic folders to jute bags. In FY 2021-22, ~28,000 jute bags were used. By 2024-25 the number has surged to 1,40,325, reaffirming our proactiveness in adopting sustainable practices.

At the Chennai Main Hospital, Apollo has also introduced microwave disinfection as a state-of-the-art method to treat medical waste prior to its transfer to authorized vendors. This advanced technology elevates the hospital's waste management practices by effectively sterilizing and decontaminating medical waste.

Waste Management[46]



Waste Reused	322 MT
Waste Recycled	3057.58 MT
Waste Incinerated	6378.02 MT
Landfilled	1867.25 MT
Other Recovery Operations	239.18 MT
Other Disposal Operations	3160.15 MT

Key Environmental Initiatives by Apollo

The highlights of some of our key projects and initiatives targeting low carbon emissions, enhanced waste and water management, and improved health and safety include:

Wind-Based Electricity Procurement

Apollo Hospitals sources wind-based electricity through Power Purchase Agreements (PPAs). In FY 2024-25, we consumed 65,67,911 units of wind energy and achieved cost savings worth Rs. 1,52,97,217 from wind power at the Madurai, Trichy, Karaikudi and Karur hospitals. Additionally, we also utilize solar energy, consuming around 34,395.60 GJ in the same period. This commitment to renewable energy sources bolsters Apollo Hospitals' broader sustainability efforts.

Green Building: Apollo Proton Cancer Centre (APCC), Chennai

APCC, Chennai stands out as a premium eco-conscious healthcare facility and was conferred with **IGBC's prestigious Platinum certification for green building excellence**. Its design integrates maximum utilization of natural light, high-performance glass, and architecture with an emphasis on energy efficiency, water conservation, and superior indoor environmental quality. APCC is also **South Asia's first and largest proton therapy centre** which offers cutting-edge cancer treatment. Its IGBC Platinum status accentuates its adherence to high standards of hygiene, sanitization, and environmental stewardship. APCC extends its sustainability efforts beyond infrastructure through initiatives aimed at working towards a healthier planet with active community engagement efforts like sapling plantation drives. Together, these efforts position APCC as a successful model integrating clinical excellence with sustainability in healthcare infrastructure.

Project Virya

Apollo Hospitals initiated "Project Virya" in September 2021 with the ambitious aim to save 235 million kWh of energy and reduce 290,000 tons of CO_2 emissions within a 10-year time frame. It targets a ~20% reduction in energy consumption and carbon footprint throughout 18 of its largest hospital facilities in India.[47]

Electronically Commutated Motor (ECM) Improvements:

- Continuous improvements by implementing effective ECMS like VFDs on AHU's, installation of softener plant, natural cooling and installation of pumps etc, among others.
- Energy conservation measures like Indirect Direct Evaporative Cooling, CT Retrofits, Installation of air curtains, CSU (Ceiling Suspended unit) adopted and coil replacement is in progress.

Water Quality Improvements:

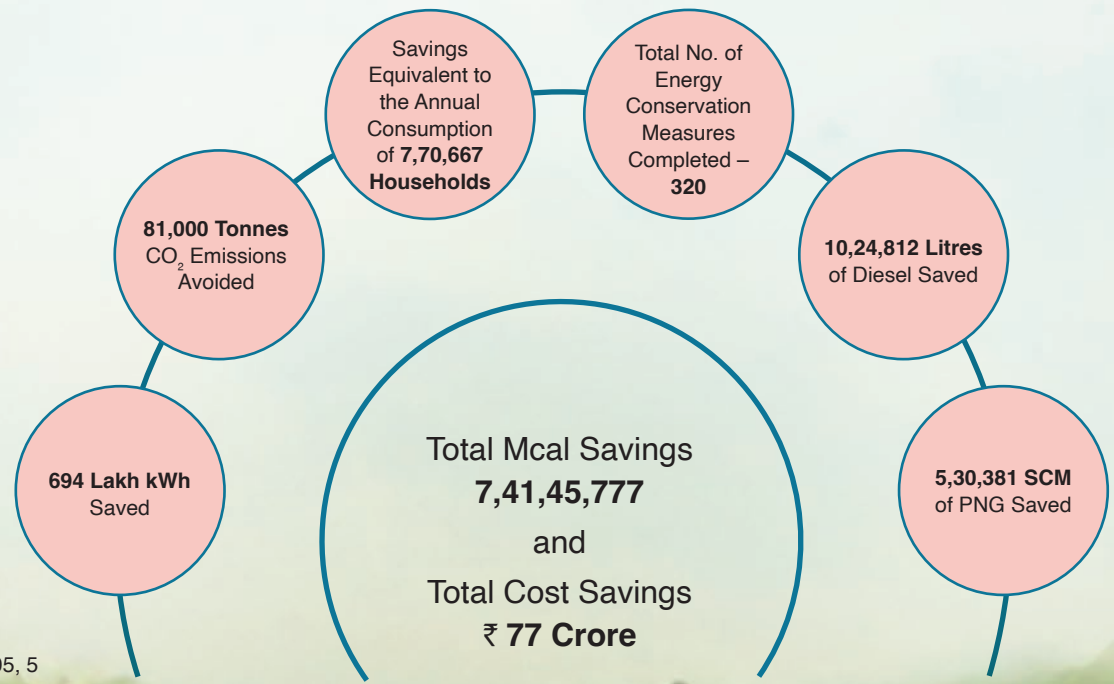
- STP-treated water quality has improved at Apollo Vanagaram, Madurai, and Chennai, while further advancements are needed at Apollo Delhi and BG Road.

Machine Learning Driven Optimization:

- Chiller – Tonnage Injection.
- Chilled Water pumps – Dynamic VFD Frequency modulation with reinforcement learning.
- Cooling tower – Dynamic Fan motor speed optimization with reinforcement learning.
- AHU VFD Frequency modulation with Joule Recipes.

DeJoules System:

- High side optimization (Chiller, CHWP, CNP, CT, Heat Pump).
- Low side optimization (VFDs, Two-way valve with actuators, Thermostat, Temperature sensors, PICV).



[47] GRI 305, 5

Climate Change Impacts on Human Health and Infrastructure[48]

We view climate change as a threat to health and consider it Apollo's dual responsibility to address the same.

Disaster management forms our priority to safeguard lives and minimize the impacts of unforeseen events. The establishment of **'National Network of Emergency Services'** to deliver uniform quality emergency care nationwide is part of that priority. With 24-hour emergency and trauma care capabilities, our hospitals are equipped to manage any disaster.

Our risk and disaster management policies are also aligned with **WHO's Response Emergency Checklist**:

Command and Control: We conduct annual site-specific risk assessments across our healthcare facilities to address natural and man-made hazards such as earthquakes, floods, fires, and chemical spills, and develop and update disaster response plans to ensure readiness based on these assessments.

Contingency and Planning: Our hospitals maintain thorough emergency response protocols encapsulating evacuation, communication, medical triage, and coordination with external services, with regular review and refinement for effectiveness.

Staff Preparedness: We prioritize training and capacity-building initiatives to develop staff readiness through programs, workshops, and simulations.

[48] SASB HC-DY-450a.

Building Healthier Communities, One Initiative at a Time

Introduction: A Commitment Rooted in Care and Responsibility

At Apollo Hospitals, Corporate Social Responsibility (CSR) is not an obligation; it is an expression of our enduring commitment to inclusive and equitable healthcare. Since inception, our journey has been guided by a vision to 'Touch a Billion Lives' and to make world-class healthcare accessible to every individual, regardless of geography, economic background, or social identity. Our CSR strategy reflects this vision, emphasizing empathy, dignity, and sustainable community engagement. We align our initiatives with the Sustainable Development Goals (SDGs), demonstrating a global commitment to tackling essential issues in health and wellbeing, education, inequality reduction, and community resilience. Through dedicated foundations and multi-dimensional programs, we implement initiatives that extend far beyond clinical care. Whether through health awareness, nutrition support, early intervention, skill development, or emergency preparedness, our efforts aim to address the root causes of healthcare disparities. Each initiative reflects our belief that true health comes from a holistic ecosystem where physical well-being is supported by mental, social, and economic strength. Our CSR programs are spearheaded by specialized units such as Total Health (Arrjava Foundation), Billion Hearts Beating Foundation, SACHi (Saving a Child's Health Initiative), Shine Foundation, SAHI (Society to Aid the Hearing Impaired), Cure Foundation, and Alert VoICE. Together, they form the backbone of Apollo's efforts to drive impact at scale and depth.

Over the years, Apollo has demonstrated a steadfast commitment to corporate social responsibility, significantly increasing its impact through elevated spending. The Company's financial dedication has translated into tangible benefits, with the number of lives impacted growing impressively. This trajectory underscores Apollo's unwavering mission to create meaningful changes within communities, showcasing not only the Company's philanthropic spirit but also its trajectory towards sustained growth and societal impact year after year. Apollo aspires to continue this upward trend, fostering positive change and contributing increasingly to a brighter, more inclusive world with each passing year.

Year	FY 2024-25	FY 2023-24	FY 2022-23
Spend (INR millions)	208.32	130.04	125.25
Lives Impacted	1.15 million	2 million	1.5 million

CSR Governance

CSR at Apollo is supported by a robust governance framework that underscores transparency, accountability, and evidence-based action. A centralized CSR Council oversees the implementation of initiatives, ensuring alignment with strategic objectives and compliance with ethical standards. Through third-party evaluations and real-time impact metrics, we continuously refine strategies to scale effective interventions. Apollo's hospitals act as knowledge partners to other institutions by facilitating capacity-building workshops and sharing best practices in preventive health, patient safety, and skill training. This collaborative approach democratizes access to institutional learning and elevates the standard of care across India.

Billion Hearts Beating Foundation: Healing Through Compassion[49]

The Billion Hearts Beating (BHB) Foundation was born from a simple idea: every life deserves care, especially those who are often overlooked. BHB's programs are designed to promote preventive health, extend elder care, and build community resilience.

Geographical Reach and Presence:

Operating in 14+ states/UTs, including Andhra Pradesh, Karnataka, Tamil Nadu, Telangana, Delhi, Haryana, Uttar Pradesh, Maharashtra, Gujarat, West Bengal, Punjab, Madhya Pradesh, Kerala, and Odisha.

Associated with 300+ elder care homes.

Key projects under Billion Hearts Beating Foundation

Project Aushad	Project Prashikshan	Project Suraksha
Monthly medicines, basic care, and health camps for residents of 300+ senior care homes.	Basic Life Support (BLS) training for public-facing institutions (first responders).	Periodic health camps and awareness for vulnerable populations with limited access.

[49] 413-1 Operations with local community engagement, impact assessments, and development programs.

Project Aushad Highlights

12,000+
Senior Lives Benefitted

1,11,710+
Medicine Requests Supplied

9,833+
Senior Residents Benefitted from Health Camps

1,962+
Impacted by Health Awareness Sessions

15,237+
Healthcare Amenities, Hygiene Items and Ration Kits Supplied

2,219+
Seniors Celebrated the 'Weekend Warrior Volunteer Programme' And Festivals Such as Diwali, Pongal, Christmas With the Members of the Organization

Project Aushad is a dedicated initiative aimed at enhancing the well-being of senior citizens by partnering with care homes across 14 states to bolster elder care services. Through this project, over 12,000 seniors have benefitted, with more than 1.1 lakh medicine requests fulfilled, demonstrating its impactful reach and commitment to improving the lives of the elderly.

Key components of Project Aushad include:

Supplied Complimentary Monthly Medications: We carefully assessed the medical needs of each resident, ensuring they receive personalized medication plans. By providing essential medicines at no cost, the initiative alleviated financial burdens and ensured consistent access to necessary treatments, thereby improving overall health and well-being.

Organized Health Camps: Partnering with medical professionals and caregivers, the project hosted health camps offering comprehensive check-ups and screenings. These camps were pivotal in identifying potential health issues early, providing guidance on disease prevention, and fostering a proactive approach to senior health care.

Facilitated Health Awareness Sessions: We conducted educational workshops on crucial health topics, including medication awareness and heart health. These sessions empowered seniors with vital knowledge on safe medication usage, recognizing side effects, and maintaining cardiovascular health through informed lifestyle choices.

Equipped Homes with Healthcare Amenities: The project enhanced healthcare infrastructure within care homes by providing essential medical equipment and supplies, such as blood pressure monitors, thermometers, and first aid kits. This effort supported ongoing health monitoring and emergency preparedness.

Distributed Nutritious Dry Rations and Hygiene Items: To support overall health and hygiene, the project supplied nutritious dry rations tailored to meet the dietary needs of the elderly. The project also provided hygiene items like soap, sanitizers, and personal care products to emphasize the importance of cleanliness and nutrition in sustaining their quality of life.

Additionally, by celebrating festivals with the elderly, Project Aushad fosters a sense of community and joy, enriching their lives beyond mere physical care. This holistic approach highlights the project's empathy and compassion, ensuring that elder care is not just about meeting physical needs but also nurturing emotional and social well-being.

Project Suraksha Highlights

3,93,005+
Benefitted from Various Preventive Health Checks

1,80,881+
Benefitted from Free Clinics

4,392+
Benefitted from Various Health Awareness Sessions Related to Cancer, and Nutrition, Among Others

45,959+
Individuals Benefited from the Supply of Free Medicines

Project Suraksha acts as a vital resource for marginalized and underserved communities, offering a wide range of healthcare services to ensure comprehensive and inclusive care. Through charitable clinics, community daycare centers, and outreach services, the project has impacted over 3.9 lakh individuals with preventive screenings and delivered clinical care to nearly 1.8 lakh beneficiaries. The initiative is committed to supporting vulnerable groups, including LGBTQ+ individuals, those affected by disasters, and survivors of human trafficking, ensuring inclusivity in healthcare delivery.

Key Components of Project Suraksha include:

Free Clinics and Emergency Care Centers: We established emergency care centers in strategic locations of public importance and high traffic to deliver immediate life-saving critical care. Additionally, free clinics offer basic health screenings to marginalized individuals, helping to conduct preventive health checks and create awareness for non-communicable diseases, hygiene, and general health.

Community Daycare Centers: These centers provide nutritious food, medical treatment, and prescription medicines to individuals in remote mofussil areas, ensuring access to essential healthcare and nourishment.

Special Projects for Vulnerable Groups: The project supports the LGBTQ+ community by offering free health checks and monthly medications. In collaboration with organizations such as Prajwala, the project provides 24/7 access to a doctor and weekly medical counseling with a clinical psychologist. The project joined forces with entities like Guild of Service Seva Samajam Balika Nilayam and WAESA Girls Primary School to offer pediatric care to children.

Disaster Relief Efforts: During natural disasters, the project provides free medicines across the country to ensure affected populations receive necessary medical support.

Project Suraksha exemplifies a holistic approach to healthcare, prioritizing inclusivity and proactive engagement with communities in need, thereby fostering health equity and resilience for those facing adversity.

Project Parikshan Highlights

4,005+
Individuals Benefitted

22,336
Individuals were Trained across India

6,330+
individuals Benefitted from Mega Health Camps in Shree Ram Janmabhoomi Mandir, Ayodhya, Uttar Pradesh

Project Prashikshan plays a crucial role in enhancing community preparedness by equipping citizens with essential life-saving skills, such as CPR and Basic Life Support. The initiative has successfully trained over 22,000 individuals, focusing particularly on high-density areas like Ayodhya, Kedarnath, and Velankanni. The global recognition of the program's impact is highlighted by its receipt of the prestigious Global CSR Impact Award.

Key Achievements of Project Prashikshan Include:

Inauguration of Free Emergency Care Center in Ayodhya: A new free emergency care center has been inaugurated in Shri Ram Janmabhoomi Kshetra, Ayodhya, Uttar Pradesh, marking a significant step forward in enhancing access to urgent medical services in the region.

Mega Health Camps in Ayodhya: The extensive health camps, held at Shree Ram Janmabhoomi Mandir in Ayodhya, served over 6,330 individuals, providing vital health services and screenings to the community.

National Cancer Patient's Caregiver Program: Launched in collaboration with Nivea India, this program extends support across the country, focusing on equipping caregivers with the necessary skills and knowledge to provide effective care.

Collaborations with Shri Ram Janmabhoomi Teerth Kshetra: Hosting free health camps for pilgrims and visitors, the project served over 16,581 individuals at Shree Ram Janmabhoomi Mandir, emphasizing access to health services during religious travels.

Partnerships with Swami Vivekananda Health Mission: The project conducted free health camps for pilgrims at Kedarnath and Badrinath in Uttarakhand, benefiting 65,097 individuals and ensuring healthcare accessibility in remote pilgrimage sites.

Week-Long Mega Health Camp at Velankanni: Conducted at the Velankanni Shrine Basilica Church in Tamil Nadu, this initiative reached over 4,005 individuals, offering comprehensive health services.

Health Examination Camp During Pride Month: Through health awareness sessions and community health camps, the project reached over 1,087 individuals, demonstrating our commitment to inclusive health initiatives for diverse communities.

Project Prashikshan not only enhances individual skills and health awareness but also strengthens community resilience across India. Its recognition with 'The Global CSR Impact Award Edition 08,' powered by HR Success Talk, underscores its outstanding contribution to public health and community readiness.

Best NGO (Healthcare), 2024 – CSR Summit

Recognitions and Awards FY 2024-25

CSR Times Awards, 2022 and 2023 (Gold – Healthcare)

Trans Ally Award, 2023 – LGBTQ+ Healthcare Advocacy

Hospital Management Awards, 2016 – CSR Category

Global CSR Excellence Awards, 2014-2015 – Concern for Health

Previous Recognitions

Asia Responsible Entrepreneurship Award, 2012 and 2015 – Health Promotion

Total Health Initiative: Holistic Health for Rural India[50]

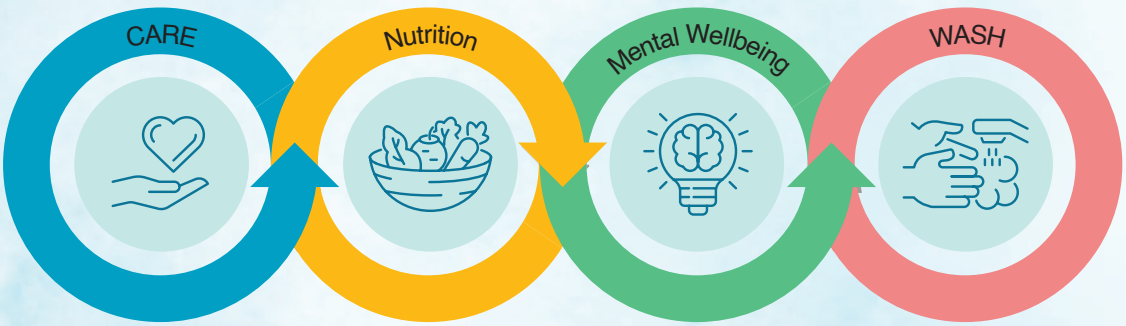
Mission:
Supporting Wellbeing
'from Birth to Beyond Life'

Vision:
Thriving India through
Health of Body, Mind, and Spirit

Total Health, Apollo's flagship CSR program, exemplifies our vision of population-based, community-led healthcare. Initiated in 2013 by Chairman Dr. Prathap C. Reddy in Aragonda, Andhra Pradesh, the initiative has now expanded to 334 villages across five districts, touching over 1.22 lakh lives. Total Health has established four distinct pillars that form the foundation for providing holistic health services to the communities the program serves.

Total Health

From Womb to Tomb



Total Health operates on a continuum of care—from preventive screening to livelihood generation, ensuring that health is not seen in isolation. It utilizes a risk-stratified population health model, whereby individuals are screened and categorized for focused follow-ups. Healthcare delivery is facilitated through Mobile Clinics, Satellite Clinics, and AYUSH services, offering over 44,700 consultations in 2024 alone. Nutrition support plays a vital role in the program. Geriatric Nutrition Centres and community kitchen gardens promote food security and wellness. The initiative actively supports the TB Mukt Bharat Abhiyaan, distributing food kits to tuberculosis patients and improving treatment outcomes.

Water, sanitation, and hygiene (WASH) are recognized as fundamental to disease prevention and overall health. Total Health considers WASH a core pillar and addresses it through infrastructure development—such as potable drinking water plants and toilet construction—as well as sustained community education. Awareness initiatives are conducted in schools, clinics, and villages, in partnership with community leaders and ASHA workers, to embed hygienic practices as a way of life.

Mental well-being is also a critical focus. Following a baseline mental health survey in 2022, Total Health launched targeted initiatives for individuals with moderate to severe distress. Yoga was reintroduced in 27 villages and schools, led by Arrjava Warriors to promote inner balance and emotional resilience. These efforts are further supported by meditation sessions and rural sports events that foster mental clarity and community solidarity.

[50] 413-1 Operations with local community engagement, impact assessments, and development programs.

Together, these dimensions reinforce Total Health's holistic, inclusive approach—addressing not just the symptoms of illness, but the structural and emotional determinants of health.

Key Principles (Apollo Total Health Cycle):

1. Screen Regularly
2. Diagnose Early
3. Treat Effectively
4. Educate for Prevention
5. Empower Communities

Through Total Health, Apollo is laying the foundation for long-term, self-reliant communities by aligning health with dignity, local leadership, and sustainable development.

Apollo utilises a multi-sectoral model combining health, nutrition, environment, and financial literacy

Total Health stands as a testament to Apollo's unwavering commitment to building healthier, self-reliant communities through a population-based, community-led approach. By integrating preventive care, nutrition, livelihood support, and traditional wellness practices, the initiative addresses health in its most holistic form. As it continues to expand across rural and underserved regions, Total Health not only delivers medical services but also restores dignity, fosters resilience, and empowers individuals to take charge of their well-being—laying the foundation for a more equitable and sustainable healthcare future.

Fostering Equity Through Inclusion and Education[51]

Inclusion lies at the heart of Apollo's CSR ethos. Our initiatives specifically target those at the margins, children with special needs, underprivileged youth, and cancer patients—ensuring that healthcare equity is not just aspirational, but actionable.

SAHI (Society to Aid the Hearing Impaired) brings sound to silence by diagnosing and treating children with hearing impairments, especially in underserved areas. The initiative provides surgical intervention and rehabilitation, enabling children to reintegrate into educational and social life with confidence.

SACHi (Saving A Child's Health Initiative) is a lifeline for children with congenital heart disease. It provides financial support and surgical care, ensuring no child is left behind due to the inability to afford treatment. With each surgery, a family's future is rewritten.

The Shine Foundation complements these efforts by working at the intersection of education, skilling, and health awareness. It focuses on youth empowerment, providing access to digital education, nutritional support, and gender equity workshops.

In the fight against cancer, Cure Foundation steps in to support screening and treatment for economically weaker patients. By partnering with Apollo's oncology network, it brings early detection and hope to those who might otherwise go undiagnosed.

Apollo MedSkills, meanwhile, is building India's future healthcare workforce. By offering vocational and allied health training, the initiative has empowered thousands of youth with sustainable career paths and contributed to closing India's healthcare skill gap.

[51] 413-1 Operations with local community engagement, impact assessments, and development programs.

Strengthening Emergency Preparedness and Community Volunteerism

Health systems are only as strong as their ability to respond to emergencies. Apollo recognizes this, and through initiatives like Alert VoICE, it is transforming everyday citizens into frontline responders. Trained in emergency protocols and CPR, these volunteers are equipped to save lives even before an ambulance arrives. This growing grassroots network is a testament to the power of civic engagement in healthcare. Apollo's disaster response efforts have been swift and multi-pronged—ranging from mobile clinics and telemedicine during cyclones to on-ground medical relief during pandemics. These interventions, often deployed in difficult terrains, underscore Apollo's agility and commitment to national resilience.

Volunteerism is not confined to emergencies. Programs like the Weekend Warrior initiative encourage staff and community members to organize health camps, celebrate festivals with patients, and promote health education in underserved regions. These acts of service nurture a culture of empathy and civic responsibility, central to our organizational identity.

Future Roadmap, and Collaborative Impact

As we look to FY26, our roadmap is ambitious and inclusive. Plans include scaling Total Health to other vulnerable communities, launching a National Nutrition Mission for the Elderly, and enhancing Alert VoICE with AI-powered triaging systems. Apollo MedSkills is set to train students, while the Shine Foundation will deepen its engagement with government schools to scale school health programs.

We continue this journey with humility, grounded in the belief that healthcare must be a right, not a privilege. Our CSR efforts aim to build communities where health is a shared value, dignity is non-negotiable, and opportunities for well-being are abundant.

ESG

ESG Scorecard

Environment

Energy Consumption within the Organisation (GRI 302-1, 302-3) (SASB, HC-DY-130a.1.)

Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Direct				
LPG	GJ	13,513.71	38,913.49	50,611.87
Coal	GJ	-	-	3.25
LNG/PNG/CNG	GJ	13,804,915.64	12,821,247.19	23,857.92
Diesel	GJ	36,003.76	29,131.06	76,673.86
Petrol	GJ	896.44	-*	4,538.13
Total Fuel Consumption	GJ	13,855,329.55	12,889,290.74	155,685.03
Indirect				
Grid Electricity	GJ	757,114.94	519,155.67	568,010.75
Solar Energy	GJ	4,237.31	17,146.42	34,395.60
Wind Energy	GJ	184,285.62	183,945.58	165,379.20
Renewable Sources (Solar and Wind)	GJ	188,522.93	201,092.00	199,774.82
Total Indirect Energy	GJ	945,637.87	720,247.67	767,785.57
Total Energy Consumption (Direct + Indirect)**	GJ	14,800,967.42	13,609,538.42	923,470.60
% Grid Electricity (Renewable)	%	20	28	26
Energy Intensity per Rupee of Turnover	GJ/ INR	0.000089	0.000071	0.0000042

- The above data is only for AHEL and AHLL for 2024-25. Data relating to other group entities has been excluded. The same is expected to be reported from the next financial year onwards.
- The variations in this disclosure compared to the previous year are attributable to changes in monitoring and data recording practices.
- Considering the increase in business, addition of hospitals and enhanced data recording this year compared to the previous year.
- Given diversified nature of operations of the Company, environmental indicators intensity based on physical output is not reported.

GHG Emissions (GRI 305-1, 305-2, 305-4)

Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Scope 1: Direct Emissions*	tCO_2 Eq	786,600.69	731,918.85	13,065.24
Scope 2: Indirect Emissions	tCO_2 Eq	150,386.00	102,389.03	112,024.34
Total GHG Emissions**	tCO_2 Eq	936,986.69	834,307.88	125,089.58
GHG Emission Intensity (Scope 1 and Scope 2)	tCO_2 Eq / Revenue in Million INR	0.0000056	0.0000044	0.00000057

*The above data is only for AHEL and AHLL for 2024-25. Data relating to other group entities has been excluded. The same is expected to be reported from the next financial year onwards.

The variations in this disclosure compared to the previous year are attributable to changes in monitoring and data recording practices.

GHG Saving Initiatives (GRI 305-5)

Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Renewable Energy (Solar, Wind)	tCO_2e Avoided	37,180.91	39,659.81	40,336.74

Water Sourcing and Discharge (GRI 303-3, 303-4, 303-5)

Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Municipal Water Supplies (Or From Other Water Utilities)	KL	1,469,345.65	1,620,064.69	1,686,227.07
Fresh Surface Water (Lakes, and Rivers, among Others)	KL	4,172	908	-
Fresh Groundwater	KL	1,577,062.418	2,161,819.25	2,220,510.29
Total Withdrawal	KL	3,050,580.068	3,782,791.94	3,968,775.36
Water Discharged	KL	1,147,422.7	1,652,131.18	1,794,314.12
Water Recycled and Reused	KL	20,108	535,826	-
Total Water Consumption*	KL	1,903,157.368	2,130,660.77	2,230,426.24
Water Intensity	KL/INR	0.000012	0.000011	0.000010

- The above data is only for AHEL and AHLL for 2024-25. Data relating to other group entities has been excluded. The same is expected to be reported from the next financial year onwards.
- All the water discharged is treated through primary, secondary and tertiary levels to meet the norms specified.
- The variations in this disclosure compared to the previous year are attributable to changes in monitoring and data recording practices.
- Considering the increase in business, addition of hospitals and enhanced data recording this year compared to the previous year.
- Given diversified nature of operations of the Company, environmental indicators intensity based on physical output is not reported

Waste Generation (GRI 306-3), (SASB, HC-DY-150a.2)

Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Plastic Waste	MT	27.10	87.84	-
E-Waste	MT	1.66	61.09	88.54
Bio-Medical Waste	MT	2,527.63	3,366.46	3,815.65
Battery Waste	MT	2.80	9.60	17.75
Hazardous Waste	MT	796.31	16.67	1,763.82
Non-Hazardous Waste	MT	220.86	4,106.51	10,247.91
Total Waste Generation*	MT	3,576.36	8,078.78	15,024.18
Waste Intensity	MT/INR	0.00000002	0.000000042	0.000000068

(GRI 306-3, 306-4, 306-5) (SASB, HC-DY-150a.2)

Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Recycled	MT	121.41	3,161.88	3,057.58
Reused	MT	-	-	322
Incinerated	MT	2,531.25	1,472.93	6,378.02
Landfill	MT	85.19	897.41	1,867.25
Other Recovery Option	MT	838.47	1,711.86	239.18
Other Disposal Option	MT	-	924.70	3,160.15
Total Waste Disposed/Diverted*	**MT**	**3,576.32**	**8,078.78**	**15,024.18**

- The above data is only for AHEL and AHLL for 2024-25. Data relating to other group entities has been excluded. The same is expected to be reported from the next financial year onwards.
- Variations in waste generated values from last year have resulted from changes in scope, monitoring/data recording practices
- For the purposes of reporting under waste indicators, the Company has reported information pertinent to AHEL alone for FY 2023-24.
- Considering the increase in business, addition of hospitals and enhanced data recording this year compared to the previous year.

Air Emissions (GRI 305-6)

Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
NO_x	MT	We are in the process of assessing our air emissions and accordingly no number was reported	5,104.00	179,086.15
SO_x	MT		1,228.00	13,335.59
PM	MT		2,410.00	35,451.92

- The reported increase in emissions for FY2025 is due to a change in the calculation methodology. While FY2024 figures for SO_x, NO_x, and PM were reported using a conversion from g/kWh, FY2025 values follow CPCB guidelines and are presented following a conversion from mg/Nm³. This shift in units and calculation basis accounts for the variance and does not indicate an actual significant rise in emissions.
- The above data is only for AHEL and AHLL for the 2024-25. Data relating to other group entities has been excluded. The same is expected to be reported from the next financial year onwards.
- The variations in this disclosure compared to the previous year are attributable to changes in monitoring and data recording practices. considering the increase in business, additional of hospitals and enhanced data recording this year compared to the previous year.

Social

Employee Diversity (GRI 102-8) (SASB, HC-DY-330a.1)

Employment	Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Permanent	Male	No.	37,976	51,707	20,699
	Female	No.	24,988	31,079	21,798
Total Permanent		**No.**	**62,964**	**82,786**	**42,497**
Contractual	Male	No.	446	-	-
	Female	No.	100	-	-
Total Contractual		No.	546	-	-
Empanelled	Male	No.	-	-	-
	Female	No.	-	-	-
Total Empanelled		**No.**	**-**	**-**	**-**
Differently Abled*	Male	No.	23	6	6
	Female	No.	3	3	2
Total Differently Abled		**No.**	**26**	**9**	**8**
Total Employees	Male	No.	38,422	51,707	20,699
	Female	No.	25,088	31,079	21,798
Grand Total		**No.**	**63,510**	**82,786**	**42,497**

*The count for differently abled employees is included in the Permanent employee count and has not been added to the Total to avoid double counting.

Employee Turnover (GRI 401-1)

Employment	Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Permanent	Male	No.	4,068	16,985	4,773
	Female	No.	8,114	11,813	6,847
	Total Permanent	No.	12,182	28,798	11,580
Temporary*	Male	No.	-	-	-
	Female	No.	-	-	-
	Total Temporary	No.	-	-	-
Total Employees	Male	No.	4,068	16,985	20,699
	Female	No.	8,114	11,813	21,798
	Total	No.	12,182	28,798	42,497

Note: This table only contains data for permanent employees for AHEL and AHLL and data related to pharmacy has been excluded for FY 2022-23 and FY 2024-25. In FY 2023-24, we have included pharmacies along with AHLL and AHEL.

New Employee Hires (GRI 401-1)

	New Hires		
	AHEL	AHLL	Total
Male	3,738	754	4,492
Female	6,305	877	7,182
Total	**10,043**	**1,631**	**11,674**

Note: This data only consists of AHEL and AHLL permanent employees, pharmacy data is excluded.

Employee Turnover (GRI 401-1)

Employment	Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Permanent	Male	%	26%	33%	30%
	Female	%	42%	38%	32%
	Total Permanent	%	36%	35%	27%

*The table only contains data for AHEL and AHLL. Data related to Pharmacy has been excluded.

Parental leave (GRI 401-3)

Category	Unit	Female
Employees Entitled for Parental Leave	No.	21,798
Employees that Took Parental Leave	No.	674
Employees that Returned to Work in the Reporting Period after Parental Leave Ended	No.	574
Employees that Returned to Work after Parental Leave Ended that Were Still Employed 12 Months After their Return to Work	No.	573
Rate of Return to Work that Took Parental Leave	%	85.16
Retention Rates of Employees that Took Parental Leave	%	85.01

*This data is only for AHLL. The data related to AHEL and Pharmacy has been excluded.

Average Training Hours (GRI 404-1)

Total Employees	42,497
Total Training Hours	16,33,346
Average Training Hours per Employee	**38.43**

*This table includes training data for AHEL and AHLL. Data related to Pharmacy has been excluded.

Governance

Economic Value Generated (GRI 201-1)

Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Total Revenue	INR Millions	166,125	190,592	217,940

Economic Value Generated (GRI 201-1)

Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
CSR Expense	INR Millions	125.25	130.04	208.32
Political Contributions	INR Millions	0	0	0

Economic Value Generated (GRI 201-1)

Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Confirmed Cases of Corruption and Bribery	No.	0	0	0
Current Involvement in any Ongoing Corruption And Bribery Cases	No.	0	0	0
Contributions to and Spending For Political Campaigns, Political Organisations, Lobbying, Trade Associations, Tax-Exempt Entities	INR millions	0	0	0
Complaints Concerning Breaches of Customer Privacy and Losses of Customer Data	No.	0	0	0
Number of Incidents of Non-Compliance Associated With Environment Related,				
Standards, and Regulations	No.	0	0	0
No. of Cases of Breach of Confidentiality	No.	0	0	0
No. of Conflict-of-Interest Cases	No.	0	0	0
No. of Money Laundering and Insider Trading Cases	No.	0	0	0
No. of Incidents Related to Anti-Competitive Practices, Anti-Trust and Monopoly Practices	No.	0	0	0
No. of Complaints from Associated Communities	No.	0	0	0
No. of Complaints from Shareholders And Investors	No.	150	254	170
No. of Complaints Related to Discrimination and Sexual Harassment	No.	16	18	31
No. of Complaints from Customers	No.	4,000	4,100	3,079
No. Of Complaints From Value Chain Partners	No.	0	0	0

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GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	ESG Scorecard: Social	92
	404-2 Programs for upgrading employee skills and transition assistance programs	Our People: Training and Skill Development	39
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	405-2 Ratio of basic salary and remuneration of women to men	BRSR: Principle 5	29
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	BRSR: Principle 5	29
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Building Healthier Communities, One Initiative at a Time: Billion Hearts Beating Foundation Building Healthier Communities, One Initiative at a Time: Total Health Initiative Building Healthier Communities, One Initiative at a Time: Fostering Equity through Inclusion and Education	78
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Our People: Responsible Supply Chain	48
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GRI 415: Public Policy 2016	415-1 Political contributions	ESG Scorecard: Governance	93
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Reaching a Billion Lives: Accessibility @ Apollo: Clinical Governance	52
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	BRSR: Principle 9	40

SASB Index

	SASB Indicator	Description	Reference
Energy Management	HC-DY-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	ESG Scorecard - Environment
Waste Management	HC-DY-150a.1	Total amount of medical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	
	HC-DY-150a.2	Total amount of: (1) hazardous and (2) non-hazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	
Patient Privacy and Electronic Records	HC-DY-230a.1	Percentage of patient records that are Electronic Health Records (EHR) that meet "meaningful use" requirements	Note: 100% of the inpatient record is EHS that meet 'meaningful use' requirement
	HC-DY-230a.2	Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII)	Advancing IT and Cybersecurity at Apollo Hospitals: Governance and Management Oversight
	HC-DY-230a.3	(1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) PII only and (b) PHI2	ESG Scorecard – Governance: Fines/ Settlements/Complaints
	HC-DY-230a.4	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	ESG Scorecard – Governance: Fines/ Settlements/Complaints
Access for Low-Income Patients	HC-DY-240a.1	Discussion of strategy to manage the mix of patient insurance status	Not Applicable
	HC-DY-240a.2	Amount of Medicare Disproportionate Share Hospital (DSH) adjustment payments received Q	Not reported as it is not applicable to AHEL. The United States government provides funding to hospitals that treat indigent patients through the Disproportionate Share Hospital programs, under which facilities are able to receive at least partial compensation.

	SASB Indicator	Description	Reference
Quality of Care and Patient Satisfaction	HC-DY-250a.1	Average Hospital Value-Based Purchasing Total Performance Score and domain score, across all facilities	Not reported as it is not applicable to AHEL. In the healthcare industry, pay for performance (P4P), also known as "value-based purchasing", is a payment model that offers financial incentives to physicians, hospitals, medical groups, and other healthcare providers for meeting certain performance measures.
	HC-DY-250a.2	Number of Serious Reportable Events (SREs) as defined by the National Quality Forum (NQF)	Not reported as it is not applicable to AHEL. National Quality Forum is a United States-based non-profit membership organization that promotes patient protections and healthcare quality through measurement and public reporting.
	HC-DY-250a.3	Hospital-Acquired Condition (HAC) Score per hospital	Not reported as it is not applicable to AHEL. A designation used by Medicare/Medicaid in the US, hospital-acquired condition (HAC) is an undesirable situation or condition that affects a patient and that arose during a stay in a hospital or medical facility.
	HC-DY-250a.4	Excess readmission ratio per hospital	Not Reported
	HC-DY-250a.5	Magnitude of readmissions payment adjustment as part of the Hospital Readmissions Reduction Program (HRRP)	Not Reported

	SASB Indicator	Description	Reference
Management of Controlled Substances	HC-DY-260a.1	Description of policies and practices to manage the number of prescriptions issued for controlled substances	Not Reported
	HC-DY-260a.2	Percentage of controlled substance prescriptions written for which a prescription drug monitoring program (PDMP) database was queried	Not reported as it is not applicable to AHEL. In the United States, prescription monitoring programs or prescription drug monitoring programs are state-run programs which collect and distribute data about the prescription and dispensation of federally controlled substances and, depending on state requirements, other potentially abusable prescription drugs.
Pricing and Billing Transparency	HC-DY-270a.1	Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	Reaching a Billion Lives: Accessibility@Apollo: Apollo Standards of Clinical Care (TASCC)
	HC-DY-270a.2	Discussion of how pricing information for services is made publicly available	Information on 35 procedures publicly available; pricing available at all hospital billing and estimate desks. Pricing for cardiac stents and implants displayed in hospitals
	HC-DY-270a.3	Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	Information on 35 procedures publicly available; pricing available at all hospital billing and estimate desks. Pricing for cardiac stents and implants displayed in hospitals
Employee Health and Safety	HC-DY-320a.1	(1) Total recordable incident rate (TRIR) and (2) days away, restricted, or transferred (DART) rate	BRSR: Principle 3
Employee Recruitment, Development & Retention	HC-DY-330a.1	(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	ESG Scorecard – Social: Employee Turnover
	HC-DY-330a.2	Description of talent recruitment and retention efforts for health care practitioners	Our People: Career Development and Performance

	SASB Indicator	Description	Reference
Climate Change Impacts on Human Health and Infrastructure	HC-DY-450a.1	Description of policies and practices to address: (1) the physical risks due to an increased frequency and intensity of extreme weather events and (2) changes in the morbidity and mortality rates of illnesses and diseases, associated with climate change	Environmental Stewardship: Climate Change Impacts on Human Health and Infrastructure
	HC-DY-450a.2	Percentage of health care facilities that comply with the Centres for Medicare and Medicaid Services (CMS) Emergency Preparedness Rule	Not reported as it is not applicable to AHEL. The CMS Emergency Preparedness Rule is a US scheme for Medicare/Medicaid participating providers.
Fraud and Unnecessary Procedures	HC-DY-510a.1	Total amount of monetary losses as a result of legal proceedings associated with Medicare and Medicaid fraud under the False Claims Act	Not reported as it is not applicable to AHEL. The False Claims Act is an American federal law that imposes liability on persons and companies who defraud governmental programs.
HC-DY-000.A		Number of (1) facilities and (2) beds, by type	About Apollo: Driven by the Commitment to Affordable Healthcare: Our Business
HC-DY-000.B		Number of (1) inpatient admissions and (2) outpatient visits	Sustainable Performance Highlights and ESG Targets: Our ESG Performance FY 2024-25

List of Abbreviations

Abbreviation	Definition
AAHRPP	Association for Accreditation of Human Research Protection Programs
ABC	Anti-Bribery and Corruption
AI	Artificial Intelligence
AMR	Antimicrobial Resistance
AOP	Annual Operating Plan
API	Application Programming Interface
BRM	Business Risk Management
BSI	British Standards Institution
CABG	Coronary Artery Bypass Graft
CDP	(Previously) Carbon Disclosure Project
CIE	Clinical Intelligence Engine
CO2	Carbon Dioxide
CoE	Centers of Excellence
CRM	Customer Relationship Management
CSR	Corporate Social Responsibility
CSRS	Corporate Social Responsibility and Sustainability
DIAM	Digital Imaging Adoption Model
EASE	Ethics Adoption Sustainability and Explainability
ERM	Enterprise Risk Management
ESG	Environment Social Governance
ESS	Employee Satisfaction Survey
ETP	Effluent Treatment Plant
FHIR	Fast Healthcare Interoperability Resources
FICCI	Federation of Indian Chambers of Commerce & Industry
GHG	Greenhouse Gas
GJ	Giga Joules
GRI	Global Reporting Initiative
HBA1C	Glycated Haemoglobin
HCM	Human Capital Management
HFCs	Hydrofluorocarbons
HIMSS	Healthcare Information and Management Systems Society
HIPAA	Health Insurance Portability and Accountability Act
HIS	Hospital Information System
HL7	Health Level Seven
HVAC	Heating Ventilation and Air Conditioning
IBM	International Business Machines
ICD-10	International Classification of Diseases, Tenth Revision
ILO	International Labour Organisation
INFRAM	Infrastructure Adoption Model
IPSG	International Patient Safety Goals
ISMS	Information Security and Management Systems
JCI	Joint Commission International

Abbreviation	Definition
KL	Kilolitres
KMP	Key Management Personnel
KPIs	Key Performance Indicators
KRA	Key Result Areas
LED	Light Emitting Diode
LOINC	Logical Observation Identifiers Names and Codes
MSDE	Ministry of Skill Development and Entrepreneurship
MT	Metric Ton
NABH	National Accreditation Board for Hospitals and Healthcare Providers
NABL	National Accreditation Board for Testing and Calibration Laboratories
NCDs	Non Communicable Diseases
NGOs	Non Governmental Organisation
NIST	National Institute for Standards and Technology
NLP	Natural Language Processing
NPS	Net Promoter Score
NRC	Nomination and Remuneration Committee
NSDC	National Skill Development Corporation
O-EMRAM	Outpatient Electronic Medical Record Adoption Model
PACS	Picture Archiving and Communication System
PHC	Primary Health Centres
PHR	Personal Health Record
PIVCC	Peripheral Intra Venous Catheter Care and Complications
POSH	Prevention Of Sexual Harassment
PPP	Public-Private Partnerships
PTCA	Percutaneous Transluminal Coronary Angioplasty
R&AC	Refrigeration and Air Conditioning
RO	Reverse Osmosis
RPT	Related Party Transactions
SASB	Sustainability Accounting Standards Board
SDGs	Sustainable Development Goals
SEBI	Securities and Exchange Board of India
SNOMED	Systemised Nomenclature of Medicines
SPOC	Single Point of Contact
TCFD	Taskforce on Climate-related Financial Disclosures
THR	Total Hip Replacement
TKR	Total Knee Replacement
TURP	Transurethral Resection of the Prostate
UHID	Universal Health ID
UKG	Ultimate Kronos Group

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