Apollo HOSPITALS
TOUCHING LIVES



NURTURING HEALTH HOLISTICALLY

Sustainability Report
FY 2022-2023

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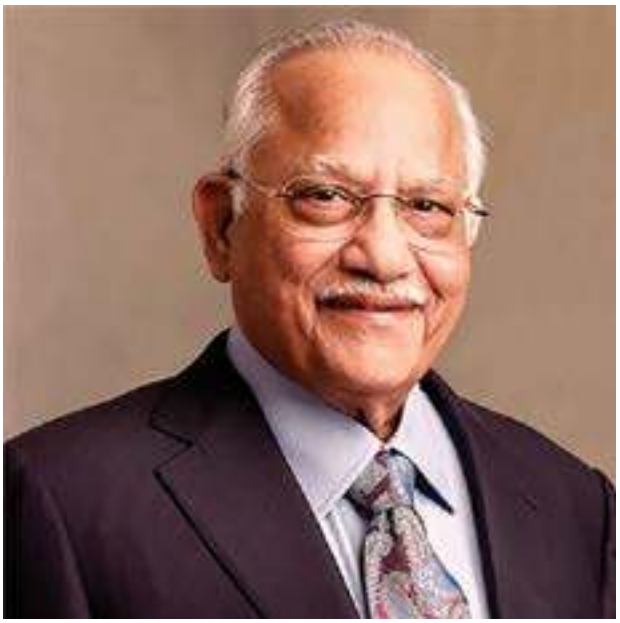
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Message from the Chairman



Dear Stakeholders,

A **strong sense of purpose** has always been at the core of what Apollo Hospitals does. In that context, I am pleased to present to you our third annual Sustainability Report, which highlights our commitment to ESG (Environmental, Social, and Governance) and responsible business operations.

Over our 40-year journey, Apollo Hospitals has strived to offer the **highest quality of care** for all our patients through our pioneering spirit, patient-centric processes and technological strides. We strongly believe that our long-term success depends not only on financial performance but also on our but also on our ability to integrate long-term sustainability and ESG principles into every aspect of our operations. This report serves as a testament to our commitment to sustainability and our ongoing efforts to make a meaningful difference.

As a responsible healthcare provider, ensuring healthy lives and promoting well-being for all at all ages (SDG 3) is core to our values. Our organization recognizes that healthcare accessibility is a fundamental human right and we are actively committed to **breaking down the barriers to healthcare access – geographic and financial**. In the past year, we have taken multiple steps towards enhancing patient outreach and access to all communities through initiatives such as the **Apollo Remote Healthcare, Apollo Connect, partnering with Governments**, ensuring a comprehensive range of service offerings for all sections of society, and offering subsidized patient financing through strategic partnerships with financial institutions. Furthermore, we actively engage with local communities – supporting initiatives that address pressing social challenges and empower individuals to achieve their full potential. Our **Total Health initiative** is an example of our deep work in improving social determinants of health through committed on-ground effort.

In the long-term, healthcare needs will be shaped by challenges such as prevalence of non-communicable diseases, an ageing population, and climate-related health impacts. Apollo Hospitals' value-based care and patient-centred models will ensure that we are well positioned to navigate these shifting health challenges.

Digital transformation is an enabling force for sustainable and inclusive healthcare. Apollo Hospitals has been at the forefront of this transformation right from our investments in tele-health to our current focus on Artificial Intelligence, data analytics and predictive medicine – ensuring that we are future ready, and building on our capabilities in an effort to continuously strengthen our clinical acumen and offer pioneering therapeutic modalities in the future as well.

Our workforce is the bedrock of our work. The dedication of our clinical, paraclinical and allied workforce has ensured that Apollo is today synonymous with quality care. It is therefore incumbent on us as a responsible healthcare provider to ensure their safety, well-being and prosperity. We recognize the importance of fostering an inclusive and diverse workforce that thrives on mutual respect and equal opportunities. Employee well-being and safety is a major priority for us at Apollo, guiding us in our effort to create a nurturing environment that promotes personal growth and professional development. In this report we have highlighted the multi-dimensional initiatives undertaken for the well-being of our workforce and their families. For e.g. as an employer concerned with their health and well-being, we have made annual health checks available free of cost to the entire workforce, and support them to mitigate any risk factors identified as a result of the check.

In the realm of environmental stewardship, we have taken significant steps to reduce our carbon footprint and to minimize our impact on the planet. Through the implementation of innovative technologies, and sustainable practices, we have been able to increase access for the patient, and to make noteworthy reductions in energy consumption, and waste generation. We remain committed to continually improving our environmental performance and are always exploring new processes and avenues to promote a greener future. In FY22-23, we expanded the scope of our GHG inventory to cover not only directly managed hospitals, but also Apollo Pharmacies and Apollo Clinics. During the year, multiple initiatives to drive energy efficiencies, reduce our carbon footprint and innovations like filmless radiology services have been initiated or further strengthened. We have also committed to continually improving our environmental performance by setting new targets: 25% sourcing from renewable energy by FY 2024-25, 10% reduction in energy and water consumption by 2024-25 and including aspects of Scope 3 emissions as part of our reporting framework.

At the heart of our corporate governance practices is a steadfast commitment to transparency, integrity, and ethical conduct. We uphold the highest standards of corporate governance, ensuring responsible decision-making, effective risk management, and accountability throughout the organization. We maintain an open dialogue with our stakeholders, seeking their input and valuing their perspectives, as we believe that collaborative partnerships are fundamental to long-term success.

While a lot of progress has been made, we recognize that our journey towards comprehensive sustainability is ongoing. We remain focused on embracing emerging trends, seizing new opportunities, and adapting to the ever-evolving landscape of ESG. Our commitment to continuous improvement will guide us as we work towards achieving our goals.

I would like to extend my heartfelt gratitude to our dedicated employees, valued partners, and esteemed stakeholders who have contributed to our sustainability endeavours. Together, we are forging a path towards a more sustainable and inclusive future, one that benefits not only our organization but also the broader society and the planet.

Thank you for your ongoing support and for joining us on this important journey.

Warm regards,

Dr. Prathap C. Reddy
Executive Chairman, Apollo Hospitals Group

About this Report

Overview

At Apollo Hospitals, we are committed to creating value for our stakeholders while minimising environmental and social impacts. Sustainability is essential to our long-term success, and we have integrated sustainability into our business strategy and operations.

This is the third Sustainability Report of Apollo Hospitals. The report provides an overview of our environmental, social, and governance (ESG) performance over the FY 2022-23 and outlines our sustainability strategy and goals. Throughout the report, we highlight our key achievements, challenges, plans, and targets. This report provides a comprehensive view of our sustainability performance and our commitment to sustainable business practices.

This report is organised into several sections. "Section I - About Apollo Hospitals" introduces Apollo Hospitals' footprint, our vision, mission, and values. "Section II - Transformative Foundations: Our ESG Pillars and Section III - Driving Sustainable Impact: ESG Metrics and Goals" focus on our ESG priorities areas, stakeholder engagement efforts, and our sustainability strategy and goals. "Section IV - Commitment to Accountability and Transparency" focuses on our systems, processes, and policies to govern ESG practices at Apollo Hospitals. Our governance structure includes oversight and accountability for sustainability at the board and senior management levels, and we have established management systems to ensure that sustainability is integrated into our business operations. This section also covers privacy and data security initiatives at Apollo Hospitals. "Section V - Collaborating through Purposeful Partnerships" provides an overview of our endeavour to build a responsible supply chain and our associations and partnerships. "Section VI - Guardians of Care: Pioneering Patient Safety, Access and Innovation" discusses our approach towards customer centricity, the system for ensuring patient safety and delivery. It also covers our initiatives for access and affordability of healthcare services. "Section VII - Harmonising Healthcare and Environmental Stewardship" elaborates upon our environmental performance. We provide an overview of our greenhouse gas emissions, energy consumption, water usage, and waste generation. We also discuss our efforts to reduce our environmental footprint through sustainable operations, product design, and supply chain management. "Section VIII - People Empowerment and Development" focuses on our social performance. Our efforts to promote employee well-being, diversity and inclusion, and human rights. "Section IX - Enabling Healthier Communities" highlights our community engagement activities and our contributions to the United Nations Sustainable Development Goals ("SDGs"). This section covers our initiatives for the community under Corporate Social Responsibility ("CSR") and voluntary initiatives.

Reporting Standards and Frameworks

Apollo Hospitals' Sustainability Report is prepared in accordance with the Global Reporting Initiative ("GRI") Standards 2021. We have also aligned our report to the SDGs to demonstrate our contribution to global sustainability targets. We have identified the most relevant SDGs to our business and have set targets and strategies to address them. In addition to the GRI Standards, Business Responsibility and Sustainability Report (BRSR)* and the SDGs, we have also considered the Sustainable Accounting Standards Board ("SASB") standards to ensure that our report covers our industry's most material sustainability issues.

* AHEL is subject to the BRSR requirements, a mandatory disclosure framework in India, introduced by the Securities and Exchange Board of India (SEBI) and applicable to top 1,000 listed companies in the country.

Our reporting aims to provide transparent and reliable information on our sustainability performance and practices. Our reporting standards align with best practices and help us communicate our sustainability achievements and challenges to our stakeholders.

Reporting Boundary

We recognize the importance of reporting on our sustainability performance and practices. To provide a comprehensive and transparent report, we have established the reporting boundary for our Sustainability Report.

Our Sustainability Report covers the activities and operations of:

- 43 hospitals directly managed by Apollo Hospitals Enterprise Limited ("AHEL")
- 26 Ambulatory care and birthing centres directly managed by Apollo Health & Lifestyle Limited ("AHLL")
- 5,541 pharmacies operated by AHEL

Our sustainability reporting boundary covers ~85% of our revenue. We have used the principles of the GRI Standards to determine the scope of our Sustainability Report, and we have included disclosures on economic, environmental, and social aspects that are material to our business. However, there are some limitations to our reporting boundary. Our joint ventures and associates are not included in our Sustainability Report, as we do not have management control over these entities.

Additionally, we have identified and disclosed any significant changes in our reporting boundary compared to our previous Sustainability Report. This transparent approach to reporting ensures that our stakeholders have a clear understanding of the scope and limitations of our report.

Our reporting boundary may change in the future as we continue to assess our sustainability risks and opportunities and our impact on the environment and society. We are committed to continuously improving our reporting practices and being transparent about our sustainability performance.

Statement of Responsibility

We are committed to operating our business in a sustainable and responsible manner. We recognize that our operations have an impact on the environment, society, and the economy, and we are committed to minimising those impacts while creating value for our stakeholders.

We take responsibility for the content of this Sustainability Report, which reflects our efforts to manage our ESG risks and opportunities. Our sustainability reporting is aligned with recognized frameworks and standards, including the GRI Standards, and we have worked to ensure that the information presented is accurate, reliable, and transparent.

We are dedicated to continuously improving our sustainability performance and engaging with our stakeholders on these issues. We recognize the importance of sustainability to our business and stakeholders, and we remain committed to progressing towards our sustainability goals. By taking responsibility for our sustainability performance and reporting, we aim to demonstrate our commitment to transparency, accountability, and sustainable business practices.

About Apollo

Who we are

Our Vision

To Touch

a Billion Lives

Our Mission

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

In 1983, Apollo Hospitals opened its first facility in Chennai, India. Guided by our vision to touch a billion lives, we have grown to 70 hospitals in 40 years, with business verticals such as Clinics, Day Care Centres, Diagnostics, Pharmacies, Apollo 24/7, and a Telemedicine network.



Our logo stands as testimony to the fact that nurses at Apollo Hospitals are the torchbearers, the forerunners, the crusaders, and the creators of change. Tender Loving Care (TLC) is at the core of Apollo Hospitals' model of care, and it continues to be the magic that inspires hope, warmth, and a sense of ease in the patients.

As the nation's first corporate hospital, Apollo Hospitals is acclaimed for pioneering the private healthcare revolution in the country. The Group has also emerged as Asia's foremost integrated healthcare services provider and has a robust presence across the healthcare ecosystem, including Hospitals, Pharmacies, Primary Care & Diagnostic Clinics and several retail health models. Our goal is to provide excellent quality healthcare that meet global standards, to every person we serve. As part of our ethos, our organisations cater to a varied audience through our numerous service offerings, and we are fortunate to touch the lives of millions during our existence.

Apollo Hospitals Enterprise Limited is a publicly listed entity with a market capitalization of ₹619,711 million as on 31st March, 2023, with its shares being traded on the national bourses.

Our Values

Our values shape who we are, not only as individuals but also as a corporate family. Apollo Hospitals has always been a family, working together, overcoming obstacles, and celebrating achievements. Our principles anchor us and bring us together for a common goal. It upholds what we believe in, what we hold dear, and this is what makes Apollo Hospitals one of the world's best healthcare providers.



Pioneering Attitude
Stay ahead of the curve by consistently developing creative solutions for our patients' and society's overall well-being.

Proactive Involvement
By going the additional mile, we can always add value to whatever we do.

World Class Excellence
Strive for excellence in all areas - clinical, financial, operational, service, and people management - by benchmarking our processes and procedures to best-in-class models.

Trustworthy Spirit
Continue to be a trusted institution and a light of hope for all patients by looking out for their best interests and upholding all of our promises.

Compassionate Care
To create better experiences for our patients, we touch and enhance their lives by practicing Tender Loving Care.

Our Businesses

Apollo Hospitals is the only global organisation with a presence in all aspects of the healthcare ecosystem, including preventive health and wellness, diagnostics, curative health, pharmacies, retail health, telemedicine, home healthcare, medical education, and skill development.

Healthcare Services

~53%*

Largest Hospital Network in India (Tertiary, Super Specialty & Secondary Care)

Hospitals		Beds
43	Owned, Subsidiaries & Associates	8544
22	Day Surgery & CRADLE	562
5	Managed	851
70	**Total**	**9957**

- Employed + Fee-for-service Doctors 13200+
- Nurses 15300+
- Paramedics 7400+

Apollo HealthCo

~40%*

Largest Omnichannel Healthcare Platform in India

- **5541** Outlets
- Offline Pharmacy Network
- **21** States
- **4** Union Territories

24/7 Digital Platform

- **6000+** Doctors
- **6500+** Daily Consultations
- **47300+** Daily Medicine Orders

Apollo Health & Lifestyle Limited

~7%*

Leading Retail Healthcare Network in India

- Primary Clinics **343**
- Sugar Clinics **58**
- Dental Clinics **129**
- Birthing Centres (CRADLE)** **26**
- Spectra Facilities** **25**
- Diagnostic Centres **1750**
- Dialysis Centres **111**

Our Accreditations and Certifications

Apollo Hospitals has demonstrated its clinical excellence and is recognised for best practises in hospital management that are on par with international standards i.e. Joint Commission International (JCI), National Accreditation Board for Hospitals and Healthcare Providers (NABH), National Accreditation Board for Testing and Calibration Laboratories (NABL), and Association for Accreditation of Human Research Protection Programs (AAHRPP). These standards are founded on the principles of quality assurance, evidence-based practice, medical ethics, ethical conduct, and clinical governance.

Joint Commission International Accreditation (JCI)

The gold seal approval from JCI is the pinnacle standard in quality and patient safety, having a significant impact on a hospital's care delivery and outcomes. For accreditation, JCI requires adherence to 2024 measurable outcomes. JCI certification is held by 8 of our flagship hospitals. We endeavour to bring more hospitals under the JCI accreditation.

8

National Accreditation Board for Hospitals and Healthcare Providers (NABH)

NABH, a constituent board of the Quality Council of India was established to set up and run accreditation programs for healthcare institutions. The board is organized to meet the demands of customers and to set benchmarks for the health industry's success. NABH certification is held by 32 of our hospitals which constitutes all our hospitals eligible to hold the certification.

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National Accreditation Board for Testing and Calibration Laboratories (NABL)

NABL is a constituent body of the Quality Council of India and grants accreditation to Medical Laboratories. NABL certification is held by 15 of our hospitals.

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

ISO 13131:2021 Health Informatics Certification

ISO 13131:2021 – Health Informatics Certificate was granted to Apollo TeleHealth Services by the British Standards Institution (BSI). Apollo TeleHealth Services became the first ever program globally to attain the standard of ISO 13131:2021.

College of Healthcare Information Management Executives (CHiME) Digital Health Most Wired Survey

The Digital Health Most Wired (DHMW) survey and recognition program serves as a comprehensive "digital health check-up" for healthcare organizations across the world. As success in digital health increasingly determines the efficacy and quality of patient care, the scope of CHiME's DHMW survey reflects the progress of leading healthcare providers as they continue to reimagine healthcare.

Apollo Hospitals is the only healthcare services provider from India which has been recognized with a Level 9 achievement in Acute and Ambulatory categories in the 2022 DHMW Survey. Out of over 38,000 organizations surveyed, Apollo Hospitals excelled in areas such as analytics, data management, population health, infrastructure, and patient engagement. The survey assesses the adoption and impact of technology in healthcare organizations. Apollo Hospitals' success in digital transformation sets an example for others, and they are dedicated to using technology for improved clinical outcomes, operational excellence, and financial prudence.

Our Accolades

Best Medical Tourism Facility

Apollo Hospitals, Hyderabad, was conferred with the Best Medical Tourism Facility Award. His Excellency Shri. Jagdeep Dhankhar, Vice President of India and Shri G. Kishan Reddy, Hon'ble Minister of Tourism, Government of India, presented the award to Apollo Hospitals in New Delhi.

UAE Waterfalls Globe Award

Apollo Hospitals Group has received the prestigious UAE Waterfalls Global Award for healthcare services rendered to humanity during the COVID-19 pandemic.

International Hospital Federation (IHF) Awards 2022

Seven Awards in multiple categories (such as Dr. Kwang Tae Kim Grand Hospital Award, Excellence Award for Corporate Social Responsibility, Excellence Award for Patient and Safety, etc.) for Apollo Hospitals, Chennai & Apollo Proton Centre, Chennai

Most Preferred Workplace

Apollo Hospitals, Ahmedabad, received the Most Preferred Workplace award in the health and wellness category.

Hospital Management Asia Awards

Best in Financial Improvement – GOLD Award Winner: Apollo Hospitals, Chennai – WOW^2 (War on Waste) for Clinical Services on Training

Clinical Effectiveness Improvement – Excellence Awards Winner: Apollo Hospitals, Chennai – INFUZE – A Quality Improvement Program in Infusion Therapy

Patient Experience Improvement – Excellence Awards Winner: Apollo Hospitals, Chennai – Discharge Improvement Process (DIP)

Best in Community Involvement – Excellence Awards Winner: Apollo Proton Cancer Centre – Project "I Can-cer Vive": CancerSurvivorship Follow Up care in the community

Outstanding Healthcare Leadership

Apollo Hospitals was conferred with the Outstanding Healthcare Leadership Award in India by Global Health Awards 2022.

The Newsweek Ranking

Newsweek in association with Statistica, ranked Apollo Children's Hospitals amongst the top 120 Paediatric Hospitals in the world.

Best Social Media Campaign Award

Apollo Proton Cancer Centre has received the Best Social Media Campaign award for The wish of a (K)nightingale - way thro' Digital Media at the 3rd edition of Health Marcom Awards 2022.

World's Best Specialised Hospitals

Best Specialized Hospitals 2022

Cardiology: Apollo Heart Centre, Chennai is ranked as No. 1 Heart hospital in India and has bagged 126 position in global ranking.

Oncology: Apollo Cancer Centres, Chennai bagged 228 position in global ranking; Apollo Hospitals, Chennai bagged 239 position in the global ranking.

Pediatrics: Apollo Children's Hospitals, Chennai bagged 104 position in global ranking.

All India Critical Care Hospital Ranking Survey

Apollo Hospitals was ranked as the best multi-speciality hospital in India for Oncology, Cardiology, Paediatrics, Neurosciences, Urology, Nephrology, Gastroenterology & Hepatology and Emergency & Trauma by Times Health Survey.

The Week Magazine – Best Hospitals' Survey 2022

Apollo Hospitals, Chennai was awarded as the best private hospital in the country; hospitals in New Delhi, Bhubaneshwar, Hyderabad, Chennai, Kolkata, and Lucknow ranked as number one in respective city rankings for private hospitals.

Transformative Foundations: Our ESG Pillars

Our vision to 'Touch a Billion Lives' is intertwined with our commitment to infuse sustainability in our operations and decision-making processes and enhance our ability to uphold ESG principles in practice. We recognize that sustainable business practices are essential for our long-term success, as they create value for our stakeholders and contribute to the well-being of the planet and society at large. Upholding these principles becomes even more important due to the critical nature of the healthcare services sector, our large operating footprint, and its resulting impact.

Our principles of materiality are based on the Global Reporting Initiative ("GRI") Standards and the Sustainability Accounting Standards Board ("SASB") framework for the healthcare delivery industry. We have aligned our business with the following SDGs which helps define our direction of thrust towards a more sustainable healthcare delivery system at Apollo Hospitals.



At the end of the Sustainability Report, Apollo Hospitals has provided a content index matching the information disclosed in the Report to the criteria sought under these international frameworks for easier navigation.

Our Stakeholders

Engaging with stakeholders is of utmost importance for Apollo Hospitals. Stakeholders encompass a broad range of individuals and entities that have an interest in the Company's operations, success, and impact on society. These stakeholders include the government/s, regulators, suppliers, investors, patients and their families, employees, healthcare professionals, business partners, and local communities. By actively listening to their needs, concerns, and feedback, we can enhance stakeholder satisfaction and tailor our services to meet the evolving demands of our stakeholders. Understanding their experiences and incorporating their perspectives into decision-making processes leads to better healthcare outcomes.



Stakeholders refer to individuals, groups, or institutions that have an influence on or are influenced by our business operations. We classify and identify stakeholders based on their level of interest, impact, and involvement with Apollo Hospitals. Meeting our stakeholders' needs, interests, and expectations is an integral part of our operational approach. We actively listen to our stakeholders and have implemented various channels and methods to facilitate communication, advocacy, and collaboration. In the fiscal year 2022-23, we conducted a comprehensive stakeholder engagement initiative to gain insights into their primary concerns and material topics that significantly contribute to our value-creation process. This exercise helps us align our reporting with the topics that are significant to both our stakeholders and us.

Stakeholder Identification & Prioritisation Process

Mapping & Identification

- ✦ Map our operations and value chain to identify stakeholders
- ✦ Stakeholders categorised as internal and external.
- ✦ Internal - employees
- ✦ External - patients, communities, regulators

Prioritisation

Prioritisation of stakeholders done on the following basis:

- ✦ Assessment of level of influence Assessment of the level of interest and
- ✦ Impact on operations of each stakeholder

Feedback and Evaluation

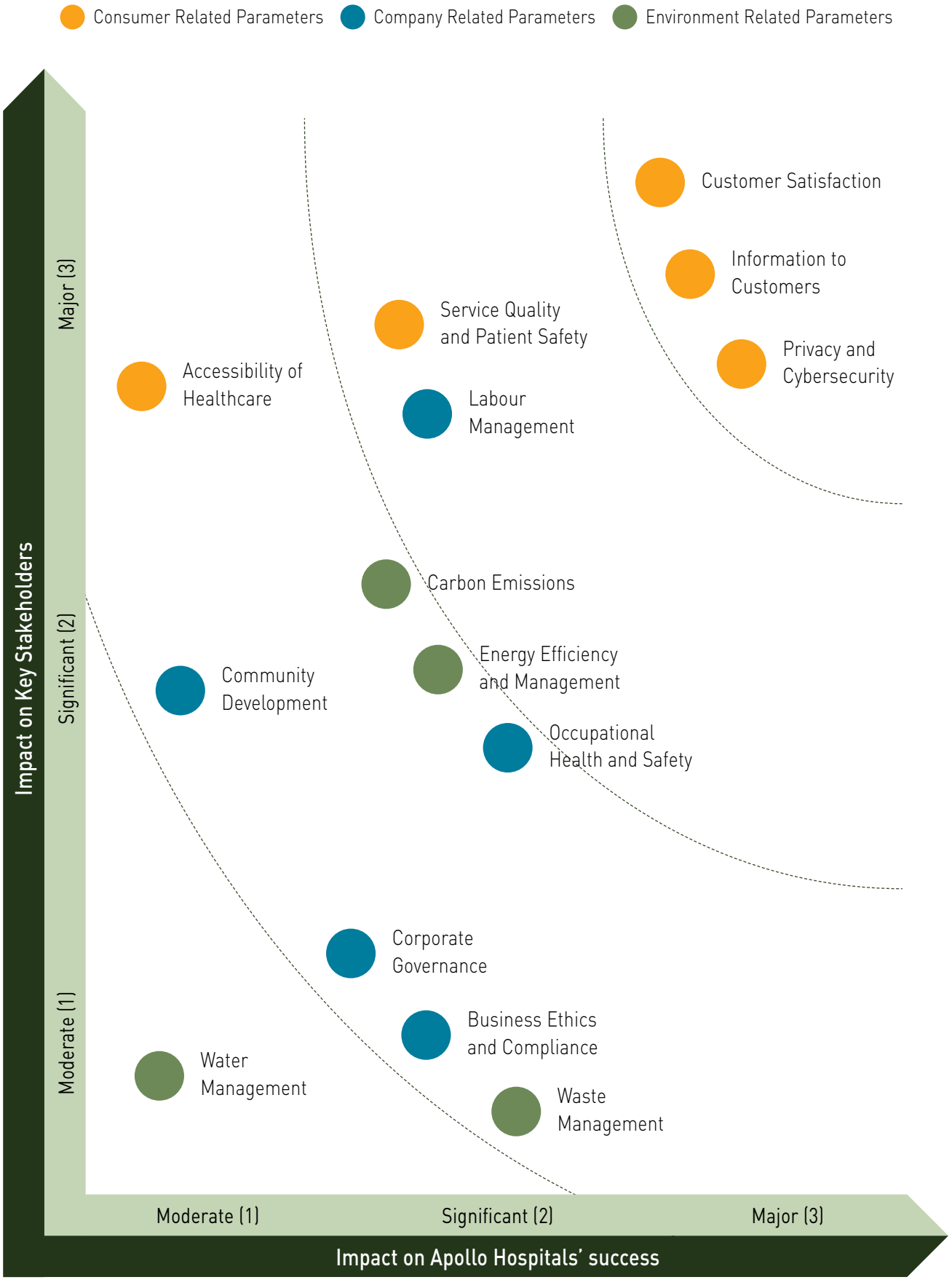
We actively seek feedback from our stakeholders to understand their perspectives, expectations, and concerns. This refines our strategies, policies and practices, fostering continuous improvement and strengthening relationships.

Our Framework for Stakeholder Engagement

Apollo Hospitals has implemented a robust Stakeholder Engagement Framework to engage with our diverse range of stakeholders effectively. This framework encompasses various strategies and initiatives that ensure meaningful communication, collaboration, and understanding between the company and its stakeholders. The key stakeholders of our company and the manner and mode of engagement with them is as follows:

Government & Regulators	Regulatory audits	Periodic
Suppliers	Supplier visits, supplier audits, Supplier Code of Conduct grievance mechanism	Need-based & Periodic
Investors	Quarterly investor meetings, press releases, annual general meetings, corporate website, annual reports, quarterly financial reports, ESG roadshows	Frequent
Patients & their Families	Patient care campaigns, helplines, websites, patient feedback program, and Patient and Family Education (PFE) material	Frequent
Employees	Town halls, employee engagement survey, appraisal, awards and recognition, grievance mechanism	Frequent
Healthcare Professionals	Conferences, webinars, field visits	Frequent
Business Partners	Meetings and events, mailers, news bulletins, social media	Periodic
Local Communities	CSR initiatives, site visits, projects, website, social media	Frequent

ESG Materiality Matrix



Our Priority Areas

Identifying and addressing the most significant environmental, social, and governance (ESG) issues that impact our business and stakeholders is important for us. At Apollo Hospitals, we are deeply committed to upholding the principles of ESG in our operations and decision-making processes. We recognize that sustainable business practices are essential for our long-term success, as they create value for our stakeholders and contribute to the well-being of the planet and society at large. In line with this commitment, we have identified key priorities for this year. The following table depicts the impact of these priorities across three key areas - sustainable revenues, efficient business, and stakeholder value.

		We deliver on our purpose by ...	How we do this
ESG Focus and Framework	Accessible Healthcare	... providing affordable and accessible services to expand reach and reduce health inequities	◆ Remote services - telemedicine and consult ◆ 24/7 services ◆ Network of pharmacies and clinics
	Accountability and Transparency	... implementing robust internationally benchmarked governance practices and ethical standards	◆ Corporate governance policies and ethics ◆ Risk and compliance management ◆ Cybersecurity and data protection
	Patient Centricity	... delivering high quality services to enhance patient experience and enrich their lives	◆ Quality management ◆ Patient experience and satisfaction ◆ Health and safety management
	Empowering Employees	... caring for employees and fostering a positive workplace culture that encourages excellence and integrity.	◆ Talent development ◆ Employee engagement and wellbeing ◆ Diversity, equality and inclusion
	Climate Action and Environment	... contributing to climate action and environmental goals	◆ Decarbonisation Strategy ◆ Water stewardship / waster positivity ◆ Waste minimisation / zero waste to landfill
	Responsible Supply Chain	... partnering responsibly with our suppliers, vendors, sales agents and distributors and supporting them grow sustainably with us.	◆ Supplier Code of Conduct ◆ Integrating ESG in supplier qualification ◆ Engaging with partners to promote ESG
	Social Impact	... caring for our communities, enabling social progress and partnering with institutions to enhance the quality of healthcare outcomes	◆ CSR projects & rural outreach ◆ Development, advancement and advocacy for the healthcare ecosystem in India
Apollo Hospital's Values			

Pillar	Policy/Practices	Initiatives
Accountability and Transparency	◆ Code of conduct ◆ Anti-bribery, Whistleblower ◆ Supplier code of conduct ◆ Board independence, board skills ◆ ESG Governance ◆ Reference to Annual report and Website for more information ◆ Risk Management Framework ◆ Customer Data Privacy ◆ IT and Cyber Security ◆ ISO 27001 ◆ JCI, NABH, NABL Certifications	◆ Board performance assessments ◆ Audit and Risk assessment as per Framework ◆ Policy adherence mechanism ◆ Policy review and updates ◆ Quarterly board updates ◆ Performance Management, Assessment & Appraisal
Purposeful Partnerships	◆ Supplier code ◆ Supplier Audits ◆ Rating and monitoring ◆ Critical suppliers ◆ Supplier Training ◆ Colloborating with other stakeholders: Academic, government and other organisations.	◆ Academic and Research – Harvard, John Hopkins, University of California ◆ Government – Government of Telangana ◆ Medical tech – Philips Healthcare, Siemens Healthineers, IBM Watson Health, and Practo ◆ Microsoft – Cloud computing, Data analytics and AI ◆ Philanthropic – Government of Telangana
Patient Centricity	◆ Patient Safety Commandments ◆ Apollo Standards of Clinical Care ◆ Feedback and quality improvement ◆ Clinical data ◆ Centre of excellence and Clinical outcomes	◆ Customer Relationship Management (CRM) program ◆ Tender Loving and Care (TLC) ◆ Apollo Incident Report System (AIRS) ◆ Project 365 ◆ Quality talk show ◆ Health check on wheels ◆ Doctor credentialing ◆ Apollo homecare ◆ STEP Project (nursing) ◆ Tech + patient care related ◆ App - Apollo 24/7 ◆ Project Lakshya ◆ Digitalising Patient Health Records (PHR), Proton centre, 640-slice CT, and Radixact ◆ Tender Loving Care

Pillar	Policy/Practices	Initiatives
Access to Healthcare	◆ EASE Framework	◆ Apollo ProHealth ◆ Apollo Telehealth ◆ Apollo 24*7 ◆ Apollo Homecare ◆ Subsidised healthcare services
Climate Action and Environment	◆ Environmental Policy ◆ ISO 14001	◆ Wind based electricity procurement ◆ Project Virya – Smart Joules ◆ Teleconsultation ◆ HCI technology in data centres ◆ Radiology film replacement ◆ Reducing plastic use ◆ Apollo Foundation – Tree plantation ◆ Green Building – Apollo Proton Care
Empowering employees	◆ Code of conduct for employees ◆ Employee Satisfaction Survey ◆ ISO 45001 certificate	◆ Apollo Young Leaders Program ◆ Apollo Nxt ◆ Overseas readiness-Aspirational aligned program ◆ Performance, knowledge and skill upgradation by STEP program ◆ HR On Wheels ◆ Apollo Family Day ◆ Nursing Managers Leadership Development Program ◆ Apollo Expedition creating impactful learning ◆ W.W.W - Wellness Challenges for WellBeing & WorkLife ◆ R.E.C.O.V.E.R our wellbeing ◆ Apollo Moments to Cherish
Social Impact	◆ CSR Policy ◆ CSR committee ◆ CSR impact assessment	◆ Total Health ◆ Billion Hearts Beating ◆ SACHi (Saving a Child's Health Initiative) ◆ Shine Foundation ◆ SAHI (Society to Aid the Hearing Impaired) ◆ Cure Foundation ◆ Alert VoICE (Volunteer in Case of Emergency)

Note: The policies are available on the Company's website, at www.apollohospitals.com/corporate/corporate-policies/

Driving Sustainable Impact: ESG Metrics and Highlights

Access to Healthcare

- **5500+** Pharmacies present in **1100+** cities and **27** States
- **2,000** additional beds planned over the next 2 years
- **7,151,874** patients served (in-patient and out-patient)
- **54,600+** patients under the Total Health program for the underserved community
- **450,000** patients served remotely through teleconsultation and avoided **198.9** tCO2e of GHG emissions through deferred travel – equivalent to **7,535** incandescent lamps switched to LEDs or **3,287** tree seedlings grown for 10 years

Patient Safety and Quality

- In-patient and out-patient Net Promotor Score (NPS) is **84**
- **95%** compliance with infection prevention protocols
- **454** out of 500 TASCC score for Group A* hospitals; **450** for Group B* hospitals
- **517** papers published in journals with a minimum impact factor of one

Water

- **20,108 KL** of water recycled

* Our hospitals are categorized as Group A, B, or C basis their geographical location, i.e., metro or non-metro locations and complexity of clinical services, i.e., super-specialty or single-specialty. For example, our hospital in Chennai, Greams Road, is categorized as Group A as it is based in a metro and offers quaternary level super-specialty care.

Waste

- **187 MT** reduction in total waste generation from FY 2021-22
- **959 MT** of waste diverted from landfill
- **3.5 MT** of plastic eliminated/non-recyclable plastic eliminated
- **12.7%** reduction in hazardous waste from FY 2021-22
- **85 MT** reduction in biomedical waste from FY 2021-22

Energy

- **69.3%** energy reduction in data centres
- **18%** of total energy from renewable energy consumption
- **19%** of grid electricity from renewable sources
- **16.5%** reduction in electricity consumption in 18 hospitals through Project Virya
- **2933.68 GJ** reduction in fuel consumption from non-renewable sources from FY 2021-22

Green House Gas

- **37304.45** tCO2e of emissions avoided*

Supply Chain

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

* Please see Harmonising Healthcare and Environmental Stewardship Section

Social

- **40%** employees are females
- **₹125.25 MN** dedicated towards Corporate Social Responsibility initiatives
- **1.5 MN+** lives positively impacted through our CSR initiatives
- **>90%** of our employees gone through complimentary annual health checks
- **1,414,559** total training hours

Governance

- **55%** representation of females among board members
- **33%** representation of females in Key Management Personnel (KMP)
- **100%** employees trained on the code of conduct that covers Anti-Bribery and Corruption and Whistleblower policy
- **100%** systems tested for cybersecurity threats and compliance
- **ZERO** violation of patient privacy rights
- **ZERO** security breaches through cyberattacks or theft of employee and patient data.
- First healthcare security system in Asia Pacific to be awarded three Stage-6 HIMSS certifications - **DIAM, O-EMRAM, INFRAM**
- **NIST** and **HIPAA** compliant
- **8** hospitals have **JCI** certification
- **32** hospitals have **NABH** certification
- **15** hospitals have **NABL** certification
- **3** hospitals have ISO 14001 Environmental Standard certification
- **1** hospital (Apollo Cancer Centre) has ISO 45001 Health & Safety certification

Our Sustainability Commitments

25% electricity & energy sourcing from renewables by FY 24-25

Net Promoter Score from patients of 84 for OP & IP

Policy & Target for Diversity & Inclusion in FY 23-24

25% annnualised attrition rate for all staff

Reporting on 3 elements of Scope 3 emissions

100% Re-accreditation for all hospitals undergoing JCI, NABH surveys; 4 hospitals undergoing JCI reaccreditation in FY23-24

10% reduction in energy and water consumption from baseline year 2021-22.

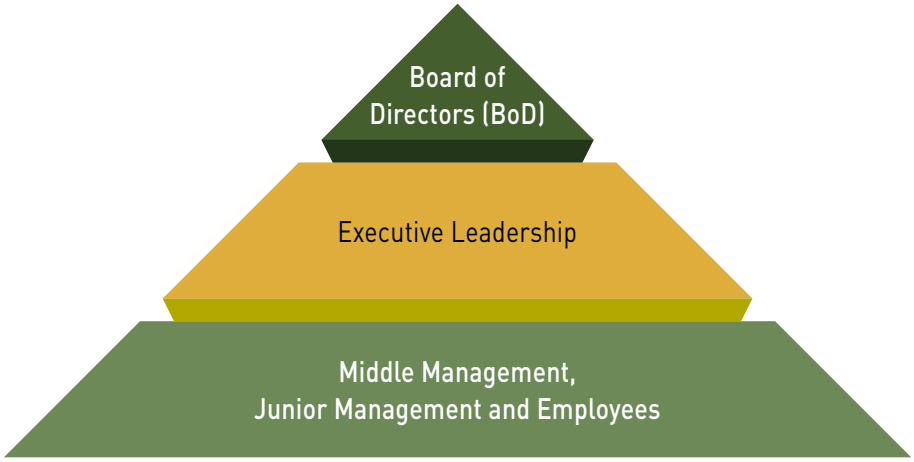
Commitment to Accountability and Transparency



Accountability and transparency are paramount for Apollo Hospitals. We understand the significance of these principles in shaping our reputation, fostering sustainable growth, and creating long-term value.

Accountability and transparency begin at the top and permeates every level of our organisation. We have established clear lines of responsibility and robust governance structures to ensure that decision-making processes are transparent and aligned with our values. We adhere to globally recognized reporting frameworks and strive for clarity, accuracy, and completeness in our disclosures.

By fostering a culture of accountability, enhancing transparency in reporting, and engaging stakeholders in dialogue, we strive to build trust and maintain our commitment to responsible business practices. As we navigate the complex challenges of the future, we remain dedicated to upholding the highest standards of accountability and transparency, for the benefit of our stakeholders and the sustainable success of our organisation.



Advancing Diversity in Governance

Role of the Board of Directors

The Board of Directors at Apollo Hospitals serve as a vital force in providing direction and making collaborative decisions that steer the organisation towards accomplishing its objectives while safeguarding the interests of its diverse stakeholders. In addition to offering valuable guidance and counsel, the Board actively contributes to risk management strategies and ensures adherence to regulatory requirements, upholding the utmost standards of corporate governance. By embracing their responsibilities, the Board plays a crucial role in driving our commitment to delivering exceptional healthcare services and creating sustainable value for all stakeholders.

Meet the Board of Directors



Dr. Prathap C Reddy
Founder and
Executive Chairman
4



Smt. Preetha Reddy
Executive
Vice Chairperson
3 4 5 6 7



Smt. Suneeta Reddy
Managing Director
3 4 5 6 7



Smt. Shobana Kamineni
Executive
Vice Chairperson



Smt. Sangita Reddy
Joint Managing Director
4



Shri. M B N Rao
Lead Independent Director
1 2 4 6



Shri. Vinayak Chatterjee
Independent Director
1 2 5 6 8



Dr. Murali Doraiswamy
Independent Director
2 4 6 8



Smt. V Kavitha Dutt
Independent Director
1 3 7



Shri. Som Mittal
Independent Director
8



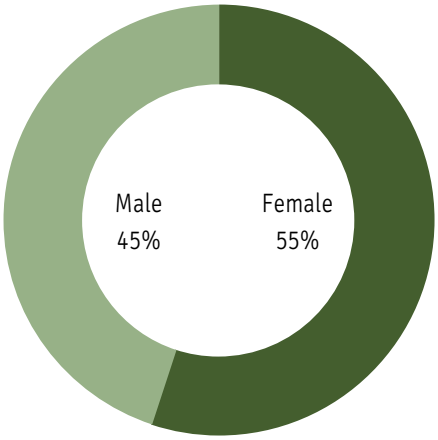
Smt. Rama Bijapurkar
Independent Director

1. Audit Committee
2. Nomination and Remuneration Committee
3. Stakeholders Relationship Committee
4. Corporate Social Responsibility & Sustainability Committee
5. Risk Management Committee
6. Investment Committee
7. Share Transfer Committee
8. Innovation and Quality Committee

Chairperson Member

Board Gender Diversity

Apollo Hospitals recognizes the importance of board diversity as a key element of its commitment to business ethics and responsible governance. To this end, the Company has adopted a Board Diversity Policy. We believe that a diverse board, comprising individuals from diverse backgrounds, experiences, and perspectives, enhances decision-making, fosters innovation, and strengthens our ability to address the needs and expectations of our stakeholders. Apollo Hospitals demonstrates a balanced gender diversity on its board with 6 female members and 5 male members. By embracing diversity, we aim to foster a culture of inclusivity, harness the benefits of diverse perspectives, and drive sustainable growth and performance.



Key Expertise of the AHEL Board of Directors

In line with SEBI requirements, the Nomination and Remuneration Committee (NRC) considers specific competencies for expertise within the Board of Directors, including research and innovation, general management, finance and risk management, corporate governance and compliance, global healthcare, technology and digital perspective and scientific knowledge. The sector-wise key expertise of the Board is as below:

Name of the Director	Corporate Leadership/ Strategy	Healthcare Experience	Finance	Sustainability Initiatives	Governance	Technology & Digitalization	Risk Management
Dr. Prathap C Reddy	✓	✓	✓	✓	✓	✓	
Smt. Preetha Reddy	✓	✓	✓	✓	✓		✓
Smt. Suneeta Reddy	✓	✓	✓	✓	✓		✓
Smt. Shobana Kamineni	✓	✓	✓	✓	✓	✓	
Smt. Sangita Reddy	✓	✓	✓	✓	✓	✓	
Shri Vinayak Chatterjee	✓	✓	✓	✓	✓	✓	✓
Dr. Murali Doraiswamy	✓	✓		✓	✓	✓	
Smt. V. Kavitha Dutt	✓		✓	✓	✓		✓
Shri. MBN Rao	✓		✓	✓	✓		
Shri. Som Mittal	✓		✓	✓	✓	✓	
Smt. Rama Bijapurkar	✓			✓	✓	✓	✓

Ethical Integrity in Action

At Apollo Hospitals, we strongly believe in conducting our business operations with the utmost integrity and ethical standards. Our commitment to business ethics is rooted in our core values of patient-centricity, excellence, respect for individuals, and accountability. We strive to ensure that our practices align with our stakeholders' expectations, while also contributing positively to society and the environment.

We maintain a robust corporate governance framework that promotes transparency, accountability, and fairness. Our Board of Directors oversee the ethical conduct of the organisation, ensuring compliance with laws, regulations, and internal policies. Our corporate governance policies are available on the Company's website, at https://www.apollohospitals.com/corporate/corporate-policies/. The policies are reviewed periodically by the Board and updated as needed. The Board-level Audit Committee has an oversight on issues pertaining to ethics. We also conduct regular audits on compliance with ethical standards, which is done at least once every 3 years. The tenure of a Director is 5 years.

Apollo has a robust third-party audit practice for upholding the high standards of ethical business conduct and ensuring compliance with our Code of Conduct and policies. Third party audits serve as an independent assessment of the organization's operations, policies, and practices, ensuring compliance with regulatory standards and ethical guidelines. By engaging reputable external auditors, we demonstrate our commitment to maintaining the highest levels of integrity and trust. These audits encompass various aspects, including financial reporting, quality management systems, data protection, and environmental sustainability. The findings and recommendations from third-party audits are carefully reviewed and acted upon, driving continuous improvement and reinforcing the hospital's dedication to delivering exceptional healthcare services while upholding the highest standards of accountability and transparency.

We also adhere to all applicable tax laws and regulations, ensuring accurate and timely reporting of our financial information. Through our transparent approach, we aim to foster trust and build strong relationships with our stakeholders. We are committed to fulfilling our tax obligations while maximizing value for our shareholders and contributing to the communities in which we operate.

Anti-Bribery and Anti-Corruption

At Apollo Hospitals, we maintain a steadfast commitment to combat bribery and corruption in all forms. Our comprehensive policy prohibits any engagement in such activities, ensuring a fair and transparent business environment. Through rigorous controls, training programs, and continuous monitoring, we strive to uphold the highest ethical standards and protect the trust placed in us by our stakeholders. The mandates and guidelines on ethical conduct are codified in our Code of Conduct and the Anti-Bribery and Anti-Corruption Policy.

Whistleblower Policy

We value transparency and accountability, and our Whistleblower Policy plays a crucial role in fostering an open and safe reporting environment. This policy enables employees, partners,

and stakeholders to confidentially report any grievances, misconduct, unethical practices, or violations of policies. We treat all disclosures with utmost significance, ensuring protection for whistleblowers and taking prompt and timely action to address any concerns raised.

Sexual Harassment Redressal Policy

Apollo Hospitals prioritizes creating a safe and respectful work environment, and we are committed to preventing and addressing sexual harassment in the workplace. Our Sexual Harassment Redressal Policy is designed to provide a clear framework for reporting, investigating, and resolving incidents of sexual harassment. We ensure strict confidentiality, non-retaliation, and fair treatment for all parties involved. Our policy includes comprehensive training programs to raise awareness and empower employees to identify and prevent sexual harassment. By fostering a culture of respect and accountability, we strive to create a workplace where every individual feels safe, valued, and supported.

Insider Trading

To preserve the integrity of our financial markets, Apollo Hospitals strictly prohibits insider trading. Our Insider Trading Policy ensures that all employees, executives, directors and their relatives are aware of their obligations and restrictions regarding the unpublished price sensitive information. By maintaining robust internal controls, regular training, and clear guidelines, we ensure that all trading activities are conducted ethically and in compliance with relevant laws and regulations.

Anti-Competitive Practices

At Apollo Hospitals, we are committed to conducting our business in a manner that encourages fair and open competition. We prohibit our employees from engaging in any activity that promotes unlawful anticompetitive behaviour. Employees must not exchange confidential information such as prices, costs, or profits, with competitors without proper authorization.

Breaches

We actively report on the total number of breaches across multiple dimensions. This includes corruption and bribery, discrimination and harassment, confidentiality, conflicts of interest, money laundering, and insider trading. Refer to the Scorecard at the end of the report for specific numbers regarding the breaches.

Related Party Transactions

The Company has in place a Policy on Related Party Transactions (RPT), which is applicable to our board members. This policy is guided by the Framework Governing Related Party Transactions and has been drafted with the objective of ensuring compliance with the provisions pertaining to Related Party Transactions in the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirement) Regulations, 2015. Transactions with the board members or any entity in which such board members are concerned or interested are required to be approved by the Audit Committee and the Board of Directors. In such cases, the interested directors abstain from the discussions at the meeting.

This policy has been adopted by the Board of Directors of Apollo Hospitals, on the recommendation of the Audit Committee of the Company, to ensure high standards of corporate governance while dealing with Related Parties. The purpose of the RPT Policy is to authorise, monitor, regulate and report contracts, arrangements and transactions between the Company and a Related Party.

Driving Sustainability through Governance

At Apollo Hospitals, we believe that social responsibility and sustainability are integral to our long-term success and for causing a positive impact on society. Our governance framework ensures that social responsibility and sustainability considerations are embedded in our decision-making processes, operations, and interactions with stakeholders. The performance and remuneration of the Board of Directors involves certain sustainability-linked KPIs. Apollo Hospitals also has the Corporate Social Responsibility Policy and Environmental Policy which provide a framework to our CSR and sustainability initiatives respectively.

We have established a dedicated Corporate Social Responsibility and Sustainability (CSRS) committee at the Board of Directors level. The CSRS committee sets the strategy, policies, and goals related to CSR and sustainability while providing oversight and guidance for their implementation. By having a dedicated committee, we ensure that these vital aspects are given the attention they deserve, fostering accountability, transparency, and effective management of our social and environmental impacts.

Composition of the CSRS Committee

The Committee's composition is in compliance with the Section 135 (1) of the Company's Act. The composition of the CSRS Committee as on March 31, 2023:



Dr. Prathap C Reddy
Chairman



Smt. Preetha Reddy
Member



Smt. Suneeta Reddy
Member



Smt. Sangita Reddy
Member

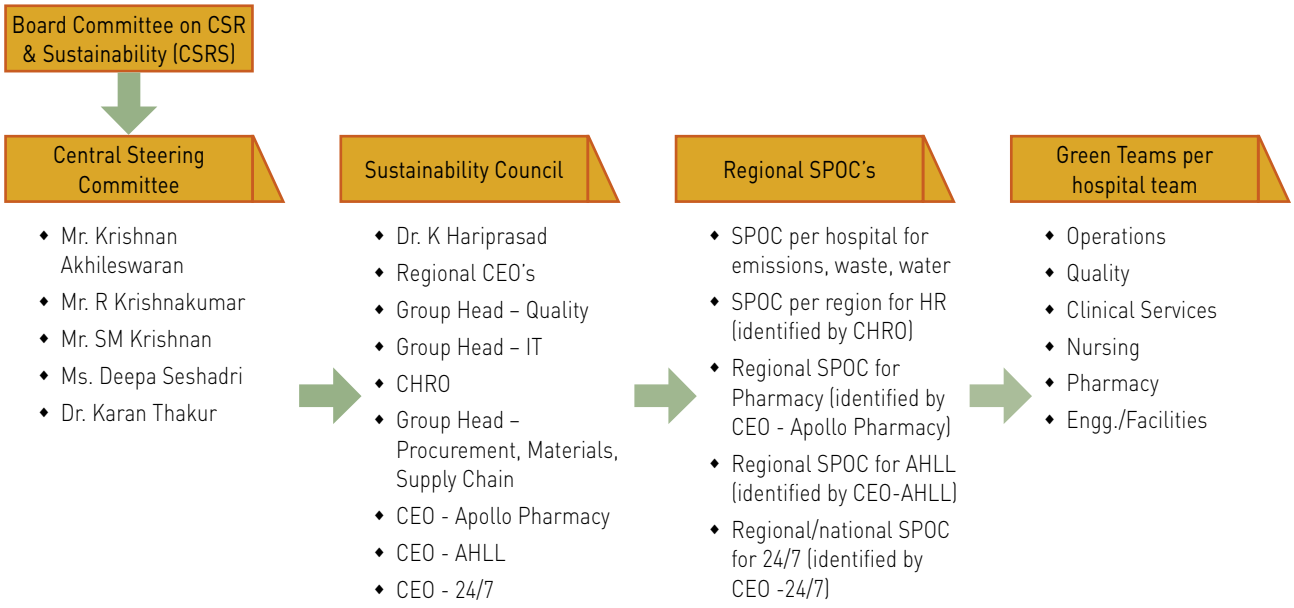


Shri. M B N Rao
Member



Dr. Murali Doraiswamy
Member

The Group has instituted a robust governance, operational and implementation framework across its business operations to ensure compliance to policies and adherence to the directives of the CSRS Committee. The constituent bodies of this framework are highlighted below:



The roles and responsibilities of the constituents of this framework are outlined below:

1. The CSRS Committee is the overarching governing body for CSR and specifically sustainability initiatives for the Group. It provides direction and ensures adherence to policies and programs identified as critical to sustainable operations and to the Apollo Action Plan on Sustainability (ASAP)
2. The Central Steering Committee on Sustainability along with the Group Lead Sustainability provides quarterly updates to the Board on progress on various initiatives and the action plan.
3. The Sustainability Council is the anchor group ensuring project implementation, initiation of new initiatives, policy formulation, target setting etc. as part of the ASAP
4. Regional/Functional SPOCs are responsible for implementation of the ASAP
5. Local implementation teams within hospitals and line functions are responsible for day-to-day implementation, data collection, data filing, project reporting etc.

Through this framework, the Group has put in place a robust mechanism to oversee and implement its stated mission on sustainable healthcare practices across its business operations.

Charting a Secure Future: Apollo Hospitals' Comprehensive Risk Management Strategy

Effective risk management is critical to ensuring accountability and transparency in the operations of Apollo Hospitals. As a leading healthcare provider, we recognize the need to identify, assess, and mitigate risks that may impact our stakeholders, including patients, employees, shareholders, and our communities.

Due to a multi-fold rise in scale and enlarged region of operations since our founding, we are exposed to a wide range of risks. The accomplishment of the organisation's goals, whether strategic, operational, or financial, can be impacted by several internal and external variables. Social & geopolitical instabilities, a fracturing world, new diseases or pandemics, climate change and technological disruptions are some of the factors that characterise the business climate in which we operate today. This presents a dynamic threat environment with various hazards faced by us, as an organisation, daily.

Our approach to risk management entails the following:

- Risk Identification
- Risk Assessment
- Risk Evaluation
- Risk Treatment / Action Plan
- Escalation of Risks
- Risk Reviews & Reporting Cycle

Robust Risk Governance Framework

At Apollo Hospitals, we have implemented a robust Enterprise Risk Management (ERM) framework which includes a Risk Management Committee and a Risk Management Policy. The committee and policy, together, help us to identify elements of risk in different areas of operations and work to mitigate these risks. This enables us to adopt a defined process for managing our risks on an ongoing basis and forms the framework for the organisation's Risk Management process.

The Risk Management Policy takes into consideration various standards and frameworks on risk management, such as the Risk Management Standard Australia - New Zealand Risk Management Standard ("AS/NZS") 4360:1999 and the Committee of Sponsoring Organisations ("COSO") Integrated ERM framework. It is applicable to the entire company, including all hospitals, pharmacies, divisions and units. The Policy is endorsed and undertaken by the Head of the Risk Management Steering Committee ("RMSC").

Business Risk Evaluation and Management is an ongoing process within the Organization. The Company has a robust risk management framework to identify, monitor and minimise risks. The Risk Management Committee is comprised of 5 members, who are considered to have recent and relevant risk management expertise. The objectives and scope of the Risk Management Committee broadly comprise:

- Oversight of risk management performed by the executive management.
- Monitoring environmental and social risks relevant to the organisation.

- ✦ Reviewing the Business Risk Management (BRM) policy and framework in line with legal requirements and SEBI guidelines.
- ✦ Reviewing risks and initiating mitigating actions including scrutinising cyber security and risk ownership as per a predefined cycle.
- ✦ Defining a framework for identification, assessment, monitoring, mitigation, and reporting of risks.



- Approve the risk management policy
- Delegate monitoring and review of the risk management activities
- Review and consider risk management reports
- Identification of critical elements of risk relevant to the Company

- Carry out responsibilities as assigned by the Board
- Review and update risk management policy
- Monitoring and reviewing of the risk management activities as approved by the Board
- Ensuring that appropriate activities of risk management are in place
- Ensure implementation of risk mitigation plans
- Periodic updating of Company's enterprise risk management program for assessing, monitoring and mitigating the risks

- Responsible for identifying risks
- Implement risk mitigation plans for identified risks
- Enhance awareness within respective hospital units, divisions and functions
- Ensure risk documentation and monitoring of risk mitigation plans
- Recommend training programs for staff with specific risk management responsibilities
- Perform half yearly review of risk register
- Assist risk owners to identify, analyze and mitigate risks
- Escalation of issues requiring policy approvals to RMSC

- Coordinate the risk management activities for respective division/function as per the risk management policy and the directives of the RMSC
- Responsible for coordination between the DRMC and the Risk Owners
- Responsible for ensuring that the required documentation has obeen maintained

- Responsible for identifying and re-assessing risks periodically
- Responsible for preparing risk register and documenting mitigation plan in risk profile
- Responsible for managing risk by implementing mitigation plans and reporting on the risk management activities including escalation of risks to the DRMC through the Risk Coordinator

The Board of Directors and the Risk Management Committee review risks, trends, exposure, potential impact analysis and mitigation plans on an annual basis (for FY22-23 the committee met twice on 24th May and 9th November, 2022). The DRMC provides a validation of the assessment of risks and reviews and approves risk mitigation plans and the risk register on a half-yearly basis.

Risk Management Process

Risk Identification

Comprehensive risk identification using a well-structured systematic process is critical, since a potential risk not identified is excluded from further analysis. Identification also includes risks whether they are under the control of the Company. Risks are identified in several ways, through:

- Structured workshops
- Brainstorming sessions
- Occurrence of a loss event
- Review of documents

Risk Assessment

The identified risks are assessed on a qualitative two-fold criteria - (a) the likelihood of occurrence of the risk event and (b) the magnitude of impact if the risk event occurs. The combination of likelihood of occurrence and the magnitude of impact provides the inherent risk level. The likelihood and impact are rated over a period of 12 to 18 months.

Risk Evaluation

The objective of risk assessment and risk evaluation is to assist the organisation in prioritising risk to ensure that appropriate attention is given to risks based on their criticality and to ensure that company resources are effectively utilised in the management of these risks.

Average Score of 11 and more: Impact and likelihood are combined to produce a level of risk. The risks are classified into three zones based on the combined scores of the group. Risks that score within a red zone are considered "critical" and require immediate action plans to close a significant control gap.

Average Score in the range of 6 to 11: Risks that score within the yellow zone are considered "cautionary" where action steps to develop or enhance existing controls are also needed.

Average Score less than 6: Risks that score within the green zone are considered "acceptable" or in control. (Average score less than 6).

Risk Treatment / Action Plan

Risk treatment involves identifying the range of options for treating risk, assessing those options, preparing risk treatment plans and implementing them. Treatment options may include:

- Accepting the risk level within the established criteria;
- Transferring the risk to other parties through insurance;

- ✦ Avoiding the risk by hedging / adopting safer practices or policies; and
- ✦ Reducing the likelihood of occurrence and/or consequence of a risk event.

Escalation of Risks

It is critical to institute an effective system of escalation which ensures that specific issues are promptly communicated and followed up appropriately. Every employee of the Company has the responsibility of identifying and escalating the risks to appropriate levels within the organisation. The respective Divisional Risk Management Committee ("DRMC") will determine whether the risk needs immediate escalation to the next level, or it can wait till subsequent periodic review.

Risk Reviews & Reporting Cycle

Risks and the effectiveness of control measures need to be monitored to ensure changing circumstances do not alter risk priorities. Few risks remain static. Ongoing review is essential to ensure that the management plans remain relevant. Factors that may affect the likelihood and impact of an outcome may change, as may the factors that affect the suitability or cost of the various treatment options.

A risk review involves re-examining all risks recorded in the risk register and risk profiles to ensure the current assessments remain valid. Review also aims at assessing the progress of risk treatment action plans. Risk reviews should form part of the agenda for every Risk Management Steering Committee ("RMSC") meeting. The risk register should be reviewed, assessed, and updated on a periodic basis. The DRMC is responsible for ensuring that the Risk Register is reviewed and updated at least half yearly.

For further information regarding Apollo Hospitals' corporate governance practice, please refer to our Annual Report FY 23.

Safeguarding Trust: Privacy and Data Security Measures

Apollo Hospitals recognises the critical importance of information technology (IT) and cybersecurity in safeguarding patient data, ensuring the smooth operation of healthcare services, and maintaining the trust of our stakeholders. We strive to continuously improve our IT infrastructure and cybersecurity practices to address emerging threats and protect sensitive stakeholder information.

> *As a healthcare enterprise, people are trusting us with their most personal information. Therefore, it's of paramount importance to us to protect PHI / PII and ensure that we continue to live up to that trust vested in us. SAFE Enterprise goes a long way in helping us do that through its quantified, trending view of breach likelihood of my critical assets and its rigorous compliance management.*

Apollo Hospitals places a strong emphasis on the security of patient data to ensure confidentiality and privacy. We employ robust security measures, including advanced encryption protocols, secure access controls, and regular audits to safeguard patient information from unauthorised access or breaches. The hospital adheres to stringent data protection regulations and industry best practices to maintain the integrity and trustworthiness of patient data, making it a top priority in their operations.

Data Security Governance at Apollo Hospitals

At Apollo Hospitals, the Board is responsible for overseeing the management team's efforts to ensure the privacy and security of our patients' data. The Board regularly receives updates from management on the status of our cybersecurity program, including any significant cyber threats and our response to those threats.

To ensure the effectiveness of our privacy and data security program, we have established an Audit Committee and a Digital Sub-Committee which governs the control, monitoring, reporting and mitigation of data security and threats to the company. We also have a publicly available Privacy Policy in place to provide guidance and a framework to our efforts.

The Risk Management Committee plays a critical role in Apollo Hospitals' cybersecurity program by overseeing cybersecurity risk identification, assessment, and mitigation. The Committee is responsible for ensuring that the organisation has an effective risk management framework that enables the hospital to identify, assess, and mitigate cybersecurity risks promptly and effectively.

The management team, which is responsible for ensuring the privacy and security of our patient's data, is led by the Chief Information Officer (CIO), who reports directly to the CEO of the company. The CIO is responsible for developing and implementing cybersecurity policies and procedures, assessing potential risks, and monitoring compliance with our cybersecurity program.

To ensure the effectiveness of our cybersecurity program, the management team regularly conducts risk assessments and vulnerability testing, identifies, and responds to cyber threats, and provides regular training to employees on best practices for cybersecurity.

Audit of Systems

To maintain the integrity of our cybersecurity program, Apollo Hospitals has established an audit system that regularly assesses the effectiveness of our policies and procedures. Our audit system is designed to identify any weaknesses in our cybersecurity program and provide recommendations for improvement.

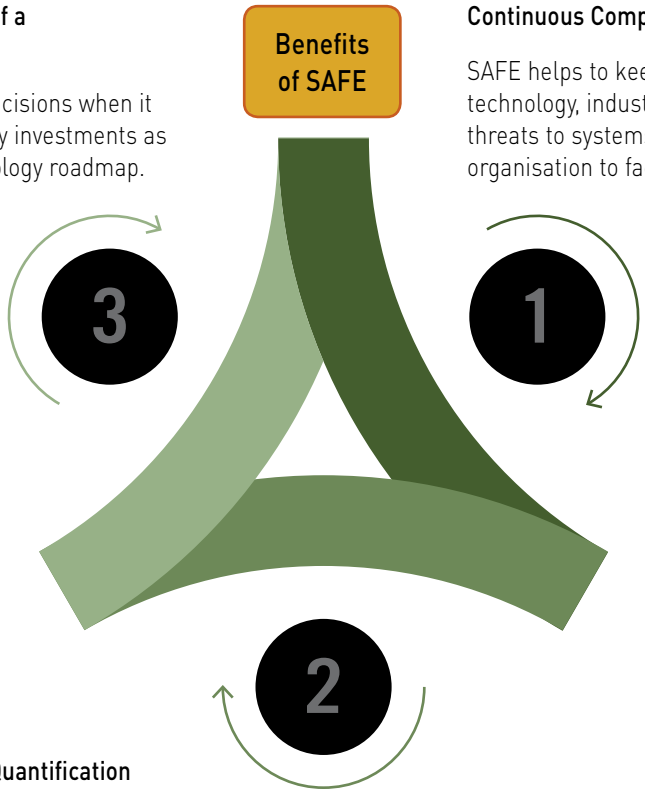
The audit system includes regular penetration testing, vulnerability assessments, and compliance audits. We also engage third-party cybersecurity experts to conduct independent assessments of our cybersecurity program. The results of these assessments are reviewed by the Cybersecurity Committee and the management team, and any necessary changes are made to strengthen our cybersecurity program.

Security Assessment Framework for Enterprises (SAFE)

SAFE is an enterprise-wide, unified, and real-time Cybersecurity & Digital Business Risk Quantification platform for Apollo Hospitals' hybrid and dynamic operational environment. It is a security assessment framework, which enables it to predict cyber breaches in the environment while contextually aggregating signals from existing cybersecurity products, external threat intelligence and business context. This data is fed into a supervised Machine Learning Bayesian Network-based breach likelihood prediction engine that gives scores, prioritised actionable insights, and the monetary value risk the organisation is facing.

Prioritise Investments as part of a Technology Roadmap

SAFE helps us to take critical decisions when it comes to prioritising the security investments as part of the organisation's technology roadmap. The quantified breach likelihood and risk scores help us decide which of the legacy technologies must be replaced and which assets have to be necessarily retired at each phase of the technology roadmap depending upon the risk they pose to the security of the organisation.



Continuous Compliance Management

SAFE helps to keep pace with information technology, industry influences and latest threats to systems and data. SAFE enables the organisation to face multiple moving targets for managing controls and meeting requirements. With SAFE, Apollo Hospitals can continuously track and report their adherence to globally recognized industry-specific compliance standards on a centralised platform and smartly manage overlapping compliances.

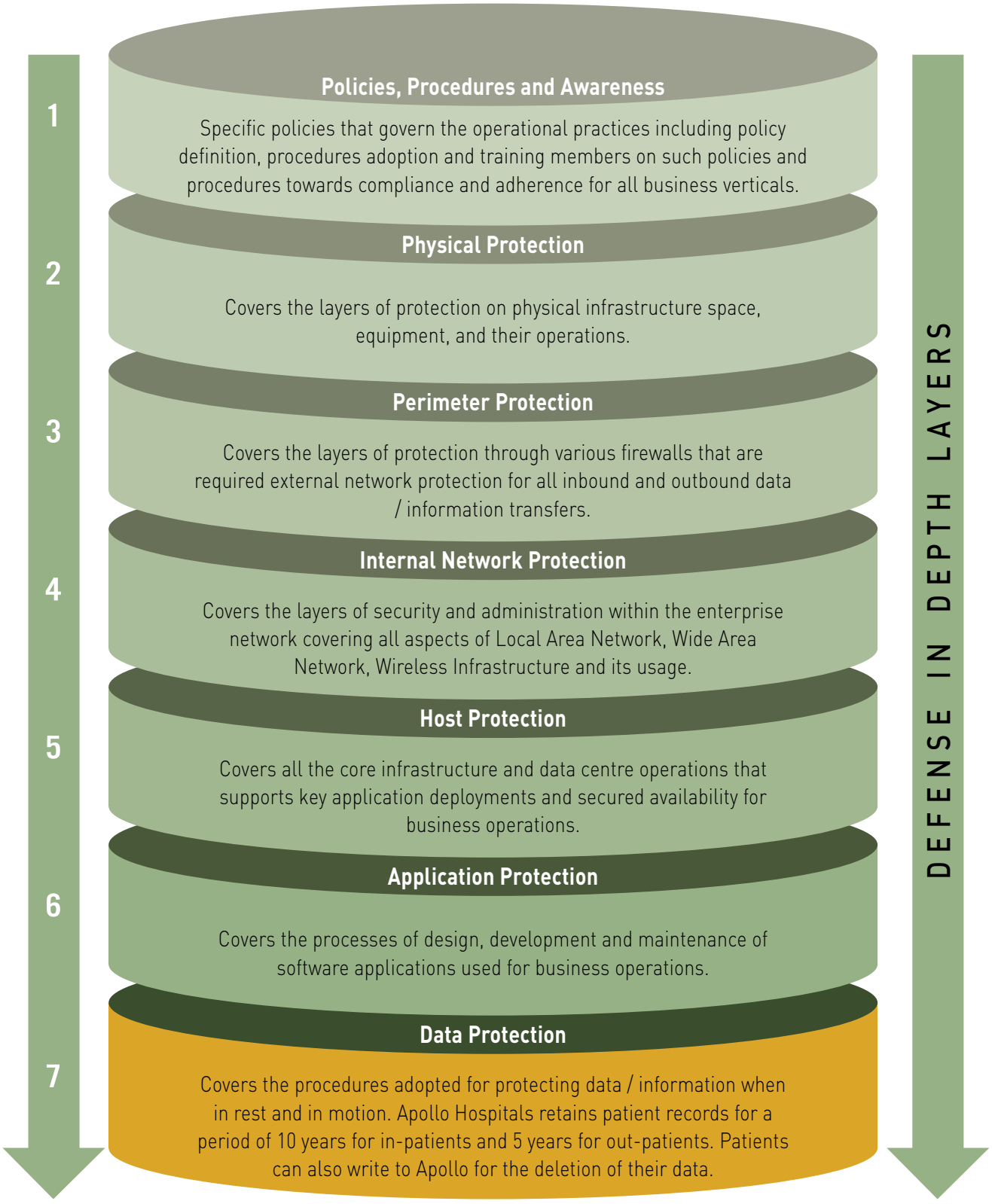
Cyber Risk Quantification

SAFE aids in quantifying the security challenges encountered by Apollo as part of enterprise risk management, in a manageable way and provides a directional approach to solving them. This provides us a unified platform to measure the risk posture and breach likelihood of critical components of our infrastructure endpoints and databases as well as quantify employees' cyber risk. Once the risks are identified and quantified, our team can then choose to decide whether they'd like to accept the risk or proceed with taking the desired remediation steps to address that risk.

Information Security and Management Systems (ISMS)

Information Security Management Systems (ISMS) are critical to Apollo Hospitals' ability to protect sensitive information, including patient data, from cybersecurity threats. Our ISMS is designed to ensure that information security risks are identified, assessed, and addressed in a systematic and proactive manner.

Apollo Hospital's information security guidelines are holistic in nature. We have a 7-layer structure of practices which includes policies, procedures, technology tools and compliance operations.



At Apollo Hospitals, our ISMS is based on the ISO/IEC 27001 standard, which provides a framework for establishing, implementing, maintaining, and continually improving an information security management system.

Certifications

All our hospitals are certified in ISO 27001:2013 Information Security Management Systems. Since 2016, our operations are also National Institute of Standards and Technology ("NIST") and Health Insurance Portability and Accountability Act ("HIPAA") compliant to ensure a data safe experience for patient care delivery.

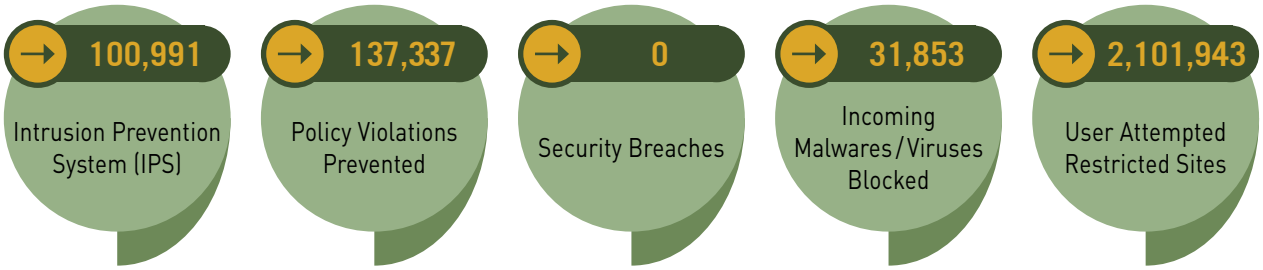
Healthcare Information and Management Systems Society ("HIMSS") is a global advisor, thought leader and member-based society committed to reforming the global health ecosystem through the power of information and technology. Apollo Hospitals has become the first system in Asia Pacific to be awarded three Stage-6 certifications for HIMSS' digital maturity models. Apollo Hospitals achieved these accreditations for the Digital Imaging Adoption Model ("DIAM"), the Outpatient Electronic Medical Record Adoption Model ("O-EMRAM") and the Infrastructure Adoption Model ("INFRAM").

INFRAM: INFRAM helps assess and map healthcare infrastructure and the associated technology capabilities required to reach our facility's infrastructure goals while meeting international benchmarks and standards set by this maturity model. Apollo Hospitals became the first organisation to be INFRAM Stage-6 validated in India and the third in Asia Pacific ("APAC").

DIAM: DIAM helps measure capabilities related to the secure delivery of medical imaging and its associated processes to improve quality of care, patient safety and organisational efficiency in both hospitals and diagnostic centres. The globally applicable DIAM facilitates enterprise imaging covering all areas of the health system, enabling management of digital imaging and multimedia content in a systematic, holistic, efficient, and effective manner. Apollo Hospitals is the second system in the world and 1st in APAC region to be awarded a Stage-6 DIAM certification. During its DIAM validation, Apollo Hospitals was commended for its use of biomarkers, molecular imaging, and mapping software.

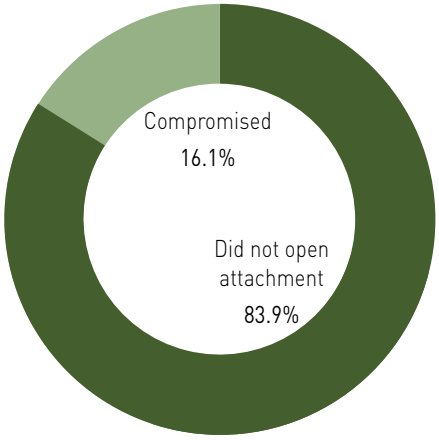
O-EMRAM: O-EMRAM measures clinical outcomes, patient engagement and clinician use of EMR technology to strengthen organisational performance and health outcomes across patient populations. The internationally applicable EMRAM incorporates methodology and algorithms to score a whole hospital, including inpatient, outpatient and day care services provided on the hospital campus. Our patient portal was found to be one of the finest examples of patient communication during its O-EMRAM validation. Its patient app features multiple functionalities, including payment options, appointment setting, health monitoring and device integration capability. Apollo Hospitals is the 2nd organization in India to be O-EMRAM (Stage-6) validated and has also reported no unplanned downtime in the past five years.

Security Incidents Prevented



Simulations, Assessments, and Testing

As part of its commitment to data security, Apollo Hospitals incorporates security simulations, mock phishing assessments, and penetration testing into its protocols. To proactively identify vulnerabilities and enhance the resilience of their systems, Apollo Hospitals conducts phishing simulations twice a year, aiming to educate employees about potential threats and raise awareness of phishing attacks. Additionally, the hospital conducts vulnerability assessments and penetration testing annually, including in FY 23, to evaluate the effectiveness of their security measures and identify any potential weaknesses or gaps that require attention. These proactive measures ensure that Apollo Hospitals remains vigilant in safeguarding patient data and maintaining a robust data security framework.



Phishing Simulation CY22

Training for a Security-Conscious Workforce

As the healthcare industry transforms digitally, it is critical for us to ensure that our relevant workforce is acquainted with the resulting information, data, and privacy risks to the organisation. In FY 23, Apollo Hospitals has continued to invest in the learning and development of our employees to ensure that our employees are equipped with the necessary knowledge and skills to protect the organisation's systems and our patients' sensitive data from cyber threats.

In addition to the training program, Apollo Hospitals has also provided opportunities for our workforce to upskill and develop their expertise in information security. We support our employees who are interested in pursuing relevant certifications and qualifications. By doing so, we not only ensure that our workforce has the necessary skills to protect the organisation's data and systems, but also provide opportunities for career development and growth.

Apollo Hospitals' focus and impetus towards information security training and upskilling has helped to create a culture of security awareness and ensure that their workforce is equipped to protect the organisation from cyber threats. As the healthcare industry continues to evolve and face new challenges, Apollo Hospitals will continue to prioritise information security training and upskilling to stay ahead of the curve and maintain a secure environment for their patients, employees, and stakeholders.

Collaborating through Purposeful Partnerships

Building a Responsible and Sustainable Supply Chain

At Apollo Hospitals, we recognize that our supply chain is vital in supporting our mission to provide high-quality healthcare services while minimising our environmental impact and promoting social responsibility. Our supply chain encompasses various products and services, including medical equipment, pharmaceuticals, consumables, and support services, essential for delivering quality patient care.

Our supply chain includes a diverse network of local and international suppliers who provide various goods and services. These suppliers range from medical equipment manufacturers and pharmaceutical companies to logistics and support service providers. We work with suppliers who share our commitment to sustainability, quality, and ethical business practices. Our suppliers are located across different regions, ensuring a global reach while considering local sourcing whenever feasible. We successfully engaged with 708 suppliers in FY 2022-23.

Supplier Code of Conduct

At Apollo Hospitals, we have established a Supplier Code of Conduct which provides us a framework to govern our association with our suppliers and vendors. Through the Supplier Code of Conduct we ensure that our suppliers align with our sustainability goals and adhere to ethical standards. The Supplier Code outlines our expectations regarding environmental stewardship, social responsibility, labour rights, ethical business practices (including anti-corruption practices), and data protection. We communicate this code to all our suppliers at the time of onboarding and require them to comply with its principles.

Vendor Management

Vendor Management plays a crucial role in Apollo Hospitals' commitment to purposeful partnerships. With a vast network of vendors, the hospital follows a robust and systematic approach to ensure the selection of reliable and ethical partners. The process begins with vendor registration, where prospective vendors undergo a comprehensive evaluation that includes assessing their capabilities, financial stability, and adherence to regulatory requirements. Including labor, governance, and statutory compliances.

Vendor selection is carried out based on a host of factors like reliability, creditability, market reputation, clientele list, vendor background and compliance with environmental standards as listed in the Supplier Code of Conduct and required to be adhered to by all our suppliers and vendors at the time of registration and throughout their time of association with Apollo Hospitals. We ensure that vendor information is kept confidential.

Vendor Training

To maintain alignment with Apollo Hospitals' policies and standards, training programs are conducted for vendors. These sessions educate vendors about the hospital's policies, code of conduct, data security protocols, and sustainability practices at the time of onboarding. By

fostering a shared understanding, vendors are better equipped to align their operations with the hospital's values. Supplier trainings are conducted once every three years on a rotational basis thereby covering all our suppliers once every three years.

Supplier Audits

Regular vendor audits and performance evaluations, including site visits, are conducted to monitor vendor compliance and mitigate risks. This helps to maintain an elevated level of quality and ethical standards across the vendor network. In cases where non-compliance is identified, appropriate corrective actions are taken to ensure adherence to the hospital's policies and standards in line with our Supplier Code of Conduct. Statutory and legal compliance forms part of the assessment for vendors. 100% of our suppliers were reviewed during FY 2022-23.

Responsible Supply Chain Management

We actively seek suppliers who share our sustainability values and encourage them to adopt sustainable practices. Key initiatives in responsible supply chain management include:

- Health, Safety and Environmental Sustainability: We prioritise suppliers who demonstrate a commitment to reducing their environmental impact. We require our suppliers to comply with all EHS-related laws and regulations of established by the government and as mandated in the Apollo Hospitals' Supplier Code of Conduct.
  - Emergency Preparedness and Risk Information – Supplier should ensure availability of safety information related to workplace risks. Suppliers are also required to train employees to ensure protection of their employees. Suppliers must also assess potential emergency situations at the workplace and minimise their impact by implementing emergency plans and response procedures.
  - Process Safety – Suppliers are required to have safety programs in place for managing and maintaining all their production processes in accordance with the applicable safety standards. Suppliers will address product-related issues and their potential impact during all stages of the production process. For hazardous installations the supplier should conduct specific risk analyses and implement measures that prevent the occurrence of incidents such as chemical releases and / or explosions.
  - Quality Assurance – Suppliers will meet generally recognised or contractually agreed quality requirements to provide goods and services that consistently meet Apollo's needs, perform as warranted and are safe for their intended use.
  - Waste and Emissions – The Supplier Code of Conduct mandates suppliers to have systems in place to ensure the safe handling, movement, storage, recycling, reuse and management of waste, air emissions and wastewater discharge. Suppliers are also required to have systems in place to prevent or mitigate accidental spills and releases into the environment.
  - Resource Conservation and Climate Protection – Suppliers are expected to use natural resources (e.g. - water, sources of energy and raw material) in an economical way. Negative impacts on the environment must be minimised and eliminated at the source or by modification of production, maintenance and facility processes, material substitution, conservation, recycling and material reutilisation. Suppliers are required to engage in the development and use of climate-friendly products and processes to reduce power consumption and greenhouse gas emissions.

- ✦ Labour and Human Rights: We strive to work with suppliers who prioritise fair labour practices, promote diversity and inclusion, and provide safe and healthy working conditions for their employee. Our Code of Conduct requires suppliers to ensure compliance with labour laws and promote responsible labour practices throughout their enterprise.
- ✦ Business Integrity: Suppliers are required to conduct their operations in an ethical manner and refrain from indulging in any unethical behaviour including bribes, kickbacks, etc. Supplier should also not take advantage of family, social or political connections to obtain favourable treatment or for the advancement of business. Any such criteria shall only be based on merit.
- ✦ Ethical Sourcing: We actively seek suppliers who source their materials ethically and responsibly. This includes avoiding conflict minerals, promoting fair trade practices, and ensuring transparency in their supply chains.

Grievance Redressal Mechanism for Suppliers

We have incorporated a grievance redressal mechanism for our suppliers to ensure that any worker / employee, acting individually or with other workers, can submit a grievance related to intellectual property, human rights, third party representation, insider trading, corruption, bribery, or kickbacks. We also require our suppliers to provide means to report any such occurrence internally.

Responsible Hospital Procurement

In our hospital procurement practices, we integrate sustainability considerations by evaluating the quality and price of products and their environmental and social impact. We engage in strategic partnerships with suppliers who align with our sustainability goals and offer eco-friendly and socially responsible products and services.

Furthermore, we aim to reduce waste generation and promote circular economy principles by considering product life cycles, recyclability, and waste reduction in our procurement decisions. We actively explore opportunities to source sustainable alternatives, such as eco-friendly packaging and energy-efficient equipment, while maintaining the highest quality and patient care standards. By implementing responsible hospital procurement practices, we contribute to a more sustainable healthcare system while ensuring the well-being of our patients, employees, and communities.

Sustainability in our supply chain is a priority at Apollo Hospitals, as we recognize its critical role in promoting environmental stewardship, social responsibility, and ethical business practices. By working closely with our suppliers, enforcing a Supplier Code of Conduct, conducting regular audits, and integrating sustainability into our procurement practices, we aim to build a responsible and resilient supply chain that aligns with our commitment to accountability and transparency. We strive to positively impact the healthcare industry and contribute to a sustainable future through these efforts.

Critical Suppliers

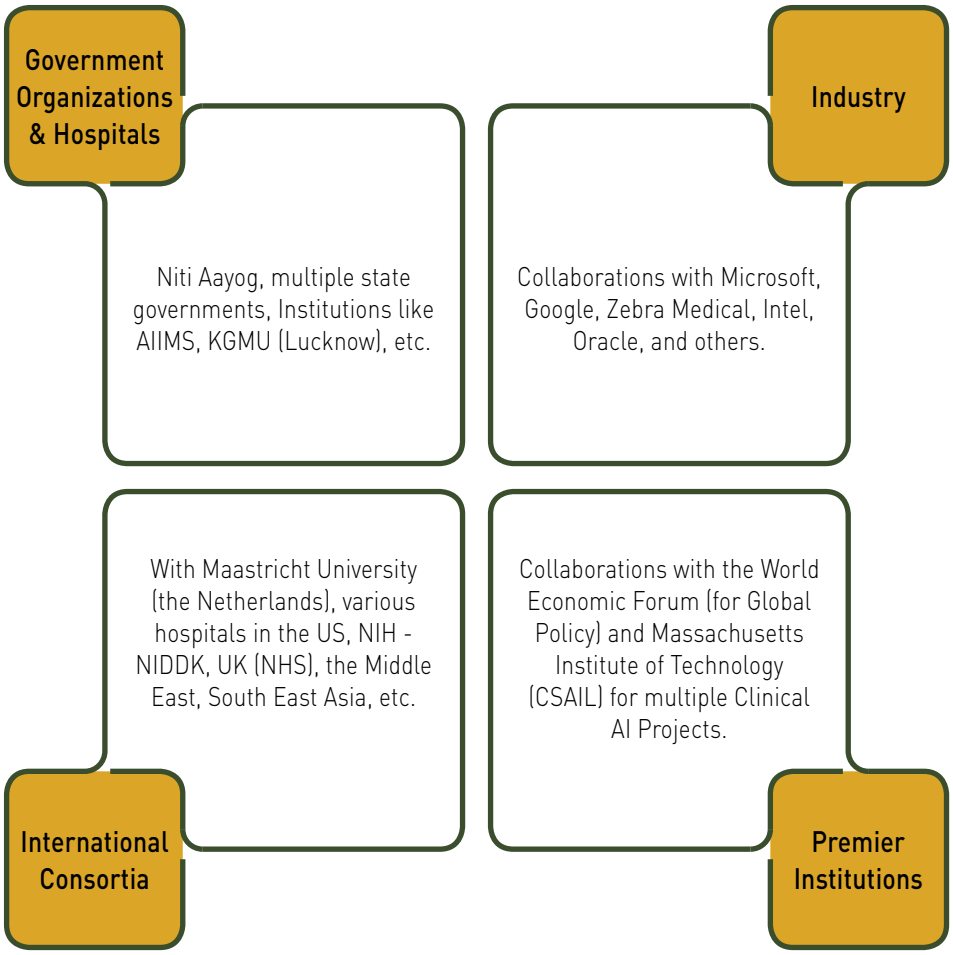
Within Apollo Hospitals' supply chain, we recognize the importance of identifying suppliers who play a vital role in providing us with critical products. These critical suppliers are strategic partners who provide essential goods and services that directly impact patient care and the overall operations of our healthcare facilities. We have identified a list of 54 critical product

categories including medical gas, high speed diesel, micro albumin, gluco oxidate, etc. We collaborate closely with these suppliers to ensure that the critical equipment they provide meets stringent quality and safety standards.

Associations and Partnerships

Academic Partnerships	Apollo Hospitals has collaborated with renowned academic institutions and medical universities to promote medical education, research, and knowledge exchange. Some of these partnerships include collaborations with Harvard Medical International, Johns Hopkins Medicine International, and University of California, Berkeley.
International Collaborations	Apollo Hospitals has established partnerships with international healthcare organisations to foster cooperation, exchange best practices, and enhance healthcare delivery. For instance, it has collaborated with the Mayo Clinic in the United States for knowledge sharing and patient referral programs.
Medical Technology Collaborations	Government and Public Advocacy: Our commitment to patient-centricity drives us to actively engage with the Indian government at various levels to shape public policy frameworks that promote accessibility, affordability, quality and equity in healthcare. Our engagement is guided by ethics and transparency, and we participate in consultative processes, contributing expertise to policy development. We maintain open stakeholder dialogues with robust governance model to ensure equitable access to healthcare. Designated representatives from our business verticals facilitate effective communication with the government, advocating for health-related ideas and policies while adhering to ethical standards.
Government Initiatives	Apollo Hospitals actively collaborates with government bodies and agencies in India to support healthcare initiatives and programs. It works closely with the Ministry of Health and Family Welfare, National Health Mission, and various state governments to improve healthcare accessibility, strengthen public health systems, and provide specialised care to underserved communities.
Research Collaborations	Apollo Hospitals collaborates with research institutions and pharmaceutical companies to conduct clinical trials and research studies. These partnerships enable the development of new treatments, therapies, and medical interventions, contributing to advancements in healthcare.
Government and Public Advocacy	Our commitment to patient-centricity drives us to actively engage with the Indian government at various levels to shape public policy frameworks that promote accessibility, affordability, quality and equity in healthcare. Our engagement is guided by ethics and transparency, and we participate in consultative processes, contributing expertise to policy development. We maintain open stakeholder dialogues with robust governance model to ensure equitable access to healthcare. Designated representatives from our business verticals facilitate effective communication with the government, advocating for health-related ideas and policies while adhering to ethical standards.
Industry Associations	We actively participate in industry associations, influencing positive sustainability actions. We are involved with trade bodies such as FICCI, CII and NatHealth to shape public health policy and initiatives. We also collaborate with the NSDC and the Government of India ("GoI") to address the shortage of skilled healthcare workers. Our dedication is to drive positive change, advocate sustainable healthcare policies and ensure community well-being.
Philanthropic Associations	Apollo Hospitals partners with charitable foundations and NGOs to extend healthcare services to underprivileged communities. Through these partnerships, it organises health camps, community outreach programs, and initiatives focused on disease prevention and health promotion.

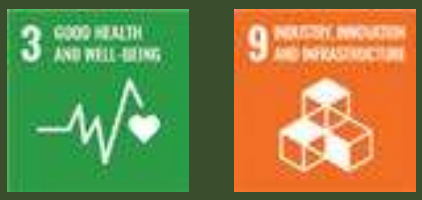
Collaboration with Key Stakeholders



Partnerships for Tech

- Partnered with Microsoft to leverage cloud computing, artificial intelligence (AI), and data analytics to enhance patient care and healthcare delivery. Through this collaboration, Apollo Hospitals has implemented AI-powered solutions for early detection of diseases, personalised medicine, and predictive analytics for better patient outcomes.
- Collaborated with IBM Watson Health to leverage AI and cognitive computing capabilities. This partnership focuses on using IBM Watson for oncology to provide personalised cancer care and treatment recommendations based on patient-specific data and medical literature.
- We have long-standing partnership with Philips Healthcare, a leading provider of medical devices and solutions. This collaboration aims to enhance healthcare services through the integration of advanced medical technologies, such as imaging systems, patient monitoring solutions, and telemedicine platforms.
- Partnered with multiple service providers, for e.g., Practo, a digital healthcare platform, to provide online doctor consultations and appointment booking services. This partnership enables patients to access healthcare services remotely and conveniently through digital platforms.
- Collaborated with various telemedicine platforms and eHealth service providers to extend healthcare services to remote areas and enable virtual consultations. These partnerships facilitate access to specialist doctors and medical advice through digital platforms, improving healthcare accessibility and reducing barriers to quality care.

Guardians of care: Pioneering patient safety, access, and innovation



Apollo Hospitals stands as a beacon of unwavering dedication to patient safety, accessibility, and innovation in an ever-evolving healthcare landscape. In the chapter, we acknowledge the profound impact of megatrends on the healthcare sector and how they shape our operations and strategies.

Technological advancements represent a profoundly significant megatrend, revolutionizing healthcare delivery. Apollo Hospitals has embraced digital transformation, utilization of artificial intelligence, robotics, telemedicine, and digital health solutions to enhance patient outcomes, improve accessibility, and streamline operational efficiency.

The shift towards value-based care and patient-centered models has redefined the healthcare paradigm. Apollo Hospitals adopts a multidisciplinary approach, integrating medical expertise, compassionate care, and patient engagement initiatives as part of its holistic patient-first approach. By prioritizing patient safety, empowering individuals, and fostering continuous improvement, we aim to provide an unparalleled healthcare experience centered around patient well-being.

Guided further by our insightful "Health of the Nation 2022" report (https://www.apollohospitals.com/apollo-in-the-news/apollo-hospitals-unveils-health-of-the-nation-2023-report-preventive-health-must-become-a-national-priority/), we explore patient care and the prevalence of non-communicable diseases (NCDs) across India. With 16 million responses to the COVID-19 Risk Assessment Scanner, the report highlights the transformative potential of AI and data analytics in predicting and managing NCDs effectively. Given the findings of this report and the increasing mortality and morbidity caused by NCDs, we remain committed to addressing these challenges through innovative programs, structured interventions, and personalized health management initiatives backed by advanced technologies.

A rapidly ageing population, driven by medical advances and increased life expectancy, also stands out as an important megatrend. We recognize this new 'age of ageing' and the need for stronger geriatric care and tailored solutions to address the unique healthcare needs of older adults, ensuring comprehensive and compassionate care for this demographic.

This chapter elucidates how we navigate the overarching health and patient care megatrends

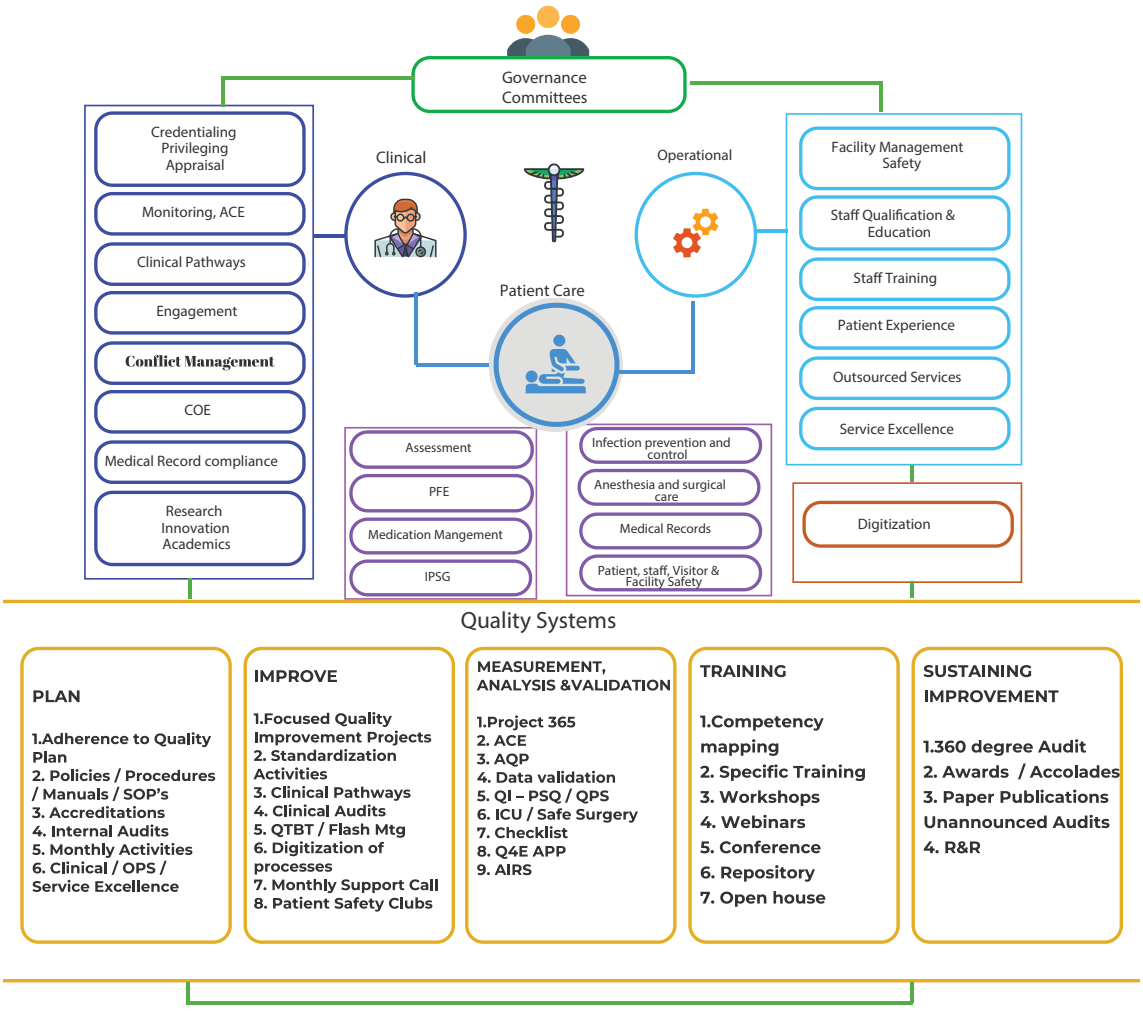
through our programs which are underpinned by our philosophy of Tender Loving Care. We explain our organizational setup that upholds the highest standards of care, unveil the unwavering commitment to patient safety, shed light on initiatives to improve healthcare access for underserved populations, and showcase technological advancements propelling the mission forward.

We have made strides in reducing risks, improving outcomes, and creating a healthier tomorrow. As we proactively incorporate patient safety, accessibility, and innovation into our operations, we strive to set new standards in patient care and continue our legacy as the guardians of care.

Patient-Centric Systems: Empowering Care at Apollo Hospitals

Strategic model of Patient Care at Apollo Hospitals

Apollo Hospitals is dedicated to continuous quality improvement in healthcare, focusing on enhancing safety, effectiveness, and efficiency. Our annual roadmap outlines best practices, innovative approaches, and analytics to drive outcomes improvement for our Quality Team, ensuring exceptional care and better patient outcomes. Below is our strategic model which captures interlinkages across our various departments and how our functions are centered around patient care.



Patient Safety Commandments

At Apollo Hospitals, patient safety is our unwavering priority. We follow a set of commandments to ensure the highest standards of care, fostering a culture of safety and trust. These commandments serve as guiding principles in every clinical process, empowering patients to actively participate in their own healthcare journey.

Verify Your Identity
Before any clinical process, we prioritize verifying your identity by carefully examining the ID band on your wrist. This crucial step ensures accuracy and prevents errors during medication administration, blood transfusions, and sample collection.

Transparent Communication
Your treating doctor and healthcare team will keep you informed about your diagnosis, tests, care plan, and ongoing treatment. We believe in open and honest communication, ensuring that you are well-informed and actively involved in your healthcare decisions.

Medication Education
We provide detailed information about your medications, including why they are prescribed, their timing, effects, potential side effects, and any specific instructions. Our aim is to empower you with knowledge and promote safe medication practices.

Hand Hygiene
Our staff strictly adheres to hand hygiene protocols before any interaction with you. By maintaining strict hygiene practices, we minimize the risk of healthcare-associated infections and prioritize your well-being.

Safety Measures
When using a wheelchair / stretcher, we always secure you with a safety belt. When on bed, side rails are raised to prevent falls, and the bed height is adjusted to ensure comfort and safety. We encourage seeking assistance whenever needed avoiding any accidents.

Active Involvement in Procedures
If any procedure or surgery is planned, you and your family members will be actively involved. Doctor will mark the surgical site before the procedure, ensuring clarity and accuracy.

Prompt Response
Our staff is committed to responding promptly when you call on the call bell. We understand the importance of timely assistance and strive to meet your needs promptly.

Confidentiality and Privacy
We maintain strict confidentiality and privacy of your personal information, medical records, and clinical information during your hospitalization and even after your discharge. Your trust and privacy are of utmost importance to us.

Informed Consent
Doctor will explain the possible risks, alternatives, benefits, and complications associated with a procedure or surgery. This discussion will take place in a language you understand, and your written consent will be taken before proceeding.

Orientation to Your Surroundings
We will orient you to your room, making you familiar with the call bell system, washroom facilities, including hot/cold water availability, grab bars, and washroom call bell. We will also provide information on fire exits and emergency procedures to ensure your safety.

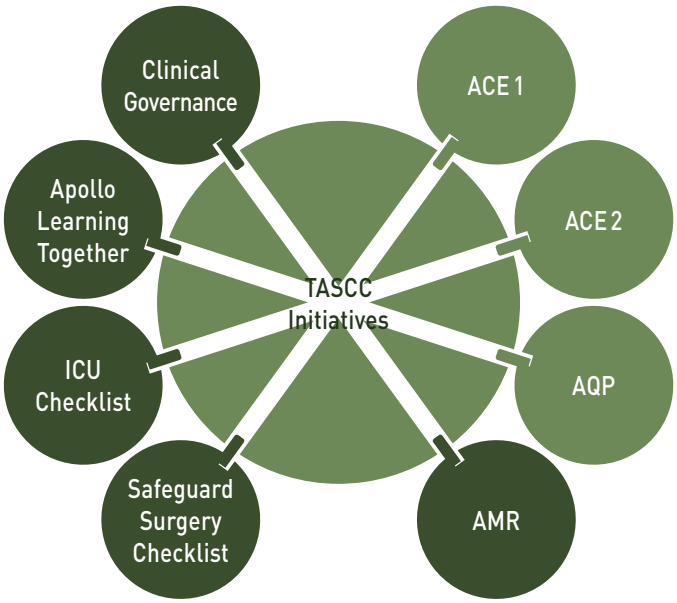
Education and Empowerment
We believe in empowering you with knowledge about various health-related aspects, including medication, infection prevention, diet, rehabilitation, and procedures/surgeries. We encourage you to ask questions and actively participate in your treatment and care.

These commandments reflect our dedication to patient safety and our commitment to providing exceptional healthcare experiences. At Apollo Hospitals, we strive to create a safe and supportive environment, ensuring your well-being at every step of your healthcare journey.

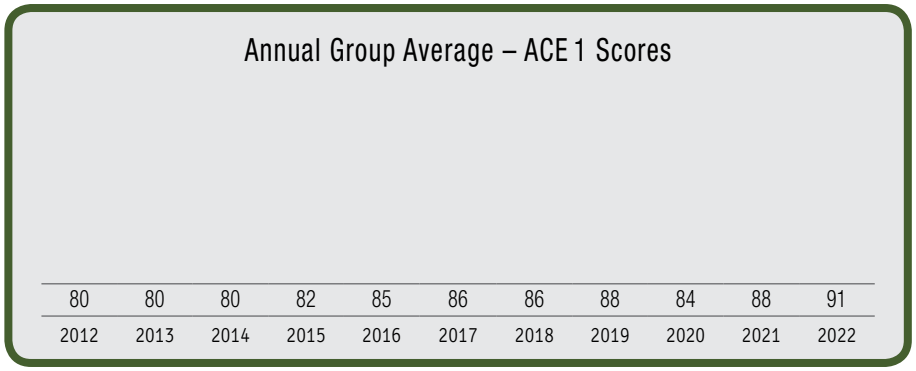
The Apollo Standards of Clinical Care (TASCC)

Our Apollo Standards of Clinical Care serve as a guiding framework that encompasses the core principles and practices, we adhere to across our healthcare network. The Apollo Standards of Clinical Care (TASCC) and Clinical excellence serve as the cornerstone of our commitment to delivering the highest level of clinical care and patient safety across all our facilities, regardless of size or location.

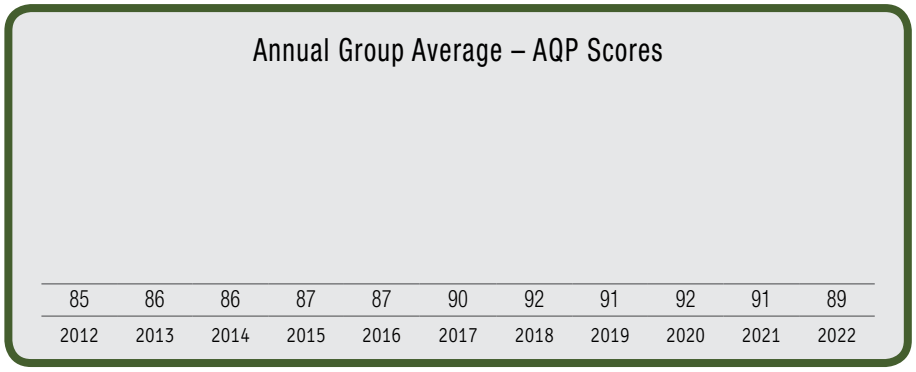
TASCC was implemented as a comprehensive framework to standardize processes and drive clinical excellence and patient safety throughout the organization. It comprises several key initiatives, including the Apollo Clinical Excellence dashboards (ACE 1 and ACE 2), Apollo Quality Program (AQP), Apollo Mortality Review (AMR), Clinical Governance / Apollo Learning Together, ICU Checklist, Safeguard Surgery Checklist amongst other initiatives.



The ACE 1 and ACE 2 dashboards within TASCC enable the measurement and benchmarking of patient safety metrics against leading hospitals worldwide. These metrics encompass parameters such as infection rates and medication errors, which are critical indicators of clinical outcomes. The dashboards utilize a balanced scorecard approach, incorporating 25 clinical parameters across various specialties and procedures, including liver and renal transplantation, Coronary Artery Bypass Graft (CABG), Total Knee Replacement (TKR), Total Hip Replacement (THR), Transurethral Resection of the Prostate (TURP), Percutaneous Transluminal Coronary Angioplasty (PTCA), endoscopy, hospital-acquired infection rates, and patient satisfaction with pain management. By consistently collecting and analyzing data, we ensure ongoing performance improvement and adherence to global benchmarks. The highest achievers are recognized through the ACE 1 champions award. As compared to 2010, the group average scores for ACE 1 scores registered an improvement from 72 to 91 in 2022.

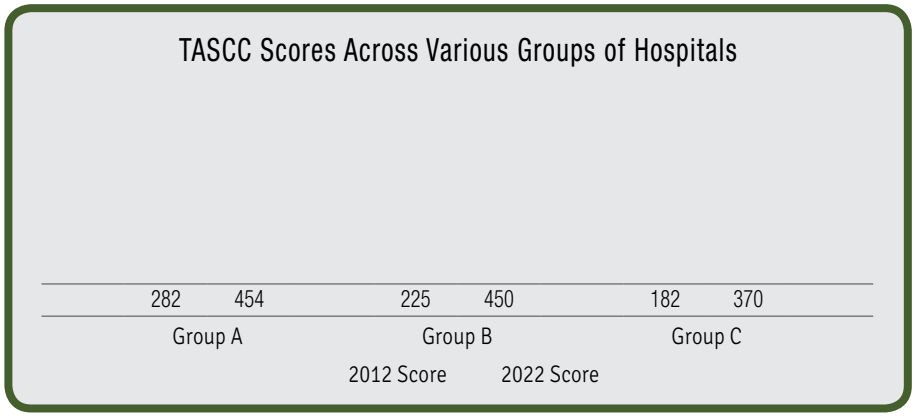


The Apollo Quality Program, initiated in December 2010, focuses on implementing patient safety practices across all Apollo Hospitals, irrespective of accreditation status. It encompasses areas such as safety during clinical handovers, surgical safety, medication safety, the six International Patient Safety Goals (IPSG) of Joint Commission International (JCI), and standardization of minimum content in medical records. Compliance levels have demonstrated a positive trend year after year, reflecting a commitment to continuous improvement. In instances where quality incidents or concerns arise, root cause analyses are conducted, and remedial actions are promptly implemented through quality huddles and meetings.



The Apollo Mortality Review is a standardized methodology that systematically identifies potential mortality resulting from any errors within the hospital. Through a checklist and categorization process, peer reviews are conducted to identify preventable deaths and implement strategies to enhance patient safety.

Since its implementation in 2012, TASCC has shown remarkable progress, with increasing scores across all hospital groups. These scores signify the standardization of processes and continuous improvement efforts, resulting in enhanced clinical outcomes for patients.



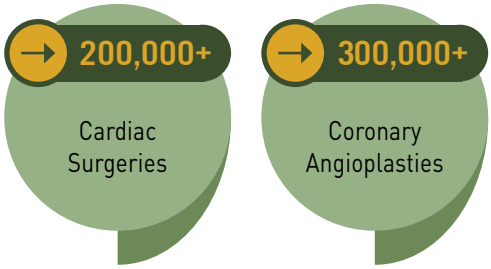
Through the rigorous adherence to TASCC and its associated initiatives, we remain steadfast in our pursuit of excellence, ensuring the highest standards of clinical care and patient safety across our vast network of hospitals.

Centers of Excellence (CoE) and Clinical Outcomes Achieved

At Apollo Hospitals, our dedication to clinical excellence and innovation drives us to achieve superior outcomes and earn the trust of our patients. We have established Centers of Excellence (CoE) across our hospital network, specializing in key specialties and super specialties. These centers offer unique services, ensuring exceptional healthcare across our locations. Through advanced treatments and innovative technologies, our CoE provide specialized care, transforming lives through healthcare excellence. By nurturing these centers, we attract top talent, collaborate with renowned professionals, and meet the evolving needs of our patients. With a commitment to setting new benchmarks, our CoE position Apollo Hospitals as a leader in specialized healthcare.

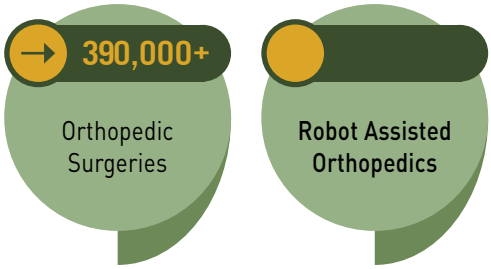
Cardiovascular Sciences

At Apollo Hospitals, our Cardiovascular Sciences program stands at the forefront of medical excellence. Our expertise spans the treatment of structural heart diseases, minimally invasive and robot-assisted surgeries, and transplant services. We take pride in being the pioneers of India's first AI-driven cardiac risk prediction and disease prevention program, revolutionizing cardiovascular care and saving lives.



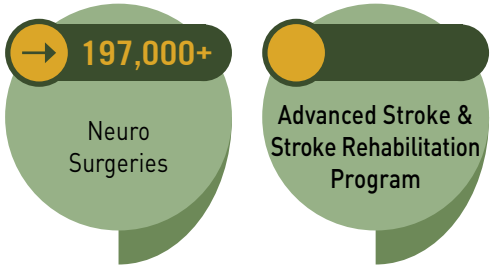
Orthopedics

With state-of-the-art equipment, cutting-edge operating rooms, advanced physical therapy facilities, and dedicated orthopedic surgery complexes, we provide the highest quality care. Our centers are equipped with the latest technologies, including image intensifiers, operating microscopes, computer navigation systems, and top-of-the-line arthroscopy systems. Through our commitment to innovation and expertise, we empower patients to regain their mobility and lead active, fulfilling lives.



Neurosciences

With multiple centers and a team of highly skilled clinicians, we provide the latest emergency services, neuro-intensive care facilities, and neuro-rehabilitation programs. Our focus is on cutting-edge neuro-imaging, including intraoperative MRI, to ensure precise diagnoses and effective treatments. We offer comprehensive epilepsy management programs and collaborate with experts in medical and radiation oncology to provide holistic care. Through our dedicated efforts, we strive to transform lives and improve neurological health for patients across the country.



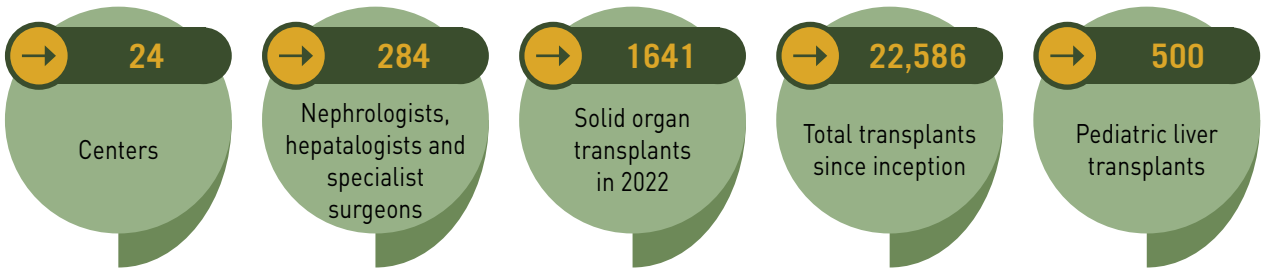
Apollo Hospitals is at the forefront of utilizing AI technology to transform stroke care. Our cutting-edge approach has standardized stroke diagnosis and redefined protocols, resulting in reduced treatment time and faster diagnosis. With the power of AI analysis, our stroke team can remotely access high-quality brain scans, including non-contrast CT, CT angiography, CT perfusion, MRI diffusion, and perfusion scans. This enables rapid triage and transfer decisions, ensuring timely interventions for stroke patients. Our commitment to leveraging innovative solutions showcases our unwavering dedication to providing exceptional healthcare services.

Oncology

Apollo Hospitals provides comprehensive cancer care services supported by cutting-edge technologies. Our oncology department leverages state-of-the-art advancements for accurate diagnosis and personalized treatment plans, ensuring improved outcomes for patients.



Transplant



Apollo Hospitals is a leader in transplantation with expertise in various complex procedures, including Hemodiafiltration, Liver Transplants for infants (<5kgs), Multi-organ/Small bowel transplants, and ABO incompatible transplants. Our skilled team continues to push the boundaries of what is possible in transplantation, offering life-saving solutions to patients.

Emergency



Apollo Hospitals prioritizes emergency care with a dedicated national emergency number, 1066, ensuring easy access to services. Our graded emergency departments follow uniform protocols, providing consistent and high-quality care. We also have a well-equipped air ambulance service that swiftly transports patients from remote areas to our hospitals, ensuring access to critical care when it matters most.

Key differentiating factors for Centers of excellence

Academics and Research

Experience

Expertise

Safety Through Systems and Protocols

Clinical Outcomes

Optimizing 'Operations and Services' for patients at Apollo Hospitals

The delivery of world class clinical services is made possible through the support provided by our operations and patient services teams across our hospital network. This teams ensures an enabling environment for our clinicians, nursing and para-medical teams to deliver quality services and outcomes to our patients.

A structured approach towards hospital operations and patient services ensures quality assurance, along with implementation of service improvement standards, adherence to patient commitments, service recovery and compliance to standards - both organizational and accreditation based.

Operations Team

Our dedicated Operations Team at Apollo Hospitals works closely with all units to ensure the implementation and compliance of operational strategies. They continuously identify bottlenecks and drive process improvements in collaboration with hospital teams. Our team supports the Operations Head in driving cost effectiveness and operational excellence, focusing on preventing leakages. Regular compliance reports are prepared, and mystery audits are conducted to maintain high standards.

Housekeeping Initiatives

Our housekeeping initiatives include tasks such as maintaining clean seals and closed hampers for clean linen in discharging rooms. We conduct 30-day reviews of compliance monitoring and have planned initiatives for digital timestamp-based monitoring of discharge room cleaning TAT. We employ surveillance systems with digital housekeeping checklists and take real-time action on non-compliance. Asset tracking, including wheelchair and stretcher tracking, is done digitally. Our cleaning pool is managed by "Portzo" and includes dedicated engineering and housekeeping staff. We utilize smart cleaning equipment with microfiber technology.

Engineering Initiatives

To ensure the smooth functioning of our facilities, we have planned several engineering initiatives. We maintain a digital PPM calendar for rooms synchronized with bed management. Preventive maintenance (PM) is carried out for OPD washrooms and exteriors, with compliance monitored against the PM calendar. We schedule planned shutdowns of wards, OTs, and rooms for replacement, servicing, refurbishment, and painting, adhering to the PM calendar. Additionally, we have implemented the 30-day OPD Challenge, which involves scheduled fixture replacements, servicing, refurbishment, and painting with date-wise deadlines.

Services Team

The Services Team at Apollo Hospitals is committed to ensuring quality improvement and risk reduction in our services. We prioritize patient safety by identifying and responding to high-risk areas such as potential quality of care issues, sentinel events, and preventable admissions and readmissions.

Our Target: We aim for a minimum of **70% improvement** from the baseline data set in our focused projects.

Quality Improvement Projects

When setting objectives for our Quality Improvement Projects (QIPs), we focus on specificity, measurability, and timelines to drive meaningful outcomes. Our QIP topics are derived from repeated incidents from the previous year, CRM data on top complaints in the last 3 months, new processes or deviations in the unit, continuous deviations in Quality Indicators (QIs), suggestions from unit leadership, areas identified in risk mitigation and management exercises, and adverse/sentinel events.

Risk Reduction Projects

A multidisciplinary team, including unit heads, medical heads, nursing heads, operations heads, quality heads, HR heads, finance heads, facility safety officers, patient safety officers, clinical safety officers, radiation safety officers, infection control officers, and respective department heads, conducts a risk assessment for each department. Based on their recommendations, one "at-risk/high-risk" process is identified as a project. The unit defines the team and project timelines at the beginning of each year to drive effective risk mitigation.

Feedback and continuous improvement initiatives

We are committed to continuously improving patient safety and enhancing the overall experience of our patients. To achieve this, we have implemented a robust feedback mechanism that allows patients and their families to provide valuable insights on the safety systems designed and implemented at our hospitals.

Upon admission, our nursing in-charge sensitizes patients and their families about our safety protocols in a uniform manner. Patient Safety Commandments are incorporated into our Inpatient Guidebook to ensure consistency in delivering this crucial information. We encourage patients to understand our safety systems, witness our actual safety performance, and share their feedback upon discharge.

In our In-Patient feedback sheet and Customer Relationship Management (CRM) module, we have included questions specifically related to our patient safety systems. Patients are asked to rate their experience and provide feedback on how well our safety processes are designed and implemented. The feedback data is then collected by our Guest Relations teams along with other components of the Voice of Customer (VOC) program.



NPS:

To gauge patient satisfaction, we use the Net Promoter Score (NPS), which combines scores from both inpatient (IP) and outpatient (OP) experiences. Our feedback collection targets include 60% for IP, 10% for OP, and survey link response rates of 5% for IP and 3% for OP. This comprehensive approach ensures that we capture feedback at all important touchpoints of the hospital. Our NPS scores have remained above our set targets, with year-on-year improvement being reported.

NPS	Target	FY 21-22	FY 22-23
IP	80	80	**84**
OP	80	82	**84**

AIFS:

The Apollo Instant Feedback System (AIFS) is a comprehensive feedback reporting mechanism that has been implemented across our facilities. This system enables feedback collection in real-time, allowing us to promptly address any concerns raised by patients. It integrates with our CRM, automating case creation and closures. In case of fair or poor ratings, real-time notifications are sent to the respective Heads of Departments (HODs) for immediate action.

Dial 30:

To cater to non-clinical requests from inpatients and attenders, we have introduced Dial 30, a dedicated helpline. Our goal is to promptly address these requests and provide quality service within a stipulated time frame. Dial 30 has been launched in 30 of our A and B category hospitals, and we are continuously monitoring the top three incoming requests to pre-empt them and achieve a 20% reduction per quarter.

Google Reviews:

We also value feedback received through Google Reviews. As part of our efforts to improve the quality of reviews, we have set benchmarks to achieve an average rating of 4.8. Training sessions have been conducted for our Pan India units to enhance the quality of reviews. Real-time notifications via Locobuzz help us promptly address and take action on unfavourable reviews. We are proud to have achieved an average rating of 4.7 out of 5 across 38 units, with a significant 22% increase in the collection of Google reviews.

At Apollo Hospitals, we consider patient feedback invaluable in our journey towards excellence. We continuously strive to address concerns, improve service quality, and ensure patient satisfaction. Through these feedback mechanisms, we aim to create a patient-centric healthcare environment that delivers the highest standard of care and safety.

Apollo Incident Reporting System (AIRS)

At Apollo Hospitals', we are dedicated to achieving zero harm through our Apollo Incident Reporting System (AIRS). AIRS serves as a robust mechanism for tracking incidents that pose a safety risk to our patients, enabling us to take timely action and continuously improve our systems.

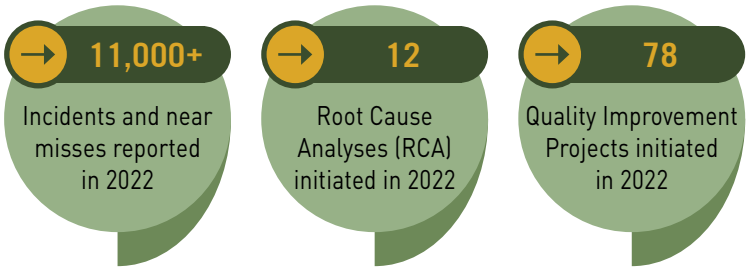
We have implemented strategies to enhance incident reporting and foster a culture of safety. On the 9th of every month, we conduct campaigns across all units to raise awareness about reporting safety incidents and promote a positive safety culture. We encourage staff to report near incidents and near misses, and we recognize those who contribute by giving thank you cards to the nine staff members with the highest number of incident reports. We also emphasize the importance of sharing lessons learned, demonstrating how reporting incidents leads to positive changes in safety systems and work conditions.

To streamline the reporting process, we have incorporated incident reporting into our Quality Q4E App, ensuring ease of access and anonymous reporting. We assign a weightage of 10% to incident reporting in our Total Quality Scores, incentivizing units to report incidents promptly for timely closure. Additionally, we recognize exceptional achievements through quarterly Good Catch Awards, acknowledging individuals or teams for their proactive efforts in identifying potential patient safety issues.

Reviewing aggregated patient safety incident reports allows us to identify new sources of harm and prioritize areas for improvement. We leverage the insights gained from incident analysis to develop targeted education and training programs, empowering our staff with the knowledge and skills to provide safer care. We uphold a non-negotiable stance on reporting sentinel or adverse events, considering the reporting of such events as a critical aspect of our quality

Assurance of Performance (AoP). This ensures that any potential harm to patients is promptly addressed and mitigated.

By promoting incident reporting, analyzing data, and implementing corrective actions, we create an environment of continuous improvement, ensuring the well-being and safety of our patients at every step.



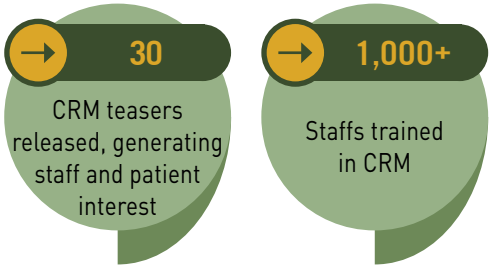
In order to ensure a systemic reduction in the number of incidents, clinical standardization, through protocol based Clinical Pathways have been initiated. Currently, 75 clinical pathways have been incorporated into our clinical practice across hospitals.

Process Standardization

Given the challenges that each care episode presents across the hospital operations' value change, our operations and service excellence teams ensure compliance with standardization for a range of everyday processes. These include compliance to standard discharge summaries and their timely preparation, consents, medication reconciliation, patient family education etc. Assessments on process compliance is carried out through a structured audit process.

Customer Relationship Management (CRM) and Marketing Practices at Apollo Hospitals

CRM plays a vital role in our commitment to patient-centricity at Apollo Hospitals. Our CRM initiatives focus on enhancing customer satisfaction and operational excellence.



We have shared CRM learning videos, feature insights, and presentations to empower our teams with valuable information. Unit-specific refresher trainings and daily problem-solving huddles ensure that our staff remains well-equipped to address customer concerns promptly. We have also established a dedicated CRM WhatsApp group to foster real-time communication and collaboration.

Additionally, to facilitate feedback collection, we have deployed QR codes, making it convenient for patients to share their thoughts and experiences. To track and address customer issues effectively, we maintain a daily issue tracker sheet and publish regular performance reports. This enables us to identify areas for improvement and implement targeted strategies to enhance customer satisfaction. Further we carry out monthly focus campaigns, where we address the top three areas of concern identified through feedback analysis.

Looking ahead, we have several exciting initiatives planned. These include implementing OTP-based feedback collection, integrating AIFS (Apollo Incident Feedback System) with CRM, and

focusing on feedback collection via SMSs and emails to provide personalized care and support. We are also working towards integrating the post-discharge calling module with CRM, and making survey forms multilingual to cater to the diverse needs of our patients and gather valuable feedback.

Apollo Hospitals is committed to maintaining an ethical marketing policy for its drug retail business, ensuring transparency and responsible practices. Our employees undergo comprehensive training programs that emphasize ethical marketing initiatives, fostering a culture of integrity and customer-centricity in our organization.

Through these CRM initiatives, we strive to deliver exceptional experiences, improve patient satisfaction, and reinforce our patient-centric approach at Apollo Hospitals.

Transformative patient-centric initiatives

Apollo Preventive Health: ProHealth

Apollo ProHealth is an exceptional end-to-end personalized proactive health program that combines predictive risk analysis, doctor-curated health packages, cutting-edge diagnostics, expert evaluation, and a personalized path to wellness. It is designed to empower individuals to make positive shifts towards good health.







Recognizing the increasing need for convenience and accessibility in health checks, Apollo ProHealth brings complete health check-ups directly to the doorstep of corporates and aggregator groups such as social associations and Resident Welfare Associations (in cities and urban areas). This initiative aims to enhance convenience and access, meeting the demands of many people seeking healthcare services. While some diagnostic investigations like X-rays, mammograms, and ultrasounds require regulated settings and cannot be conducted on-site, Apollo Health Check (AHC) on Wheels expands our reach for early detection, treatment, and prevention of non-communicable diseases. 2 AHC on Wheels have now deployed in Ahmedabad and Madurai regions.

Keeping in mind the importance of health, especially for the working age groups, the ProHealth team also conducts on-site health check camps for corporates. Notably, in the southern region, we successfully conducted health checks for their 12,000 employees across four locations within a span of 13 days.
This large-scale health check camp included labs, ECG, PFT, audiology, physical examinations, and clinical reviews. The results of these health checks provided valuable insights into the health concerns of respective organizations and recommended corrective measures. 30,000 health checks were completed in partnership with 20 corporates in 2022-2023.

6:03 MIN
Average call per health mentor

4.65 / 5
CSAT score from 5000+ guests (July-Dec 2022)

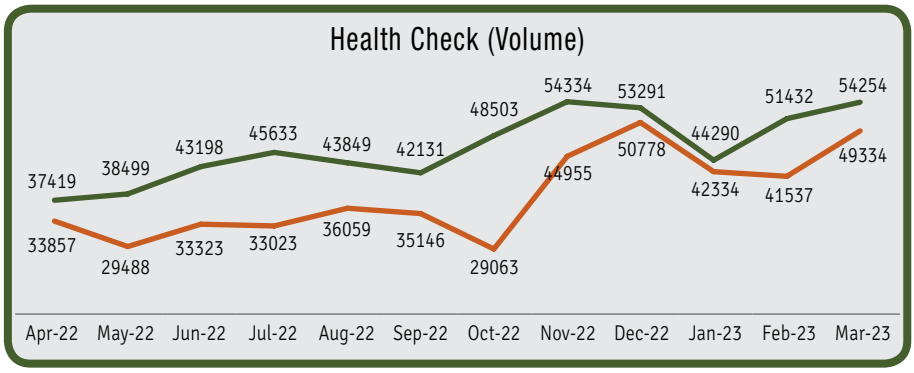


To ensure seamless customer experience, digital reports are triggered to all ProHealth customers upon closure of the medical summary. We have also enhanced the digital report for easy and simplified reading, facilitating better understanding of one's health status.

Proud to complete 1 million health check ups!

In FY 2022-23, Apollo achieved a significant milestone by completing 1 million health checks. This milestone is crucial in addressing the burden of non-communicable diseases (NCDs) in India, as highlighted in Apollo's Health of Nations report. The report emphasizes the rising prevalence of NCDs and the need for preventive healthcare measures and early detection. By conducting 1 million health checks, Apollo has improved access to healthcare, enabled early detection of NCDs, and contributed to reducing the overall disease burden. This milestone reflects our commitment to proactive healthcare and creating a healthier nation.

We have expanded the definition of preventive health through the innovative 'myProHealth' program. By completing a short questionnaire to understand an individual's medical and family history, lifestyle choices, and additional parameters such as flexibility, strength, balance, sleep, and mind health, we provide personalized screenings. A doctor interprets the results and guides individuals on proactive steps to maintain their well-being. Digital nudges and health mentor calls are used to stay connected and provide support along their wellness journey.



With 12 central health mentors covering nine languages, we reinforce doctors' advice, discuss diet, exercise, sleep, capture vitals and lab data, arrange follow-up tests and consultations, and create personalized diet plans based on individual discussions. Weekly audits, feedback sessions, training, and recognition ensure the quality and effectiveness of our health mentor program.

AI Functionality in ProHealth

Apollo ProHealth harnesses the power of artificial intelligence (AI) to revolutionize personalized healthcare. With AI algorithms and applications, Apollo ProHealth enhances clinical decision support, patient experiences, health outcomes, and biomedical research insights. Drawing on 25 million health checks and Apollo's four-decade-long expertise in preventive care, it is India's leading AI-powered predictive preventive health screening program.

A standout feature of Apollo ProHealth is its AI-driven risk assessment. The program utilizes predictive risk scoring for conditions like cardiovascular disease, pre-diabetes, chronic obstructive pulmonary disease (COPD), and liver fibrosis. These non-communicable diseases contribute significantly to premature deaths in low- and middle-income countries, including India. AI-enabled risk prediction and targeted interventions offer remarkable opportunities for early detection and prevention. By considering factors such as age, gender, medical history, lifestyle choices, and family history, the risk assessment generates personalized risk scores with over 90% accuracy. Guests receive tailored dietary and lifestyle recommendations based on their risk level, along with guidance on medication compliance, follow-up tests, and evaluations.

To ensure the highest quality standards, Apollo Hospitals has obtained the prestigious ISO 13485:2016 certification from the British Standards Institution (BSI) for its AI-based clinical applications. This certification underscores Apollo's commitment to excellence in developing and deploying clinical AI programs, further validating the reliability and effectiveness of Apollo ProHealth's AI functionality.

Apollo ProHealth's commitment to personalized care and comprehensive support sets a new standard in preventive health, enabling individuals to proactively manage their well-being and lead healthier lives.

Impact

The Apollo ProHealth initiative has made notable impact on the health and clinical parameters of users through its structured program and follow-up. In an analysis of 1,62,714 ProHealth users, there was an average reduction of 3.9 kgs, HBA1C reduction of 1.61% and 18mm Hg and 12mm Hg reduction in systolic and diastolic blood pressure measurement. This impact will ensure that users are not only made aware of their existent health status but are also guided on the path of fuller and fitter health.

Quality Talk Shows

Quality Talk Show, a dynamic initiative, comprises 12 episodes of engaging discussions. These virtual and live sessions bring together 12 to 20 healthcare experts from various organizations. The talk shows cover a range of crucial topics, including leadership, patient safety, quality, and innovation. Key areas of focus include governance, patient safety culture, leadership concepts, sustenance, and accreditations. Through these insightful conversations, we strive to foster knowledge exchange, promote best practices, and drive continuous improvement in patient-centric care.

Tender Loving and Care (TLC)

Our Tender Loving Care (TLC) initiative reflects our unwavering commitment to providing compassionate care and creating memorable experiences for our patients. From warm welcomes to fond farewells, birthday celebrations to anniversaries, and special days commemorations, TLC touches the lives of our patients in meaningful ways.

We have set ambitious monthly targets for our ADCA (Apollo Department Customer Associates) teams. To encourage excellence, we award an additional 5 bonus points for monthly story selection, recognizing exceptional acts of TLC. To continually enhance the quality of TLC, our Corporate SE Team conducts quarterly training sessions, equipping our staff with the skills and knowledge to deliver exceptional care experiences. TLC holds a significant weightage of 10% in our championship, emphasizing its importance in our patient-centric approach.

We take pride in recognizing the bravery of our young patients. Every child below 15 years of age who undergoes surgery or emergency procedures receives a special "Bravery Certificate," acknowledging their courage and resilience.

As a tribute to our extraordinary healthcare providers, we released the book "TLC - Behind a Mask" on Founder's Day. This heartwarming compilation captures the moments that inspire us and reassures patients during their journey with us. Building on its success, we launched "Smiles Behind The Mask" Vol. 2 on February 5th, 2023 and are excited to continue this tradition with the release of "Smiles Behind The Mask" Vol. 3 next year.

Through the TLC initiative, we create a nurturing and supportive environment, ensuring that every patient feels cared for and valued.

Project 365

At Apollo, our Project 365 initiative is a comprehensive program that encompasses 100 parameters that ensure consistent quality and safety across all areas of our operations, both clinical and non-clinical.

To maintain high standards, we conduct surprise audits and tracers performed by our dedicated Quality team. These audits are integrated with our daily Toolbox Talks, ensuring that quality is at the forefront of our staff's minds. Throughout the month, we cover all areas, assessing compliance and performance. The findings from these audits are discussed during our weekly Flash meetings, where we address any identified areas for improvement. We utilize online data reporting systems to streamline the process, enabling real-time monitoring and analysis. These insights are reviewed quarterly with our corporate team, facilitating organization-wide learning and sharing of best practices.

Project 365 ensures effective evaluation through defined sample sizes. Patient medical records are reviewed in Group A (150 records), Group B (100 records), and Group C (50 records) units. Compliance checks prioritize critical areas like transplant files with a minimum of four audits per month. We comprehensively assess hazardous materials, fire safety, calibration, point-of-care testing, waste management, kitchen processes, and laundry processes across all areas. HR file audits cover medical, nursing, technicians, administrative, and outsourced staff categories, with four audits per month. Sedation areas undergo monthly audits, assessing five cases in various medical procedures. These evaluations ensure compliance, quality, and safety in our operations.

Doctor Credentialing

Doctor credentialing is a critical process at Apollo Hospitals to ensure the qualifications and competence of healthcare professionals delivering direct patient care. This systematic

evaluation verifies that doctors, nurses, and allied health professionals possess the necessary education, training, experience, and skills to provide quality healthcare services.

The credentialing policy of Apollo Hospitals aligns with Indian laws, Joint Commission International standards, and other certifying agencies' requirements. It ensures compliance and smooth operations by hiring professionals with valid and current certifications, registrations, and licenses. To maintain high standards, re-credentialing is conducted at least every three years, incorporating ongoing monitoring and evaluation. Consultants' re-appointment and clinical privileges are either continued or modified based on this process.

In addition to credentialing, the Group implements a privileged process to authorize specific patient care services for healthcare practitioners. This evaluation considers an individual's credentials and performance, granting or revoking privileges accordingly. The Privileging Committee has the authority to make decisions regarding user privileges across various applications.

By upholding stringent credentialing and privileging procedures, Apollo Hospitals ensures that its healthcare professionals meet the necessary standards, enhancing patient safety and delivering quality care.

Empowering Nurses at Apollo Hospitals

Nurses are the foundation of healthcare and play a vital role in providing care, comfort, and compassion for their patients and patients' families. At Apollo Hospitals, the Nursing team is passionate about making a measurable impact in everything they do. They have worked hard to implement various activities rolled out from the center, while managing the day-to-day operations in a challenging environment. Standardization of Nursing practices is one of their top priorities, which they have worked on for years. Our nursing leadership believes in creating an environment that builds trust, curiosity, and confidence, which helps them to stay motivated and find it easier to overcome their challenges.

Throughout the year, multiple initiatives have been created and rolled out across the Group to prevent burnout, improve health and well-being, create learning and growth opportunities, and improve the working conditions of the staff. These initiatives have greatly helped to improve staff productivity and satisfaction, provide better patient experience, and aided in positive clinical outcomes. The Nursing team has conducted many activities to ensure adequate skills and competency to manage the complex requirements of their patients.

Various training activities have been initiated, implemented, and are ongoing across the Group, such as Centre of Excellence (COE) initiatives for Nursing, SOPs & process standardization, process improvement initiatives, No Harm No Error initiatives (NHNE), quality improvement projects, English communication initiatives, staff safety campaigns, TLC & ADCA moments, and more. The aim is to create a vibrant culture of service excellence and demonstrate commitment to the vision of Apollo Hospitals being recognized for nursing care driven by clinical competence, dedication, and compassion.

Nurses at Apollo Hospitals are divided into four houses - Trojan, Samurai, Spartans & Knights. A lot of activities were rolled out with the intent to de-stress the nurses and enable them to have fun. These activities helped them to enhance motivation, reduce stress, enhance job satisfaction, improve task performance, improve teamwork, build trusting relationships & build engaging culture.

In addition to the above, Apollo Hospitals has implemented initiatives to empower Nurses, such as ACKN, Apollo Centre of Excellence for Critical Care, Nursing Full Circle audit, Leadership Improvement, Research & Publication Club, and Specialized Councils. Nurses have taken the initiative to teach the community about first aid, diet as per age in the community, and mental health. Employee branding initiatives have also been rolled out to enhance Nurses' professional image and present them in the best possible light, to create a brand.

The success and growth of the organization depends on the empowerment of the Nurses, which can only be achieved by investing in building talents and equipping them with the knowledge and skill sets, essential for personal and professional growth. Appropriate training and mentoring help Nurses to unleash their full potential and become the best version of themselves. These initiatives have given positive outcomes, such as increased Nurses' satisfaction and morale, improved staff engagement, closed skill gaps, and improved patient experience and resulted in progressive organizational results.

Nursing Initiative Spotlight: No Harm No Error Initiatives (NHNE)

This was to prevent errors that can be detrimental to safe patient care. It ensured surveillance that led to early detection & reporting and enhanced quality of care. It also helped to create & reinforce the culture of compliance with processes and create a safe work environment. One specific area that NHNE laid emphasis to this year was Peripheral Intra Venous Catheter Care and Complications (PIVCC) - an occurrence that can happen at the patient bed side in the wards or ICU's.

The aim of the project was to reduce PIVCC complications with best practice guidelines and to provide the best clinical care standard on peripheral intravenous lines thus enhancing safe and patent vascular access for the delivery of treatment.

Training on awareness, identification, tracking, prevention of PIVC complication, and management was undertaken across hospitals. Along with this re-enforcement of best practices was undertaken for nursing at all levels.

The project initiated in better awareness on PIVCC and reduced incidence in the year.





Antimicrobial Stewardship Programme

Antimicrobial Resistance (AMR) presents a major challenge for the health sector globally. The indiscriminate use of antibiotics in humans and animals has impacted the efficacy of these lifesaving drugs. AMR impacts "One Health", i.e., human, animal and planetary health in diverse ways. Reduced effectiveness in patients, increased antibiotic presence in human food and water cycles and chemical impact on soil, water and animals are all rising concerns for the health sector.

Recognizing this emergent threat, the Apollo Hospitals was amongst the first hospital groups in India to launch a structured Antimicrobial Stewardship Program. This program, which now covers all hospitals, promotes the rational use of antibiotics and sensitize all care providers on antimicrobial resistance. The program aims to improve patient outcomes, reduce microbial resistance, and decrease the spread of infections caused by multidrug-resistant organisms.

Along with this, the hospital closely monitors and rationalizes antibiotic prescriptions, dosage, and appropriateness, and tracks and identifies resistant organisms. Designated teams across our hospitals report regularly to prescribers, pharmacists, nurses, and hospital leadership, and review outcome data with the Infection Control Committee and Drug and Therapeutic Committees of hospitals.

Additionally, our hospitals educate clinicians, pharmacists, nurses, and patients on the importance of optimal prescribing and the adverse reactions from antibiotics and antibiotic resistance. An AI-enabled system has also been created to message on appropriate antibiotic usage, and the program has been praised by treating clinicians as an important support mechanism to initiate a natural thought process on whether a patient requires antibiotics.

Needle Stick Injuries

At Apollo Hospitals, we understand the critical importance of monitoring Needle Stick Injuries (NSI) in the healthcare industry. Our healthcare workers are frequently exposed to sharp medical instruments, potentially risking their health and safety. Early identification and management of potential exposures are crucial to prevent the transmission of bloodborne pathogens from infected patients to our healthcare workers. By monitoring and analysing NSI patterns and root causes, we identify trends and areas for improvement, reducing exposures and worker absenteeism.

Compliance with safety regulations and standards is paramount, and we prioritize monitoring to identify non-compliance areas for corrective action. Through targeted safety measures and training programs, we enhance workplace safety and minimize the risk of such incidents, ensuring a safer working environment for our healthcare workers. Further a post exposure surveillance program is applicable across our facilities to monitor and manage any adverse outcome of an NSI.

Management of controlled substances

Hospitals procure, store, administer and discarded multiple substances that are categorized as controlled by regulatory and law enforcement frameworks. These include substances such as opioids, narcotics, concentrated electrolytes like Potassium Chloride & Magnesium Sulphate amongst others. The management of controlled substances is a complex and crucial aspect of patient care, ensuring their safe and responsible use. Through active training, specific protocols and use of monitoring technologies, Apollo Hospitals ensures the safe storage and dispensing of these substances. Standards protocols like limited locations of storage (in Emergency departments and OR's) of concentrated electrolytes and physical barriers, like double locking for all narcotics are some of the uniform approaches adopted by our hospitals. Our hospitals follow stringent policies on the prescription of controlled substances, including conducting prescription audits and check mechanisms within the Hospital Information Systems

(HIS) ordering functionality to ensure adherence to laid protocols. Similarly, our clinicians are trained on the policy on narcotics for pain management and clinical audits of files are undertaken by our Quality Department to ensure adherence to these policies. We are committed to approaching this issue with utmost seriousness continue to explore and develop newer initiatives to enhance the management of controlled substances within our healthcare system.

Through the implementation of robust protocols, comprehensive training programs, and advanced technologies, we have established a framework that promotes patient safety, minimizes the risk of misuse, and ensures the appropriate and ethical use of controlled substances.

Empowering Patients through Digital Innovation

Harnessing the power of clinical data

Apollo Hospitals has been at the forefront of safely collecting and ethically utilizing electronic clinical data for the past 15 years, driven by several key objectives and resulting benefits. Our initiatives are focused on empowering patients, supporting clinicians, optimizing healthcare operations, enabling digital health offerings, and addressing community and public health needs.

Our data-driven approach also extends to optimizing healthcare operations. By analysing clinical and non-clinical data, we can improve throughput, enhance patient safety, and identify opportunities for reducing healthcare costs. This enables us to deliver efficient and high-quality care while streamlining resource utilization.

Comprehensive Health Data Access

At Apollo, One of our primary goals is to empower patients by providing them with a Universal Health ID (UHID) that grants them access to their own health data. This federated and secure system allows patients to take charge of their health and utilise their data to promote better health outcomes.

For clinicians, our comprehensive electronic clinical data system facilitates accurate interpretation of patient data. This includes single patient longitudinal care journeys, annotated and segmented images and videos, codified lab results, and structured prescriptions and discharge summaries. By leveraging this rich dataset, clinicians can make informed decisions and provide personalized care to their patients.

Using the wealth of patient data responsibly

At the core of our innovation is the extensive clinical data collected since 2008. This data is interoperable, HL7 and FHIR compliant, and stored securely. We aggregate the data with proper informed consent, anonymize it, and standardize it using coding systems such as SNOMED, LOINC, and ICD-10. Our electronic medical records (EMR) also include segmented, annotated medical images stored with PACS for immediate use. The longitudinal data we possess allows us to stitch together individual patient journeys across multiple times, locations, and modalities. This comprehensive clinical record is made easily accessible through Apollo Personal Health Record (PHR) and Apollo 24/7, ensuring seamless continuity of care.

Data Granularity

We are maximizing the potential of our clinical data to uncover valuable insights and enhance patient care. Through text analytics and natural language processing (NLP), we parsed 1.6 million records from 2015 to 2019, resulting in 500 million data points. This clinical information serves as the foundation for our Clinical Intelligent Engine, enabling valuable insights and analysis. We demonstrate our commitment through throughput optimization. By parsing over 150 thousand records from a single location, we generated a high-quality dataset. Our machine learning-based throughput optimization algorithms, developed in collaboration with MIT, outperformed those used by large US health systems.

Data Security

Data security is of paramount importance to us. We have implemented best-in-class data security and cybersecurity measures, with certifications including ISO27001, HIMSS INFRAM Level 6, and Microsoft Azure's Cloud Security infrastructure. These certifications ensure the confidentiality and integrity of patient data.

Furthermore, we actively participate in data consortiums, providing anonymized and secured EMR and image data for federated learning purposes. As part of our ongoing research, we are piloting Confidential Computing technology to further enhance data security, computing capability, and the scalability of our Clinical AI API.

Digital Platforms and Community Initiatives

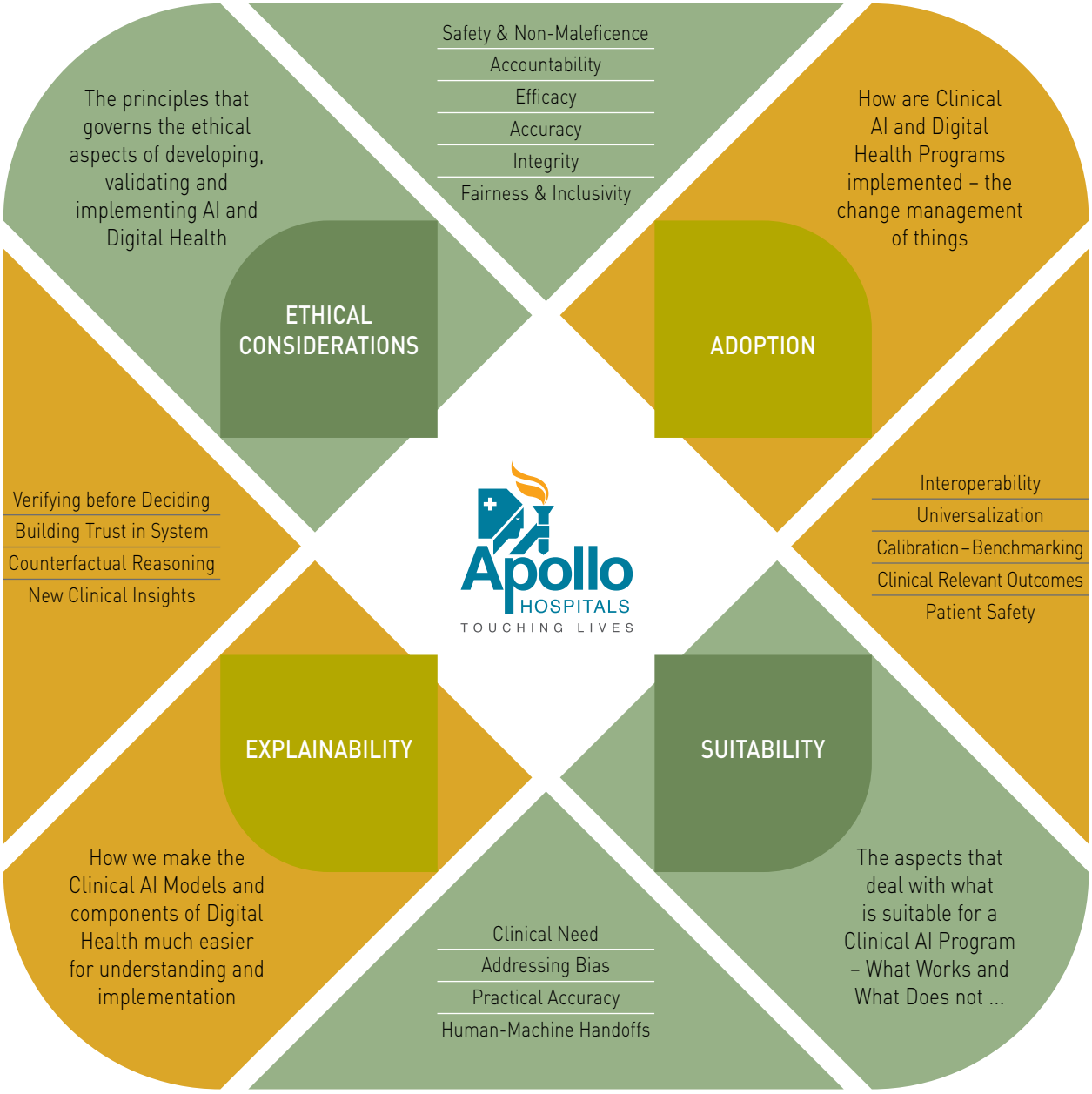
In the realm of digital health offerings, we have created omnichannel platforms such as Apollo TeleHealth and Apollo 24/7. These platforms leverage the clinical data to create positive network effects, bringing together patients, providers, payors, and physicians to derive intense clinical value. By harnessing the power of data, we can deliver seamless and accessible healthcare services across multiple channels. We understand the importance of community and public health needs. To address these, we have developed solutions such as ProHealth and Health Camps that focus on wellness and reach the last mile. These initiatives ensure that our data-driven approach benefits not only individual patients but also the wider community.

At Apollo Hospitals, our data-driven initiatives are revolutionizing healthcare delivery. By harnessing the power of clinical data, we strive to improve patient outcomes, enhance operational efficiency, and shape the future of healthcare. We remain committed to leveraging data to drive innovation and positively impact the well-being of individuals and communities.

EASE Framework - An Apollo Hospitals' concept

We understand that developing Clinical AI solutions that prioritizes ethics and accountability is crucial. We prioritize accountability, accuracy, fairness, and inclusivity by using ethically sourced clinical data. We have developed the EASE framework to prevent flawed applications and ensure maximum impact. This framework emphasizes Ethics, Adoption, Suitability, and Explainability, guiding developers to make ethical and responsible decisions in the development, deployment, and management of AI solutions. By prioritizing accountability, accuracy, fairness, and inclusivity, Apollo Hospitals ensures that AI solutions are developed using ethically sourced clinical data.

The graphic below illustrates the key elements within the EASE framework at Apollo Hospitals.



https://rdcu.be/c9MN3 • https://doi.org/10.1007/s40012-023-00381-2

Clinical AI has the potential to revolutionize healthcare. However, it requires ethical implementation, oversight, and accountability to ensure that patients and providers benefit from these technologies. We are committed to developing AI solutions with patient care as a priority, ensuring the privacy and autonomy of patients are respected. By promoting transparency and ethical practices, AI can advance healthcare while mitigating potential issues that may arise from its use. We believe that developing Clinical AI applications that prioritize ethics and accountability is critical to ensuring their potential impact on improving patient outcomes and advancing healthcare.

Investing in advanced clinical technologies & equipment

From South Asia's first Proton Centre to advanced robotic surgical systems and digital pathology solutions, our state-of-the-art equipment enhances precision, reduces complications, and improves patient outcomes.

First Proton Centre in South Asia

Asia's only Proton Therapy system, delivering precise treatment for head, neck, brain, pancreas, and prostate tumours, with minimal harm to surrounding tissues. Beneficial for paediatric cancer patients.

Pediatric Cathlab Suite

A dedicated suite with ceiling suspended Azurion Cathlab and integrated 3D Echo for high-resolution imaging, low radiation dose, and enhanced visualization in pediatric cardiac procedures.

Philips Digital Pathology Solutions

Digitization of tissue slides for easy diagnosis, analysis, storage, and management, reducing human error and improving efficiency in pathology.

da Vinci XI® Robotic Surgical System

The latest model with highly-magnified 3D HD Vision, wristed instruments, fluorescence imaging, advanced motion technology, providing surgeons enhanced precision and control.

640 Slice CT

India's first Aquilion One PRISM 640 Slice CT Scanner, providing comprehensive cardiac assessment in a single scan, with reduced radiation and preserved image quality.

Mazor Robotics' Renaissance System

Enhancing precision in spine surgery, this system increases safety, reduces complications, and enables minimally invasive procedures for faster recovery.

Radixact

Augmenting radiotherapy capabilities, Radixact offers high dose rate, quick imaging, and precise treatment delivery for better patient outcomes and minimized side effects.

By investing in the latest medical equipment, we ensure optimal care, revolutionize treatment approaches, and lead the way in delivering advanced healthcare solutions.

Digital healthcare through Apollo 24/7 app

Apollo 24/7: Revolutionizing Healthcare Access and Convenience

6,000+
Doctors of over 90+ specialities accesible on Apollo 24/7 platform

< 2 HRS
Medical delivery from an inventory of 60,000+ products

Clinical Intelligence Engine (CIE) adopted by doctors understanding a combination of over 1,200 + diseases along with 800 + unique symptoms for faster diagnosis

As India embraces digital transformation, Apollo 24/7 has emerged as the country's premier omnichannel digital healthcare platform, poised to disrupt the healthcare delivery landscape. With a vision that "Expertise is for Everyone," Apollo 24/7 combines the renowned clinical

excellence of Apollo Hospitals with cutting-edge technology, making high-quality healthcare easily accessible to every Indian.

Since its establishment three years ago, the platform has empowered users with a comprehensive range of services. From online doctor consultations to home delivery of medicines and diagnostic tests, Apollo 24/7 revolutionizes healthcare access by providing same-day reports, affordable pricing, and home sample collection. By enabling users to consult doctors within 15 minutes or less via video conferencing, telephone, or online chat, the platform ensures convenience, safety, and increased access for all, including underserved populations.

Beyond the immediate benefits, Apollo 24/7 actively contributes to reducing carbon footprint by eliminating the need for long-distance travel for consultations. It offers expert-curated solutions for chronic disease management, equipping users with personalized guidance. Additionally, the platform provides a digital vault where users can securely store and access their medical records and history, empowering individuals to take control of their health journey.

With an extensive reach spanning over 19,000 pin code locations across India, Apollo 24/7 ensures seamless access to essential medications, promising delivery within a remarkable two-hour timeframe. By leveraging technology, the platform transcends geographical barriers, enabling timely healthcare support to individuals across the nation.

Apollo 24/7 exemplifies the power of digital innovation in healthcare, propelling India towards a future where expertise and quality healthcare are within everyone's reach.

Project Lakshya

Project Lakshya is a transformative initiative by Apollo Hospitals, focused on enhancing the patient experience and redefining the healthcare delivery model. The objective of Project Lakshya is to distinguish Apollo Hospitals as a healthcare institution that is passionate about delivering exceptional care to its patients and community. Through this initiative, Apollo Hospitals seeks to create a healthcare ecosystem that prioritizes the needs of patients and provides personalized, holistic experiences. The initiative places patients at the center of their healthcare journey, fostering trust, transparency, and engagement. Collaboration with dedicated partners and a committed team is key to the success of Project Lakshya. Apollo Hospitals aims to create an environment that exudes warmth, empathy, and comfort, making patients feel cared for and supported throughout their healthcare experience.

Bridging barriers through accessible healthcare

Enhancing Geographical and Financial Access

Through strategic initiatives and innovative approaches, Apollo Hospitals has made significant strides in improving both geographical and financial access to quality healthcare, ensuring that more people can receive the care they need, regardless of their location or financial circumstances

Bridging Barriers: Enhancing Geographical and Financial Access

Improved Geographical Access

By bringing world-class medical treatments to India since 1983, Apollo has made specialized healthcare services more accessible and affordable. Apollo's efforts have not only reduced the need for international travel but have also significantly lowered the cost of surgeries like heart surgery, making them affordable to a wider population.

Through Public-Private Partnerships (PPPs) and telemedicine, Apollo has expanded its reach to remote areas, providing healthcare coverage to over 4 million patients. Telemedicine enables minor procedures and stabilization of emergency cases, reducing the need for patients to be physically transferred to larger centers. Apollo has also introduced Clinics in larger cities, offering specialist doctors, primary care, diagnostics, and treatment facilities closer to the residents' homes.

Improved Financial Access

Apollo Hospitals is committed to improving financial access to healthcare. By enhancing geographic access, patients no longer need to bear the burden of travel costs, saving them expenses and time away from their livelihoods. Apollo's CSR initiatives and foundations fund subsidized diagnostics and treatments for low-income patients who cannot afford them.

Innovative approaches, such as treating certain surgeries as day-care services, have reduced healthcare costs. Apollo has leveraged non-invasive treatments and established day-care service centers, which are more cost-effective.

Price differentiation and cross-subsidies ensure that low-income patients receive services at lower costs, covering only a portion of variable costs and relieving them of fixed costs.

Through these efforts, Apollo Hospitals has made healthcare more accessible and affordable, reaching Tier 2 and Tier 3 cities and serving a growing population's needs. By combining technological advancements, strategic partnerships, and financial considerations, Apollo Hospitals is creating a more inclusive healthcare system in India.

Apollo Health and Lifestyle Limited and touchpoints

Even amidst the challenging circumstances of nationwide lockdowns and the ongoing pandemic, AHLL (Apollo Health and Lifestyle Limited) remained committed to expanding its network. Despite the obstacles, AHLL successfully expanded its touchpoints 1,734 in FY 2021-22 to 2,994 in FY 2022-23. This expansion primarily focused on enhancing services in the areas of diagnostics, clinics, IVF, dental care, and dialysis. The expansion efforts spanned across 22 states, reflecting AHLL's dedication to reaching and serving a wider population.

Mentioned below are the different clinic types falling under the Apollo Health and Lifestyle related umbrella:

Clinic Types	FY 2022-23	FY 2021-22
Primary Clinics	**343**	254
Sugar Clinics	**58**	29
Dental Clinics	**129**	95
Cradle & IVF Centers	**26**	25
Spectra Facilities	**25**	18
Diagnostics Centers	**1,750**	1,228
Dialysis Centers	**111**	85
Total	**2,442**	1,734

1 CR+

Test conducted by Apollo Diagnostics in FY2022-23

250,000+

Surgeries since inception by Apollo Spectra

Apollo Clinic
Expertise. Closer to you.

343 clinics

In essence, Apollo Clinics serve as an extension of Apollo Hospitals, conveniently located within your neighborhood. These clinics are designed to provide accessible and comfortable healthcare solutions to meet the everyday needs of families. Equipped with a team of physicians, specialists, diagnostics, health check-ups, and a 24-hour pharmacy, Apollo Clinics offer comprehensive services to address a family's basic healthcare requirements. Presently, there are over 340 Apollo Clinics spread across India, and new clinics are rapidly being established to further expand their reach.

Apollo Sugar Clinics
PROVEN DIABETES CARE

58 centers

With the aim of providing comprehensive and holistic care for individuals with diabetes, the Sugar Clinics were established. These clinics offer complete management and treatment of diabetes and its associated complications. Supported by accurate diagnostics and evidence-based treatment protocols, each clinic is staffed with experienced Diabetologists, Endocrinologists, diabetes health coaches, and diet counselors who have a proven track record in their field. Patients at Sugar Clinics receive all-encompassing healthcare support, ensuring their overall well-being.

Apollo Dialysis Clinics

111 clinics

Apollo Dialysis Clinics, the foremost dialysis service network in India, are independent centers renowned for delivering world-class dialysis facilities. These clinics have an exceptional track record and are equipped with state-of-the-art infrastructure. Supported by dedicated and experienced Nephrologists and well-trained expert technicians, Apollo Dialysis Clinics provide high-quality care services for individuals suffering from kidney failure. Their range of services includes hemodialysis, peritoneal dialysis, pediatric dialysis, as well as kidney transplant services.

Apollo WHITE dental

129 centers

Apollo White Dental Clinics are a unique and pioneering endeavor that encompasses dental spas, studios, clinics, and express centers. These establishments provide a wide range of services, including premium dental care, cutting-edge cosmetic dentistry, and basic dental treatments. The clinics are comprehensive, multi-specialty setups designed to address both general and cosmetic dental needs, offering a diverse array of services under a single roof. Apollo Dental is fully equipped to handle any oral health-related medical requirements or emergencies that may arise.

Apollo Cradle
FOR WOMEN & CHILDREN

26 centers (including IVF)

Pioneering the concept of a dedicated and independent healthcare center catering specifically to women and pediatric care, Apollo Hospitals introduced a groundbreaking initiative. This facility was established as a nurturing birthing center, offering a warm and comfortable environment reminiscent of home, while maintaining top-notch infrastructure that meets global standards. The range of services provided includes Maternity & Birthing, Gynecology, Laparoscopy, Pediatrics & Neonatology, Fertility, and Fetal Medicine & NICU. These services are spearheaded by a team of highly qualified, experienced, and compassionate doctors who prioritize the well-being of patients.

Apollo Pharmacies and touchpoints



The role of pharmacies in completing the continuum of care is vital, and Apollo Pharmacy has been leading the way in India since its establishment in Chennai in 1983. As India's first and largest organized, branded retail pharmacy network, Apollo Pharmacy has over 5500 stores nationwide and boasts a highly efficient and effective supply chain with robust distribution channels. These pharmacies are accredited with International Quality Certification and offer genuine medicines through 24-hour outlets, with a growing selection of wellness products in addition to traditional pharmaceuticals.

Apollo Pharmacy takes the safety of its customers seriously by adhering to strict protocols for stocking and removing drugs that are close to their expiry date. The pharmacy has offered home delivery services to its local neighbourhoods for over three decades, building strong personal relationships with many customers. Further, we focus on wellness through health camps offerings free services to the patrons in the locality which include doctor consultations, diagnostic, testing services, and dental work. More than 35,000 camps conducted at pharmacies and in the neighbourhood.

Apollo TeleHealth services



Apollo TeleHealth Services is revolutionizing healthcare by breaking geographic boundaries and providing specialized telemedicine solutions. With a two-decade experience in telemedicine, Apollo TeleHealth Services has established a strong presence across 21 states in India.

Through state-of-the-art technology, Apollo TeleHealth Services enables remote populations, both within the country and across the globe, to access medical expertise. This is especially crucial for underserved rural and distant communities, bridging the gap in healthcare accessibility and eliminating distance barriers.

Lives have been saved, and critical conditions such as heart attacks, respiratory distress, and trauma have been successfully addressed through advanced video conferencing and connected medical devices. The TeleHealth systems are equipped to handle a range of medical emergencies, from minor injuries to severe conditions like strokes and snakebites.

As technology continues to advance and connected medical devices become more prevalent, Apollo TeleHealth Services is poised to elevate the standards of care delivery.

Apollo Remote Healthcare

Apollo Hospitals healthcare began its journey 22 year ago and has touched the lives of more than 17 million people. It provides healthcare services through physical and digital medium. Apollo healthcare is the largest telemedicine provider in the world by the virtue of the following achievements:

- ✦ Established more than 800 healthcare centres in Public Private Partnership (PPP) mode
- ✦ Apollo Remote Healthcare became the largest PPP with over 17 million teleconsultations delivered
- ✦ Set up 110 teleclinics in franchise mode
- ✦ Established 350,000 public touch points at Gram Panchayat Level through digital India initiative
- ✦ Delivered more than 20,000 clinical transactions daily across emergency, primary, secondary and other essential preventive healthcare services.
- ✦ Apollo Remote Healthcare is the first ever organization to attain the ISO 13131:2021 Health Informatics certification by the British Standards Institution (BSI) which provides guidelines that support innovation in healthcare.






Below are some of our progress highlights from the previous year:

- ✦ Enhancement of 350,000 Community Service Centers (CSUs) across Andra Pradesh, Himachal Pradesh, Jharkhand, Uttar Pradesh and Meghalaya.
- ✦ Tele-emergency services were expanded to encompass challenging terrains, including Himachal Pradesh, located at an elevation of over 14,000 ft above sea level, as well as remote tribal regions in Tripura.
- ✦ State of the art Digital dispensaries in states of Jharkhand, Meghalaya, Tripura, Uttar Pradesh.
- ✦ Telehealth services initiated by Tripura Tribal Areas Autonomous District Council giving access of top quality tech enabled healthcare to 10,000 people in the 6 months.

Drones to deliver medicines

Piloted in Telangana and further propelled in Arunachal Pradesh. Remote locations requiring dispensing of medicines and many such healthcare services were reached through drones. Application of drones in healthcare is a unique approach enabling the reduction of the time required for making healthcare available to communities, serving emergency care to the ones in need and in the events of disasters or accidents in lesser time.

Connected Ambulance

Internet of Things (IoT) enabled Connected Ambulance transforms access to healthcare, saving lives in emergencies. The custom-designed state-of-the-art Connected Ambulance is equipped with the latest medical equipment, inhouse developed patient monitoring application integrated with telemetry devices that transmit the patient health data to the hospital in real-time. It also has audio video cameras for seamless video conferencing.



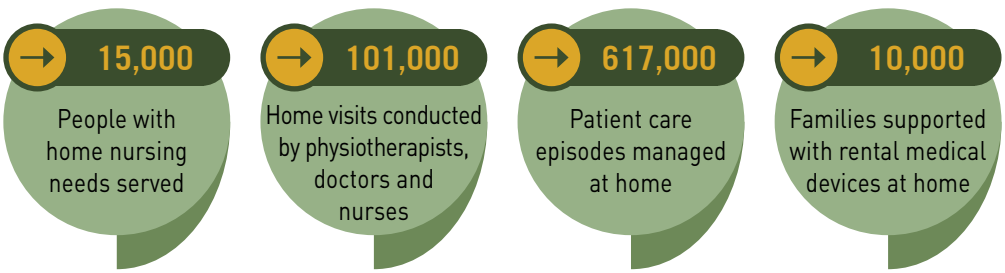
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Apollo HomeCare



The provision of healthcare has been transformed in India due to the emergence of HomeCare health services, which are conveniently provided at home for patients and their families. Apollo HomeCare is an extension of Apollo Hospitals' care continuum, which strives to deliver superior quality healthcare to everyone. This has redefined the healthcare landscape in India over the last few decades. Apollo HomeCare offers many unique treatment options that are delivered with compassion and care in the comfort of the patients' home.

During the home visits, clinical excellence is provided without any compromise. Apollo HomeCare expanded to 15 cities in the year 2022 validating its pursuit of clinical excellence and integrated care program.

Subsidized patient financing

In our commitment to ensuring access to healthcare, Apollo Hospitals addresses the financial challenges faced by patients in India's uninsured market. We have established strategic partnerships with esteemed institutions such as HDFC Bank, SBI, and Bajaj FinServ, offering financing options with subsidized interest rates.

This collaboration enables patients to afford essential procedures, with some cases even benefitting from 0% interest rates. Our comprehensive EMI initiative covers a broad range of elective and non-elective surgical procedures, including registration, consultation, diagnostics, pharmacy, and hospitalization expenses. We have the following policies and guidance notes to provide our patients flexible financing solutions.

Recognizing the financial barriers that prevent upfront payment for treatments, we have also joined forces with ImpactGuru.com, India's leading healthcare crowdfunding platform. This collaboration extends affordability for critical illness treatments to uninsured and under-insured patients across all segments of society. Leveraging the power of social media crowdfunding, this partnership provides an important and effective avenue for individuals to secure financial support for their medical needs.

At Apollo Hospitals, we believe that everyone should have access to quality healthcare, regardless of their financial circumstances. Through these initiatives, we strive to alleviate the burden of out-of-pocket expenses and empower individuals to receive the treatments they require. Our commitment to affordability and accessibility remains unwavering as we continue to pioneer innovative solutions for the benefit of patients and society.

Responsible Billing Practices

Transparency in the billing process begets patient trust. Another important factor is the accuracy of the estimation of the total cost of treatment prior to initiating an intervention. We have a robust mechanism for this in each of our hospitals. The indicative cost of care both for out-patients and in-patients is readily available and is accessible to all patients. Prior to a hospital admission, patients are counselled on the expected cost of treatment to be undertaken.

A detailed breakup of intended costs is also made available when required. The Hospital Information System (HIS) allows for itemized billing, the access to which is through a password protected interface. Standardized practices on billing are undertaken by trained staff who are monitored by the leadership team. A maker-checker mechanism to review the correctness of the bills is carried out prior to discharge.

Harmonising Healthcare and Environmental Stewardship



While the healthcare sector plays a crucial role in improving and preserving human health, it also generates various environmental health challenges because of its substantial energy and water consumption. According to Commonwealth Fund research, the healthcare industry is responsible for 4.6% of the world's greenhouse gas emissions. The sector also contributes significantly to waste generation apart from other air, water, and soil emissions. According to Health Care Without Harm, if the global health sector were a country, it would be the 5th largest emitter in the group of nations. The consequences of climate change on infrastructure are far-reaching, with rising sea levels and extreme weather events posing a threat to transportation networks, power grids, and buildings. Simultaneously, climate change impacts human health by intensifying heatwaves, increasing the risk of vector-borne diseases, and exacerbating respiratory and cardiovascular ailments, emphasizing the urgent need for adaptation and mitigation measures.

The climate change challenge calls for a systems-level strategy to ensure continuity of optimum healthcare outcomes with a reduced environmental footprint. At Apollo Hospitals, we have initiated a wide-ranging program to make these twin aspirations - quality outcomes and reduced environmental footprint a significant part of its operating model. We are constantly looking for ways to reduce our environmental footprint and optimise the utilisation of resources. We have embraced the most recent technologies and supported initiatives that have reduced the direct use of non-renewable energy and reduced waste generation.

We firmly believe that promoting a healthy environment enhances health outcomes and aids in the prevention of diseases that are predicted to become more common due to climate change. Our principal priority is to provide long-term quality and sustainable healthcare through a resilient and advanced health system. This philosophy is shared throughout the group. The group is committed to submit its data on the CDP platform in FY24-25. The CSR and Sustainability Committee is reviewing the TCFD, ISSB frameworks and the group is committed to align its disclosures with these frameworks in the coming 12-18 months.

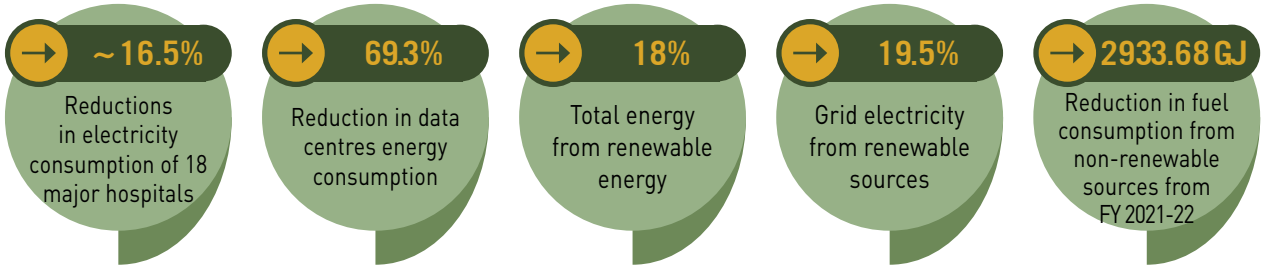
Our Management System

Apollo Hospitals recognizes the importance of protecting the environment and minimising its environmental impact. To operationalise this, we have implemented a comprehensive policy that includes programs, protocols, and processes to promote efficient resource utilisation, waste reduction, and recycling. The policy applies to all of Apollo Hospitals' operations and commits

to providing a safe environment for patients, employees, visitors, and partners while ensuring compliance with applicable environmental laws and regulations.

Apollo Hospitals aims to identify areas of focus and introduce innovative approaches, products, and services that minimise the impact on the environment and improve personal and community health. Our policy focuses on energy management, waste management, hazardous substances, water management, safe discharge of wastewater, supply chain and material management. This policy is periodically reviewed by Apollo Hospitals' CSR & Sustainability Committee to ensure that the company continues to meet its environmental responsibilities.

Energy Efficiency and Renewable Energy



Energy consumption in hospitals and other health delivery settings is a significant aspect of the environmental impact of the healthcare sector. Healthcare facilities require a constant and uninterrupted energy supply to support various operations, patient care, medical equipment, lighting, and climate control systems. The energy demands of hospitals and clinics are notably high due to their 24/7 operation, with continuous operations for HVAC (Heating, Ventilation, and Air Conditioning) and medical equipment. Hospitals and clinics require efficient HVAC systems to maintain appropriate temperature and air quality levels for patient comfort, infection control, and the preservation of sensitive medical equipment. These systems consume a substantial amount of energy, particularly in regions with extreme climates.

The healthcare sector relies on a wide array of medical equipment and devices, ranging from diagnostic machines to surgical tools and life-support systems. Many of these devices require a constant power supply and contribute to the overall energy consumption of hospitals and clinics. Proper lighting is crucial in healthcare facilities to ensure patients, staff, and visitors have a safe and comfortable environment. Lighting systems are also a significant source of energy consumption.

Energy Management and Conservation Strategies

The Group recognizes the importance and impact of energy conservation and energy-efficient practices in ensuring a greener and environmentally responsible approach to healthcare delivery. We are investing in energy management systems that monitor energy usage, identify areas of inefficiencies, and enable targeted energy-saving measures. By implementing these energy-saving measures, our healthcare facilities are aiming to reduce their carbon footprint, lower operational costs, and contribute to a more sustainable healthcare sector.

We are implementing energy-efficient HVAC technologies, such as high-efficiency air conditioning units, advanced ventilation systems with heat recovery, and smart controls that optimise energy use based on occupancy and ambient conditions. Additionally, regular maintenance and insulation improvements in buildings minimise energy losses and increase overall efficiency.

Other key measures include:

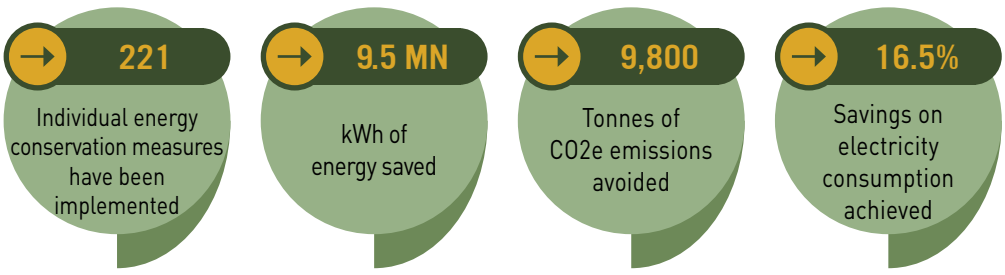
- Energy efficient medical devices
- Activating power-saving modes during idle periods
- Encouraging the use of rechargeable batteries instead of disposable ones can contribute to energy savings.
- Energy efficient lighting solutions such as LED
- Incorporating sensors and automatic controls to help regulate lighting levels based on occupancy and natural lighting conditions

Project Virya

Apollo Hospitals launched "Project Virya" in September 2021 to reduce energy consumption and carbon footprint in 18 of its most extensive hospital facilities in India by over 20%. To achieve this, Apollo partnered with energy efficiency company Smart Joules for a 10-year agreement. The project is to save 235 million kWh of energy and reduce 290,000 tons of CO2 emissions.

The project uses system design enhancements, investments in energy-efficient equipment, and intelligent data-driven operations automation. The project is part of Apollo's 'War on Waste' initiative, which aims to demonstrate leadership in sustainability, cost efficiency, and social responsibility. In the first year, Apollo Ahmedabad saw a 20% reduction in energy consumption and saved 3,000 tons of CO2 emissions, while Apollo Kolkata saved 18% in energy and 3,245 tons of CO2 emissions.

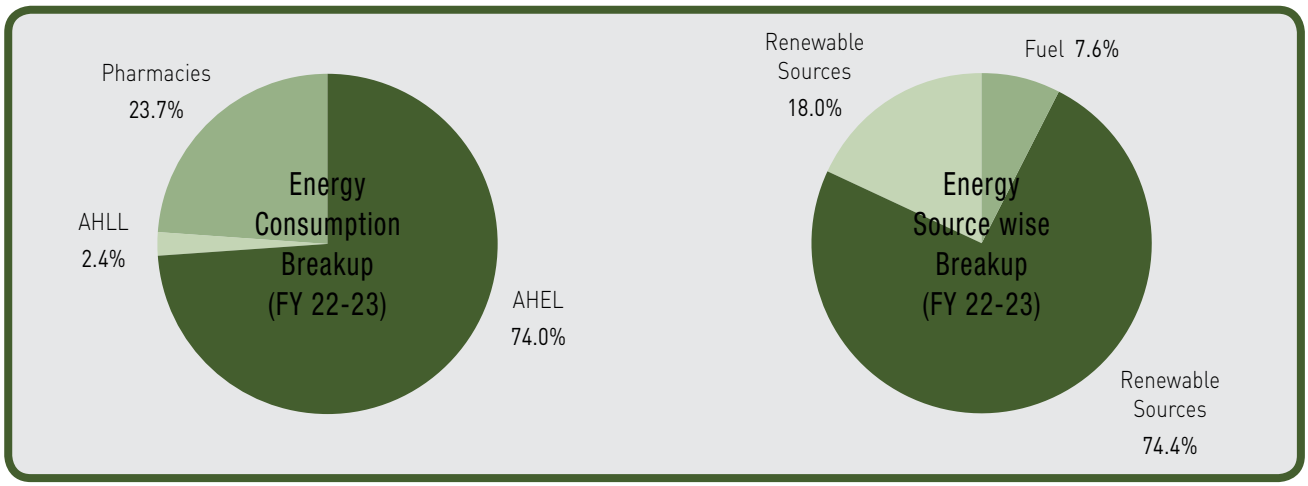
Through Project Virya

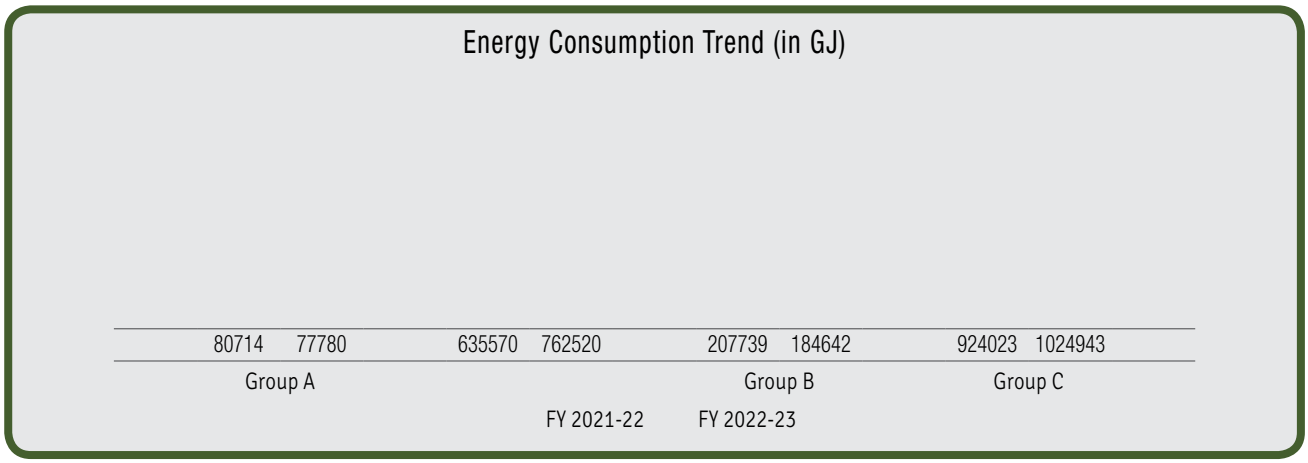


Additionally, we have staff training programs to educate employees about energy conservation practices, such as turning off lights and equipment when not in use, optimising ventilation systems, and promoting the use of natural lighting whenever possible.

At Apollo Hospitals, hospital operations consume more than ? of the total energy consumption, a major portion of the rest is consumed in pharmacies operating across the country. Grid

electricity meets 75% of our energy needs, followed by renewable electricity (18%) and direct energy from fossil fuels (7.6%).





Remarks:

1. We are gradually expanding our environmental boundary. We are gradually increasing the coverage of clinics and pharmacies in the data. The above graphical representations include all three business functions - AHEL, AHLL and Apollo Pharmacy, whereas electricity consumption from renewable sources includes only AHEL
2. Apollo pharmacy is excluded from fuel data and only diesel consumption values were given for AHLL

We are continuously expanding our green energy footprints. We have installed solar panels at our premises. Our hospitals have solar power systems in FY 22-23, 1177031 kWh of electricity was generated from solar panels. In a major leap towards renewable energy, we have signed PPAs for wind-based renewable power. In FY 22-23, 77,68,355 kWh of electricity was from wind-based power at Apollo Hospitals in Madurai, Trichy, Karaikudi and Karur.

19% of our total energy is from renewable sources. Presently, renewables contribute 18% of total energy consumption. We are targeting to increase this to 25% by 2025.

Green House Gas (GHG) Footprint

Hospitals have a significant GHG footprint due to their high electricity consumption, reliance on fossil fuels for power backup, emissions from owned fleets, healthcare specific gases & anaesthetics, and other fugitive emissions from air conditioning units.

37,304.45

tCO2e of emissions avoided in FY 2022-23

GHG boundary and emissions

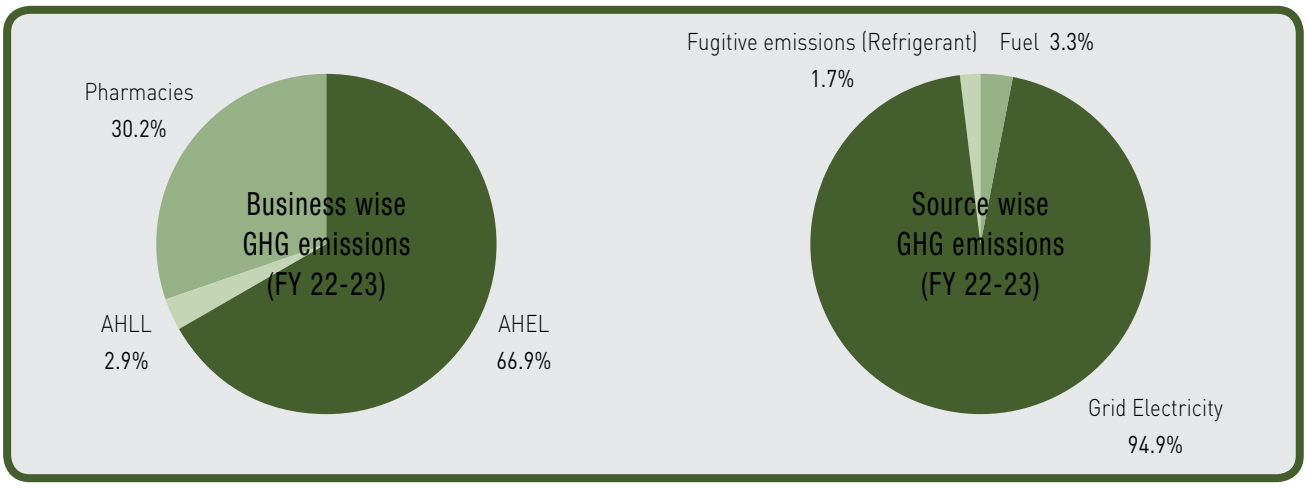
We are expanding our boundary for reporting environmental parameters for the year under review. In last year's report, we reported GHG emissions from hospitals directly managed by Apollo Hospitals. In this year's report, we have also included GHG footprints for Apollo Pharmacies and Apollo Clinics. We have also included fugitive HFC emissions from air conditioning units and CO2 from all fire extinguishers. We use standard emission factors under the GHG protocol and India specific factors where available to calculate emissions.

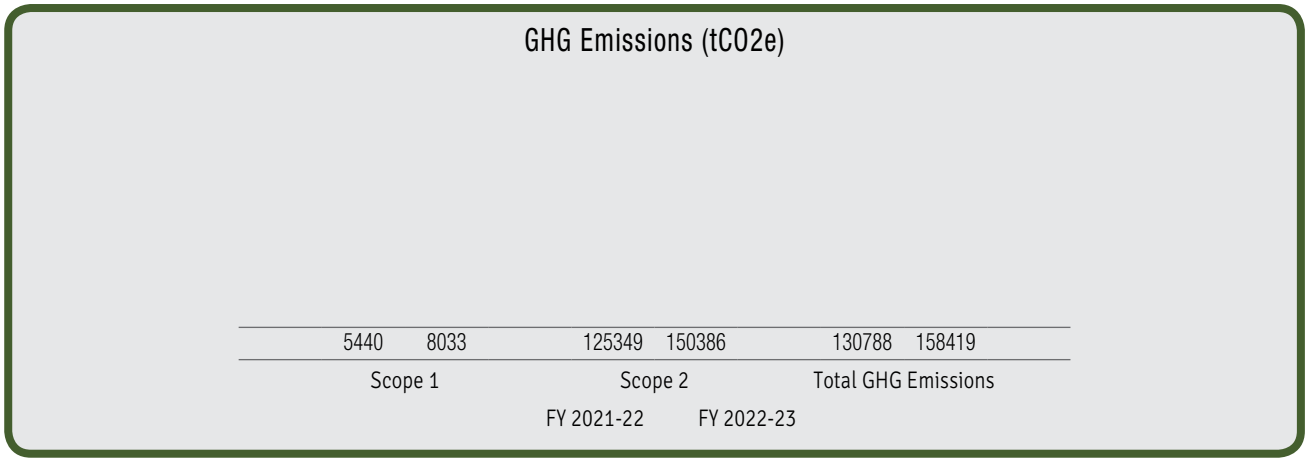
Scope 1:

Direct emissions primarily result from the combustion of fossil fuels for on-site energy production, such as natural gas/LPG for heating and diesel for backup generators and the fuel used in own vehicles. Hydro Fluoro Carbons (HFCs) used in HVAC are also potent GHG gases and we monitor and estimate the GHG impact of fugitive HFC emissions. As some fire extinguishers are CO2 based, we are also monitoring CO2 emissions from fire extinguishers.

Scope 2:

Indirect emissions are generated through electricity provided by utility companies, often fuelled by coal, natural gas, oil or renewable sources. Two-thirds of our GHG emissions come from hospital operations, the rest are from pharmacies and clinics. Our primary source of energy is electricity, which is why it contributes 95% of total GHG emissions, while the rest being from fuel and fugitive emissions.





Remarks:

- In FY 22-23, we have increased coverage of environmental parameters (included clinics and pharmacies)
- Fuel emissions also included GHG emissions from mobile combustion.
- We are in the process of estimating the GHG footprints of online deliveries carried out from Apollo pharmacies which will be included in subsequent Sustainability reports.
- We are in the process of estimating certain Scope 3 categories.
- Fugitive emissions include refrigerant and CO2 from fire extinguishers.
- Fuel emissions include diesel used in Diesel Generator sets, petrol and diesel used in company-owned vehicles.
- Scope 1 emissions include emissions from the usage of fuel and fugitive emissions.

Avoided GHG emissions:

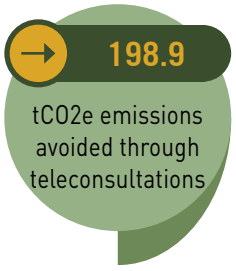
As an integrated healthcare services provider, we are responsible for taking strong, decisive, and inclusive steps to mitigate our impact on the climate. A significant amount of GHG emissions are mitigated through our diverse initiatives in energy conservation measures, renewable energy, teleconsultation, and technology improvement for data centres.

Renewable energy:

We have avoided 36415.55 tCO2e of GHG emissions through solar and wind energy.

Teleconsultations

Healthcare teleconsultation offers environmental benefits through reduced carbon emissions, resource conservation, and sustainable infrastructure. Moreover, it provides social benefits by increasing accessibility, cost savings, improving healthcare equity, and enhancing patient convenience. Embracing teleconsultation can leverage technology to promote sustainable healthcare practices and ensure equitable access to quality healthcare services for all.



At Apollo Hospitals, with a total of 0.45+ million teleconsultations, we have avoided carbon dioxide emissions totalling 198.9 tCO2e in FY 22-23. The total travel distance evaded was close to 4.5 million+ kilometres, by avoiding hospital visits by urban and rural patients through remote consultations. 60% of these consultations are from remote areas who do not have quick access to healthcare.

Reduced Carbon Emissions	Eliminates the need for travel, reducing transportation-related carbon emissions and improving air quality.
Conservation of Resources	Minimises the consumption of resources like paper, water, and energy, reducing the environmental impact of healthcare operations.
Sustainable Healthcare Infrastructure	Optimises the utilisation of existing healthcare infrastructure, reducing the need for new construction and operational resource demands.
Increased Accessibility	Overcomes geographical barriers, extending healthcare services to remote and underserved areas.
Cost Savings	Eliminates travel expenses and reduces overall consultation costs, making healthcare more affordable for patients.
Improved Healthcare Equity	Bridges the gap between urban and rural areas, ensuring individuals in remote locations have access to timely medical advice and consultations.
Enhanced Patient Convenience	Enables patients to receive healthcare services from the comfort of their own homes, saving time and reducing inconveniences associated with physical consultations.

Hyperconverged (HCI) Technology

Hyperconverged technology is an infrastructure approach that combines computing, storage, and networking into a single integrated system. It eliminates the need for separate components and streamlines data centre operations. Hyperconverged systems utilise software-defined technologies to virtualize and manage resources, making scaling and managing infrastructure easier. By converging multiple functions into one platform, hyper convergence simplifies deployment, reduces complexity, and improves scalability and agility in data centre environments. It is an efficient and cost-effective solution for organisations seeking to optimise their IT infrastructure and streamline management processes.

Following the implementation of 49 Nutanix nodes, a hyper-converged infrastructure tech for data centres, GHG emissions from data centres were reduced to 690 MT CO2 from 2252 MT CO2.

We abated a total of 37,304.45tCO2e in FY 2022-23 through the measures stated below:

S. No	Method	Emissions abated (tCO2e)
1	Teleconsultations	198.90
2	RE (Solar & wind)	36415.55
3	HCI Technology	690.00
	Total	**37304.45**

Air pollutants

We rely on diesel generators (DG) during power outages or as backup systems. These generators emit air pollutants, including particulate matter, nitrogen oxides, and sulphur dioxide, which contributes to air pollution and respiratory health issues. However, due to the availability of an uninterrupted power supply, the use of DG sets at most sites is minimal. DG sets are kept and tested more from the point of view of the availability of backup and continuity of critical operations. Additionally, DG set emissions are monitored regularly by an independent third party at each of our facilities.

For the rest of the requirements such as generating hot water/steam, canteen and laundry facilities, we use cleaner fuels such as CNG and LPG. Company-owned vehicles are also a source of air pollution. We are in the process of setting up processes to quantify the total emission of air pollutants such as NOx, SO2, CO and other pollutants.

Water Stewardship

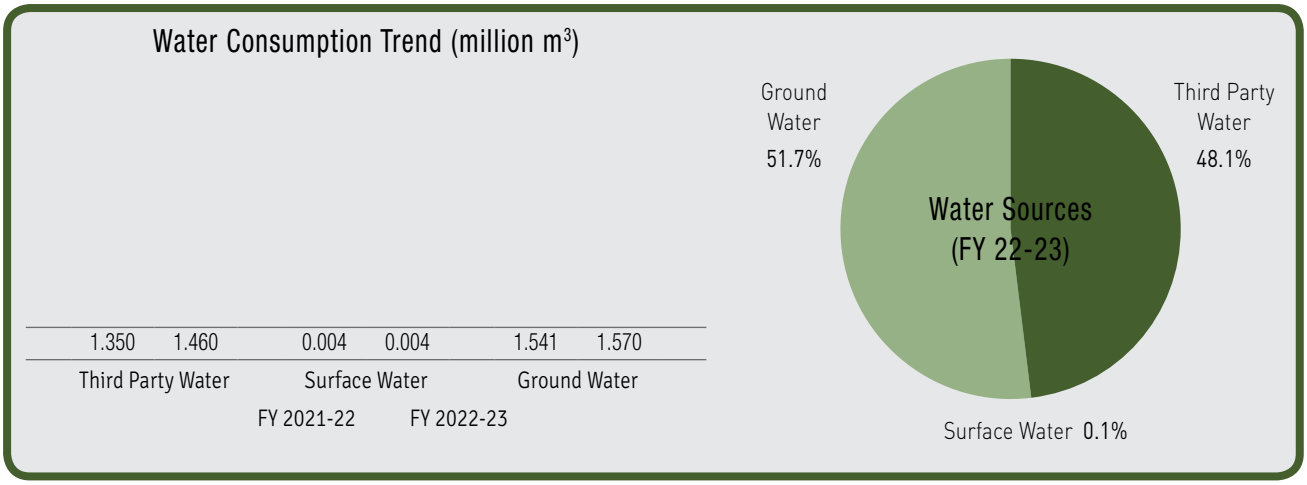
We utilise water for a variety of purposes, including patient care, sanitation, facility maintenance, and support services. Healthcare facilities require clean and hygienic environments to prevent the spread of infections.



Water is essential for various patient care activities, such as handwashing, cleaning surfaces, sterilising equipment, and maintaining overall cleanliness. It is also used in medical procedures, such as dialysis, surgeries and dental treatments.

Water is required for heating and cooling systems, boiler operations, and fire protection systems within our healthcare facilities. It is also utilised for irrigation purposes in landscaping and gardens. Water is also consumed in ancillary services, including laundry facilities, food services, and general housekeeping.

In FY 22-23, we consumed 1.88 million m^3 of water. Groundwater water (51.7%) is the primary source of water, followed by third-party water (48.1%) and surface water (0.1%).



Remarks:

1. The above charts cover hospitals and clinics only, pharmacies are not covered
2. The numbers for water withdrawal have increased due to the change in boundary, this year both hospitals and clinics were covered and pharmacies excluded whereas last year only hospitals were covered.

At Apollo Hospitals, sourced water is pre-treated, including filtration, disinfection, pH adjustment, and monitoring to meet quality standards for patient care, sanitation, and other healthcare facility needs.

We understand water is a critical resource in India as increasingly many areas are becoming water stressed. While at the same time, the 24*7 availability of water is critical for ensuring uninterrupted patient services. Thus, we have put in place systems to maximise water recycling and reuse. Wastewater is treated through primary, secondary, and tertiary treatment processes (membrane bioreactors/RO). Treated water is recycled and reused for certain purposes, such as laundry, horticulture, and landscaping. On average, 20% of water demand at our hospitals is met through recycled water. Rainwater harvesting systems are also installed at most of the premises and play an important role in the groundwater recharge of the facility location.

Laundry Water Reuse in Apollo Delhi

In Apollo Delhi, a new ETP plant was commissioned in May 2021. This plant has the capacity to treat around 100 KL of Laundry Discharge with its 4-stage water treatment system. The stages of treatment include Physio-chemical with media filtration, Advanced oxidation process, Ultra Filtration and Reverse Osmosis. Thanks to this advanced technology, a daily saving of 68 KL of laundry water is now possible, which can be re-used for laundry post-treatment. This is a innovative way to reduce water wastage and promote sustainability in our operations.



- Commissioned in May 2021, ETP plant treats approximately 100 KL of Laundry Discharge with 4 stage water treatment system
- Stages of treatment: Physio-chemical with media filtration, Advanced oxidation process, Ultra Filtration and Reverse Osmosis
- There's a daily saving of 68 KL of laundry water which is re-used for laundry post treatment

Waste Management



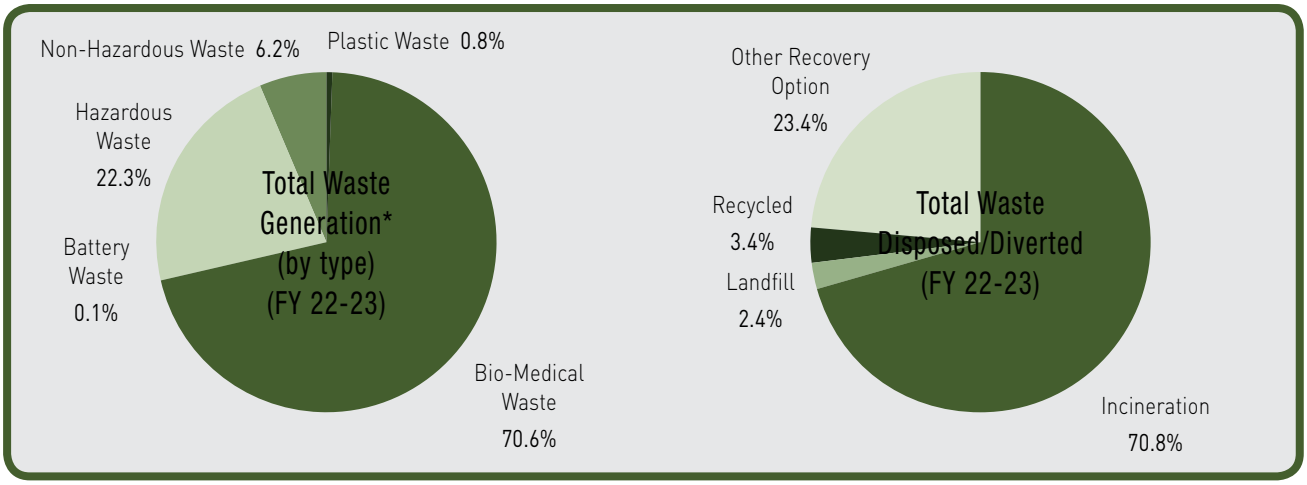
We generate various types of waste, classified into different categories based on their potential risks and proper disposal methods.

Biomedical Waste: Biomedical is handled, collected and disposed of by authorised third-party vendors as per the mandatory Biomedical Waste Guidelines. Biomedical waste at our facilities includes waste such as used syringes, sharps (needles, blades), anatomical & pathological waste (tissues, organs), microbiological waste (cultures, samples), consumables, discarded medicines, and other infectious materials. All our employees are mandatorily trained and annually re-trained on biomedical waste handling. Biomedical waste training is an integral part of our employee induction process and refresher training is provided at regular intervals. Additionally, strict compliance monitoring is undertaken in wards, ICU and operating rooms by supervisory staff across all our hospitals.

Hazardous Waste: Various hazardous waste including - waste oil, X-ray films, chemicals, solvents, disinfectants, laboratory reagents, and other materials with hazardous properties, which can be toxic, corrosive, reactive, or flammable - are used for hospital operations. All hazardous wastes are disposed of by authorised recyclers.

Non-hazardous waste: Non-hazardous waste generated from routine activities in our hospitals includes, food waste, packaging materials, office waste (paper, plastic), and general non-recyclable waste. Apollo Hospitals is committed to increasing the recycling of non-hazardous waste. In FY 22-23, 220 tonnes of non-hazardous waste was generated, out of which 33.7% was recycled.

Radioactive Waste: Radioactive substances are primarily used in diagnostic imaging procedures. These substances are administered to patients to visualise and analyse specific body organs, tissues, or physiological processes. Radioactive materials used for diagnostic or therapeutic purposes generate radioactive waste that requires special handling and disposal according to radiation safety regulations. Apollo Hospitals has instituted stringent protocols on radioactive waste management and works closely with regulatory agencies to ensure its safe disposal and reporting.



* The pie-chart also represents 0.0003% of battery waste as a part of total waste generation from hospitals and clinics in FY 2022-23.

Remarks:

- Only hospitals' and clinics' data included for waste generation and disposal, pharmacy data was not available

Radiology film replacement

The transition from X-ray film to digital imaging in radiology enhances operational efficiency and contributes to waste reduction, cost savings, and a more sustainable approach to healthcare.

Elimination of Film Waste	Traditional X-ray films require chemical processing, which generates substantial amounts of waste, including spent chemicals, fixer solutions, and developer solutions. Adopting digital imaging technology eliminates the need for film processing, thereby reducing the generation of film-related waste.
Reduction in Packaging Waste	X-ray films typically come packaged in individual envelopes or sleeves, which results in packaging waste. Switching to digital imaging eliminates the need for packaging materials, reducing waste associated with film packaging.
Minimization of Chemical Disposal	The chemicals used in film processing, such as fixer and developer solutions, are hazardous and require proper disposal. By transitioning to digital imaging, healthcare facilities can avoid the need for chemical disposal, contributing to a safer and more environmentally friendly waste management approach.
Limited Physical Storage Space	X-ray films require physical storage space to maintain records and comply with retention requirements. By adopting digital imaging, hospitals can significantly reduce the need for physical storage space, freeing up valuable real estate and reducing the environmental footprint associated with storing films.
Efficient Electronic Data Management	Digital images can be stored electronically, reducing the reliance on physical storage and making it easier to manage patient records. Electronic storage also enables remote access to images, facilitating collaboration among healthcare professionals and eliminating the need to transport films between locations.

As per our estimation, the initiative will help reduce the usage of over 50,000 radiographic films in the first year of its operations, with further increase in the years ahead.

Key initiatives to reduce plastic use:

- No single-use plastic at hospitals
- Adoption of compostable bags made from plant-based materials such as cornstarch, vegetable oils, etc at pharmacies, moving away from traditional plastic:
- Paper pouches for supplying medicines at pharmacies
- The biomedical waste bags used at Apollo Hospitals are made from 100% recycled plastic.
- Aprons, jute bags from Self-help group: The Telangana Forest Department and the Apollo Foundations' Total Health, a CSR project by the Apollo Hospitals Group, had launched a jute packaging workshop in Amrabad, Telangana, in an effort to establish a no-plastic zone and increase sales of jute bags in the forest area.

45 MT

Montly reduction in consumption of virgin plastic

By switching to compostable bags with a thickness of 30 microns (1/4th the thickness of plastic bags), we are eradicating the plastic menace and lowering our carbon footprint.





Conserving Biodiversity

Apollo Foundation has joined forces with the Andhra Pradesh Forest Department to plant 90,000 trees across the State, as part of its Total Health programme. This initiative aims to reduce carbon emissions, preserve wildlife habitats, and improve air quality for local communities. The Forest Department will provide the saplings, while Apollo Foundation will take care of their plantation and maintenance. The project uses Miyawaki forest models, native to the region, and will be monitored using geo-tagging. The initiative is part of Apollo Hospitals' ongoing commitment to environmental sustainability and its dedication to promoting a greener future for all.

Building Climate-Ready Healthcare Facilities

Green and efficient buildings play a crucial role in the healthcare sector, providing numerous benefits for patients, staff, and the environment.

Improved Patient Well-being

Green and efficient buildings in the healthcare sector contribute to better patient well-being. These buildings incorporate sustainable design principles that prioritise

- natural lighting,
- improved indoor air quality, and
- thermal comfort

Access to daylight and views of nature have been shown to enhance patient recovery rates, reduce stress, and improve overall satisfaction. Additionally, optimised indoor air quality, achieved through proper ventilation and filtration systems, helps prevent the spread of airborne infections and allergens, creating a healthier environment for patients. Green buildings also focus on acoustic comfort, reducing noise levels and promoting a calm and healing atmosphere.

Green Spaces at Apollo

One of the Apollo Hospitals in Chennai is featured in Green Space Report by Geneva Sustainability Centre. The Apollo Proton Cancer Centre in Chennai, India is platinum LEED certified building which has incorporated courtyards and atriums, allowing patients to experience nature while undergoing treatment. These healing gardens provide a sense of hope, renewal, and restoration for patients, while also providing caregivers with a place to recharge.



These spaces provide respite from the clinical setting, reduce stress, promote healing, and enhance mental health. The integration of nature into healthcare environments creates a more holistic and patient-centred approach to care. We aspire to construct more such spaces to enhance patient recovery, stress reduction and the creation of a healing environment.

Environmental Stewardship and Cost Savings

Green and efficient buildings in healthcare promote environmental stewardship by reducing resource consumption and minimising environmental impact. They prioritise patient well-being, reduce environmental impact, and result in cost savings. These buildings create healing environments that enhance patient recovery, promote sustainability, and align with the healthcare sector's commitment to providing quality care while minimising its ecological footprint.

People Empowerment and Development

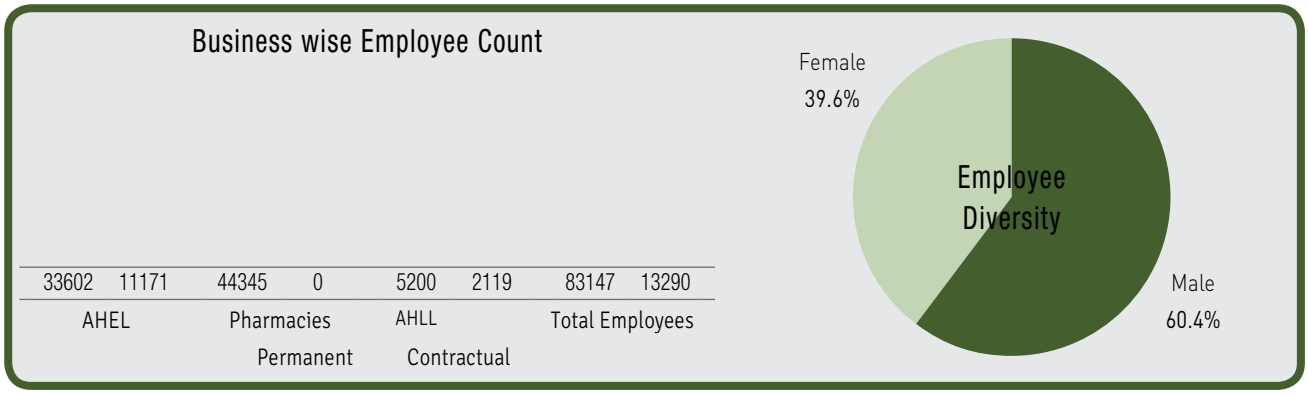


At Apollo Hospitals, we are a diverse team of 60,000+ professionals. Our shared culture and values of enabling wellbeing, social consciousness, relentless pursuit of excellence, and intellectual curiosity unite us in our mission to bring healthcare of international standards within reach of every individual. We are committed to creating an inclusive and supportive environment that empowers our team members to deliver their best work, enabling healthier lives and contributing to the development of a modern, high-performing healthcare system.

We acknowledge the pivotal role of stakeholders in the healthcare industry. Healthcare professionals, employees, patients and their families, investors, suppliers, government and regulators, local communities and our business partners are crucial contributors to our success. By listening to and valuing stakeholder perspectives, we ensure a customer-centric approach and align our business practices with the expectations and needs of our stakeholders.

At Apollo Hospitals, significant emphasis is placed on employee training and development, as reflected in the robust training man-hours invested per employee. In the fiscal year FY 23, the hospital dedicated a total of 235,934 repeated employees trained towards health & safety training and 1,414,559 man-hours of skills upgradation training for our staff members. This comprehensive training program encompasses various aspects, including clinical skills, patient care, patient & employee rights, service excellence, staff safety, occupational health and safety, technology adoption & usage, and compliance with industry & statutory regulations. The training curriculum is designed to enhance employee competence, foster professional growth, and ensure the delivery of high-quality healthcare services. Through continuous learning and development opportunities, Apollo Hospitals empowers its employees to stay updated with the latest advancements in their respective fields, promoting a culture of excellence and providing exceptional care to patients.

Size and Composition of Workforce



Note: Diversity figures includes contractual employees at pharmacies. Apollo Pharmacy figures are from FY 2021-22.

Fostering Diversity and Inclusivity

Diversity and inclusivity in the healthcare sector are vital for providing patient-centred care, reducing disparities, fostering innovation, promoting workforce satisfaction, and advocating for health equity. By embracing and celebrating diversity among employees and patients, we strive to improve patient outcomes, enhance the quality of care, and create a more equitable and inclusive healthcare system for all.

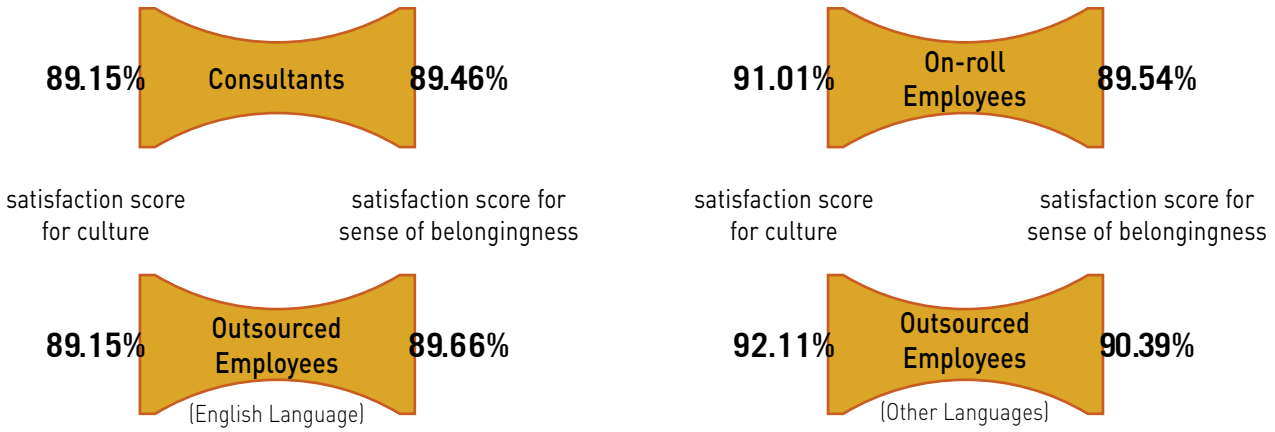
At Apollo Hospitals, we hold a steadfast commitment to fostering diversity and preventing discrimination based on various factors, including gender, ethnicity, age, socio-economic background, religion, trade union membership, and political beliefs.

We take pride in being an equal-opportunity employer with aspects of equal opportunity embedded in our HR manual and policy, which are available internally. We believe in creating a workplace that embraces all individuals' unique abilities and perspectives, including identifying suitable roles and positions where differently abled individuals can be integrated. As part of our comprehensive training programs, we conduct activities centred around promoting affirmation in the workplace.

Our Board Diversity Policy outlines the company's commitment to achieving diversity on its Board of Directors. By fostering a diverse Board, we aim to enhance the quality of our decision-making processes and improve business outcomes.

Focusing on Staff Satisfaction

In 2021, we conducted the Apollo Member Satisfaction Survey, gathering feedback from our consultants, on-roll employees, and outsourced members. Two essential aspects assessed were culture and sense of belongingness, which contribute to a positive work environment. We are pleased to share that the overall satisfaction score from the survey was an impressive 89%. (Please see below Case Study - Member Happiness Quotient: Member Satisfaction and Engagement)



These scores demonstrate our commitment to creating an inclusive and supportive environment for all members of our workforce.

To further improve satisfaction scores and continue fostering a positive culture and sense of belongingness, we have implemented initiatives aimed at strengthening teamwork and inclusivity. One of these initiatives involves recognizing and rewarding individuals and teams for their exceptional performance. By celebrating achievements and providing recognition, we create a culture that encourages high performance and builds trust among our teams.

Another metric analysed is the number of employees that have served for over 10 years at the Apollo Hospitals in various roles and levels. Currently, 5,673 employees have been with our organization for over 10 years. This metric, we believe, is an indicator of the working environment and the opportunities offered by our organization for our employees to consider their long-term career prospects with us. The turnover rate for employees at Apollo Hospitals in FY 23 is at 34%. The health sector witnesses higher turnover of staff due to multiple reasons including employment opportunities overseas, staff moving to public health system, staff moving for higher education or skills training, etc. The Group has in place a retention strategy which includes upskilling, clinical degree programs like DNB and career pathway planning as some mechanisms for staff retention.

Turnover Rate for FY 2022-23	Male	Female	Total
Permanent Employees	25%	42%	**34%**



Upholding Human Rights and Labour Relations

We recognize the paramount importance of upholding human rights in the healthcare sector. With a unique responsibility to safeguard and promote human rights, we prioritise the well-being, dignity, and equitable access to healthcare for all individuals. Our human rights practices align with the principles set forth by the United Nations Global Compact (UNGC) and the international standards of the International Labour Organization (ILO). We adhere to the ILO Declaration on Fundamental Principles and Rights at Work, which encompasses essential aspects such as non-discrimination, freedom of association, collective bargaining, and the elimination of forced and child labour.

We recognize the importance of Employee Associations and Unions in fostering a collaborative and productive work environment. Our Unit HR Heads, supported by the Corporate HR team, are responsible for managing labour relations across all our locations. Over the past five years, we have successfully negotiated several collective bargaining agreements, primarily focusing on wage and salary revisions. Currently, approximately 18% of our workforce is covered by trade unions or collective agreements with no union related disruptions or strikes over the last 3 years, as we ensure that their rights and interests are protected.

As an organisation, we recognize the importance of addressing human rights impacts and issues, and our Chief Human Resources Officer (CHRO) serves as the focal point responsible for handling such matters.

During FY 23 there were no complaints related to human rights at Apollo Hospitals. To ensure prompt and impartial resolution of any complaints that may arise, we have constituted an Internal Complaints Committee. This committee is dedicated to addressing any grievances related to discrimination or harassment promptly and fairly.

Furthermore, our comprehensive code of conduct and Prevention of Sexual Harassment (POSH) policy serve as strong safeguards, preventing any form of discrimination or harassment within our organization. We have established a Sexual Harassment Redressal Committee consisting of four members, including a woman presiding officer. This committee is responsible for promptly addressing complaints related to sexual harassment. Complaints are thoroughly investigated within a 15-day timeframe, in collaboration with the Unit Head, to ensure fairness and transparency. In cases where the proposed solution by the committee does not satisfy the complainant, they have the option to approach the Audit Committee for further redressal. We take pride in the fact that cases presented to the Sexual Harassment Redressal Committee have been satisfactorily resolved, indicating the effectiveness of our grievance resolution procedures.

Grievance Redressal Mechanism

Apollo Hospitals has established an open-door policy where employees can report their concerns to our regional CEOs or the Head of HR, ensuring a confidential and supportive avenue to address any human rights violations. We also provide complaint boxes across our hospitals, allowing individuals to submit anonymous grievances regarding all concerns including - discrimination, harassment, misconduct, human rights concerns, etc. This mechanism operates in cohort with the guidelines laid down in our Code of Conduct and policies including PoSH, etc.

Driving Transformation through HR initiatives

HR at Apollo Hospitals embodies a comprehensive approach that is people-oriented, individual-oriented, future-oriented, decision-oriented, development-oriented, employee-oriented, and action-oriented.

People-oriented

Recognizing the value and significance of every individual within the organisation.

Future-oriented

We focus on strategic planning and anticipating the evolving needs of the healthcare industry.

Decision-oriented

Our practices ensure that our policies and initiatives align with the organisational goals and objectives.

Development-oriented

Initiatives are implemented to enhance the skills, knowledge, and capabilities of employees, fostering their growth and career progression.

Employee-oriented

We prioritise employee satisfaction and well-being, creating an employee-oriented culture that promotes engagement and a sense of belonging.

Action-oriented

We are action-oriented, swiftly responding to challenges, implementing effective solutions, and driving positive change across the organisation.

HR acts as a business partner, contributing to revenue generation and playing a vital role in the organisation's success. HR has successfully transformed Apollo Specialty Hospital, Nellore (ASHN), by handpicking skilled clinicians in various specialties, resulting in an additional revenue of 224.86 crores over the past two years. The establishment of Centers of Excellence (COEs) such as Oncology, Pro Health, and Revenue has been facilitated by HR, including the recruitment of COE heads and their teams. The COEs have led to the recruitment of 100 positions in Oncology, 31 positions in Pro Health, and 81 positions in Revenue.

Our initiatives in HR have earned Apollo Hospitals, Ahmedabad, to earn the "Most Preferred Workplace" award in the Health and Wellness category in FY 2022-23.

Targets

FY 2023-24

- Paperless HR function
- Young Leaders Development Program
- Annualised attrition at under 25%
- Targets and standard practices for Diversity & Inclusion
- Education at work

FY 2024-25

- Career progression and succession plan – 95% key positions recruitment via succession planning
- Group-wide HR shared services team
- HR Active >> 24*7 Member query resolution support

FY 2025-26

- One Apollo HR team
- Apollo- HR learning University
- Single digit attrition %

Attracting, Incentivising and Retaining Key Talent at Apollo Hospitals

Talent acquisition at Apollo Hospitals has experienced a notable improvement in the quality of recruited resources, underscoring the organisation's commitment to excellence. Partnering of HR in the recruitment of senior clinicians has yielded positive outcomes for the business, enabling the inclusion of highly skilled professionals.

Notably, during the Covid-19 pandemic, we deployed a dedicated team to support the Dubai Health Authority (DHA), with 211 nurses and 21 doctors successfully deployed at DHA from June 2020 to March 2022. Moreover, we proactively hired sufficient nurses and doctors across all hospitals during the pandemic to ensure uninterrupted critical services. As part of streamlining operations, the consolidation of Naukri Logins from multiple accounts into a single account across the hospital's division has resulted in the benefit of economies of scale, optimising the talent acquisition process.

Performance Evaluation

Performance evaluation is a critical function of the overall HR framework, focused on fair and consistent rewards for our employees. Further, this comprehensive evaluation is also based on the strategic priorities of our organization and its needs for the future. This performance evaluation, depending on the seniority of the employees and their responsibilities, translates into salary increases as well as bonuses relative to a variable percentage of their respective salaries.

The Performance Evaluation framework is based on scoring achieved through two sources:



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

While the increment criteria are multi-fold which includes:



Scoring for the above is carried through the Bell Curve methodology which includes transparent self-assessment by staff and subsequent evaluation by the line manager through our HR tools. Primacy is given to the transparency, fairness and honest interaction during this exercise.

Case Study: HR Automation at Apollo Hospitals

We have embarked on a significant HR automation journey with the aim of creating the first paperless department by August 31, 2022. The implementation includes the adoption of HR IT tools such as Ultimate Kronos Group (UKG), Oracle Fusion HCM, and the Payroll ESS Portal.

These tools are accessible on mobile devices and computers, enabling convenient access for team members anytime and anywhere. The automation has resulted in improved accuracy, productivity, and compliance with HR statutory requirements.

For members, the Payroll ESS Portal allows access to payslips, Form 16A, and various HR services such as leave applications and navigation assistance, reducing the need to visit HR for routine tasks. This will save time, reduce stress, and create a delightful experience for employees. The tool has achieved 90% adoption within 90 days from its launch, demonstrating its ease of use and effectiveness.

For the organisation, the HR automation initiative has yielded remarkable results. The implementation was completed within a period of 4 months, significantly shorter than the usual 8-12 months' time frame. Payroll processing has been consolidated from 45 locations to a single location, resulting in substantial cost savings and improved accuracy. The automation system eliminates the need for ad hoc allowances and offers better control mechanisms. Future includes migrating payroll processing to the cloud through Oracle Cloud Payroll.

HR professionals have also benefited from the automation initiative. It has provided them with enhanced accuracy, productivity, and more time to address other HR-related tasks. Manual record-keeping has been reduced, freeing up valuable resources. The automation tools enable HR to access information anytime, anywhere, facilitating faster decision-making.

The HR automation implementation at Apollo Hospitals has revolutionised HR processes, leading to improved accuracy, productivity, cost savings, and a seamless experience for employees, the organisation and HR professionals. We have successfully embraced automation, leveraging technology to optimise HR operations and meet the evolving needs of our workforce.

Supporting Talent through Training & Development Initiatives

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



Our leadership development program includes knowledge enhancement programs like Continuing Medical Education (CME) / Continuing Nursing Education (CNE), online courses enrolment via Medvarsity, product training, simulation training, etc.

Prioritising Employee Health and Wellbeing

We prioritise employee wellbeing, recognizing the importance of a healthy and supportive work environment by focusing on our employees' emotional, physical and mental well-being. We

offer competitive, non-compensation benefits like Medical Insurance for employees and their families, Employee State Insurance (ESI), Group Personal Accident Insurance (GPAI), Group Term Life Insurance (GTLI) and maternity benefits. Employees can also avail an option to make a contribution to the provident fund and enrol in National Pension Schemes.

Employee Insurance

Apollo Hospitals has made significant enhancements to its insurance coverage for employees, ensuring comprehensive and convenient benefits. Previously, there were 21 policies with varying benefit patterns, but now the Hospitals Division has streamlined them into three policies, providing uniform benefits across the country. This restructuring has enabled members to avail themselves of cashless medical facilities, eliminating the need for upfront payments and reimbursement claims.

The coverage has expanded beyond Apollo Hospitals, allowing members to access benefits at any healthcare facility nationwide. The number of beneficiaries has also witnessed a remarkable increase from 9,984 in FY 20 to 50,955 in FY 23, including dependents. Moreover, regular tracking and monthly updates of member details ensure timely extension of benefits, with shared services facilitating quick turnaround for member requests.

Additionally, Apollo has institutionalized Group Medical Coverage (GMC), Group Personal Accident (GPA), and Group Term Life Insurance (GTLI) coverages throughout the organization, broadening their reach beyond the Southern and Telangana regions. The settled claims under both GTLI and GPA have demonstrated a rising trend, signifying the effective utilization of these coverages. With these improvements, Apollo Hospitals has prioritized the well-being of its employees, providing them with comprehensive insurance coverage and a seamless healthcare experience.

R.E.C.O.V.E.R our wellbeing - A comprehensive wellbeing platform that provides an opportunity for all members, regardless of their terms of employment, to express their inhibitions and emotions. This initiative aims to support and connect members, prioritising their health and care. The platform includes a series of wellbeing sessions facilitated by clinical psychologists, focusing on "Recover your Wellbeing." Additionally, each unit and region have a dedicated clinician available once or twice a week, offering consultation and guidance to address any necessary concerns. Reflective exercises are also incorporated using Microsoft Forms. These sessions are evidence-based and immediately applicable to improve member wellbeing, utilising the RECOVER model. By engaging in these sessions, members have a chance to think, relate, open, reflect, and recover from mental fatigue, effectively addressing day-to-day burnout challenges in the workplace.







The Laughter Rx, The Laughter Prescription as happiness really matters – It is a powerful HR tool that aims to deliver employee happiness, creating a more purposeful and joyful work environment. It has been identified as the number one driver of loyalty, productivity, and retention. Happiness is directly correlated with employee performance throughout their lifecycle. The Laughter Rx serves as an adaptive workforce transformation approach, aligning with the changing demands of patients and the market. Curated sessions led by specialist and licensed individuals cover various topics, fostering pleasure, passion, purpose, and profits. The outcomes of implementing The Laughter Rx include physical and mental recovery for caregivers, the spread of therapeutic laughter, increased confidence and self-esteem, positive first impressions, instilled hope and trust, improved teamwork and communication among caregivers of different disciplines, and a positive and satisfying environment that benefits both caregivers and patients.

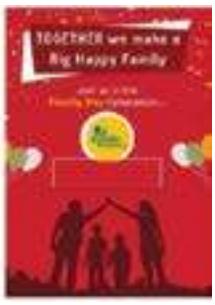
W.W.W – Wellness Challenges for WellBeing & WorkLife – A program aimed at enhancing Apollo Members' overall health and wellness. We offer a variety of activities that participants can choose from based on their preferences and abilities. This initiative increases awareness of health and promotes a culture of wellbeing and work-life balance. Participants can access a yearly printable calendar featuring the activities, and nominations can be submitted through a Microsoft form or QR code. Monthly monitoring and recognition are provided to acknowledge the stars who actively participate in the challenges.

Family Day Carnival – This event is celebrated thrice a year in every unit with the aim to foster a stronger connection between members, leaders, work, and family. The carnival offers a wide range of activities for families, including art, craft, sports, counselling, and entertainment. It provides opportunities for bonding between families and promotes a sense of loyalty, positive energy, and belongingness. Activities are tailored for different family members, such as hospital tours, games, art, educational sessions, and performances.









Apollo Moments to Cherish - This initiative recognizes and commemorates special milestones in the lives of our members. It includes personalised messages and gifts for birthdays, honouring long service milestones with certificates and gifts, and conducting retirement celebrations for members and their families. The initiative emphasises the importance of acknowledging and appreciating the contributions and personal moments of our members.

Case Study – Member Happiness Quotient: Enhancing Member Satisfaction and Engagement

Member Happiness Quotient examines the impact of HR initiatives on member satisfaction and engagement within an organisation. Key initiatives include HR automation for accessing

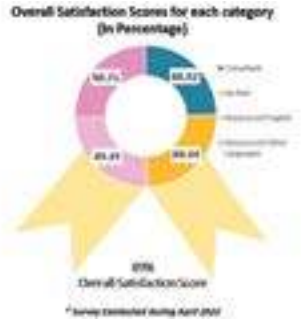
personal information, the HR on Wheels mechanism for query resolution, transparent performance evaluation, and automated satisfaction surveys. These initiatives have improved accessibility, convenience, and ensure timely query resolution.

The automated satisfaction surveys cover various aspects such as wellness and work-life balance, leadership, culture, sense of belongingness, employee development, teamwork, innovation, and change.

The last survey conducted in April 2022 showed the continued satisfaction levels across levels and roles by the over 30,000 Apollo members surveyed:







The ongoing satisfaction survey for FY 22-23, which is underway, demonstrates the organisation's commitment to continuous improvement and member-centric HR practices. The results of this survey will be reported in the subsequent report.

Learning and Development

Learning and development initiatives are essential to ensure the delivery of high-quality care, promote professional growth, and drive innovation, ultimately benefiting both healthcare professionals and patients. We have taken initiatives at Apollo Hospitals like-Apollo Young Leaders Program, Apollo Nxt , Performance, knowledge and skill upgradation by STEP program, Overseas Readiness-Aspirational aligned program, Standardizing Onboarding and New Employee Induction Experience and Impactful Learning to groom future leaders -mid managers Nursing Leadership Program, thereby improving Operational Excellence and foster a culture of continuous learning and performing throughout the organization.

We recognize the need to develop future leaders within our organisation to ensure leadership continuity in key positions. We have designed a series of learning interventions known as Apollo Nxt with the aim to build a strong and continuous ecosystem for developing in-house leaders.

Apollo Young Leaders Program

- The objective of the program is to harness & develop the future leaders of our Apollo family via Indian School of Business's (ISB) Executive Education Program.
- The members participating in program will be equipped with Healthcare entrepreneur skills, Competitor insights, Growth mindset, New age digital transformations, Business Analytics along, with Financial & Economic value creation.

- The program spans a period of 21 month and includes in-campus and action learning projects along with online /offline components. The outcome is to develop a strong foundation of Succession pool / Management talent Pipeline who are future ready to lead New Entity(ies) / Units as the organization accelerates its growth pace with knowledge and culture of Apollo & Best In Class industry standards.

Creating Medical Administrators

- With the objective of building leadership capability among high-potential medical leaders, such as Junior Medical Specialists (JMS) and Senior Consultants who aspire to become administrators, we have designed this structured program.
- The program targets high-potential medical leaders, providing them with structured training and enrolment in a management course.
- Participants are mentored by senior medical heads to create a future-ready workforce and establish clear career paths within the organisation. The program spans two years and utilises both offline and online modes of learning.

Step Up Program for B School Grads

- The objective of this program is to groom the individuals from top B-schools with a combination of medical and business education (MBBS/BDS with an MBA or MHA) and have 2-8 years of experience, to align with the Apollo Value System and take on the responsibilities of departmental leadership.
- The program spans a period of 18 months and combines on-site learning at Apollo Hospitals with online components, providing a comprehensive and flexible learning experience.

Overseas readiness-Aspirational aligned program

- A comprehensive initiative aimed at preparing our nurses for international opportunities and empowering them to achieve their aspirational goals on a global scale. This is in line with the "Heal by India" Initiative of the Government.
- Through this program, Apollo will assist the nurses to undergo Language Training programs for OET / IELTS or German Language and place them in UK or Germany based on their preference of nurses.
- Apollo will also handhold in the entire process from training, recruitment, deployment, and post-deployment assistance. This will help the organization to have a high member satisfaction rate, morale & planned attrition.

Performance, knowledge and skill upgradation by STEP program

- Skill Training and Enhancement Program (STEP) program aims at providing high quality patient care by education and training the support staff with the necessary knowledge and skills to adapt to their changing roles.
- STEP is intended for training support staff (Housekeeping, Patient attenders, Security) to improve quality and safety protocols and basic principles of healthcare concerning patient and employee safety. The objective of this program is to review and refresh the concepts of patient safety and responsibility towards maintaining quality care. The program also highlights in reviewing, refreshing and grasping concepts of effective infection control and prevention of spread of diseases and standard precautions

- A proactive approach of delivering high-quality healthcare, promoting patient well-being and fostering a culture of safety within our facilities. Empowering members by continuous education and improvement makes them vigilant in identifying potential risks and take appropriate actions to prevent harm leading to increased patient trust and satisfaction, which in turn leads to better patient outcomes and improved financial performance.

HR On Wheel

- Its a connect initiative whereby the HR is on the floors , anticipating the needs of the members and cater to their requirements. The initiative brings in visibility of HR on the floors/departments. The concept is to ensure that the members on the ground are aware that they are genuinely cared.
- Awareness and Knowledge sharing on employee wellbeing, infection control protocols adherence, check on grooming standards, cleanliness and hygiene, awareness on grievance , employee rights and responsibilities, fire & safety etc are shared on the floor visit
- The initiative helps in better connect with the members on the ground. It eliminates the fear factor of HR (if any). Builds confidence with members on the ground. Understands pulse of the ground and be proactive in engaging and creating an enhanced experience for the workforce

Apollo Family Day

- A Connect initiative with members family. Making members family to spend a day in their spouse / children's or parents' office. To build a experience of connect between members, leaders, work & family
- The objective is to create an inclusive and supportive workplace culture that values the holistic well-being of employees and their families. By engaging with employees beyond work and acknowledging the importance of their families, it fosters a sense of loyalty and pride, leading to increased job satisfaction and sense of belongingness.

Nursing Managers Leadership Development Program

- The Nursing Managers Leadership Program is a specialized training initiative designed to enhance the leadership skills and competencies of nursing professionals who are in managerial or supervisory roles in the organization.
- The aim of the program is to equip these members with the necessary knowledge, tools and techniques to effectively lead and manage teams and their performance, thereby ensuring the delivery of high-quality patient care.
- The program is designed to typically have blend of online/offline knowledge share sessions and insights on case studies, practical exercises to provide a comprehensive and immersive learning experience.

Apollo Expedition creating impactful learning

Various Interventions and initiatives as described below planned for impactful learning of the hospital staff as they play a crucial role in enhancing patient care, improving outcomes and promoting professional growth.

Apollo Expedition is a comprehensive learning and development initiative launched by Apollo Hospitals in 2022-23. It focuses on fostering a culture of continuous learning and addressing talent needs to enhance the business performance of the units. The program includes initiatives such as Apollo Radio for anytime access to learning materials, Basic Employee Etiquette for essential etiquette training, and Language & Communication Skills to improve English communication.

Other than the functional & mandatory learnings, we have focussed and monthly interventions.

Monthly Interventions

These interventions cover a wide range of areas including driving Apollo Hospitals' values and vision, promoting compassionate care and courtesy for members, achieving service excellence, fostering the Apollo Ambassador mindset, enhancing digital skills, prioritizing patient-first initiatives through the "You First" approach, improving effective communication, raising awareness about POSH (Prevention of Sexual Harassment) guidelines, utilizing online learning platforms, and adhering to the Apollo Way of doing things.

Laboratory Online Training Modules

The objective is to provide a flexible and accessible learning platform -Oracle LMS for laboratory personnel to acquire and enhance their knowledge and skills related to laboratory practices, techniques, safety protocols and quality assurance. The training modules are designed and developed in-house by the competent medical leadership aiming to create a well-trained and competent workforce capable of delivering accurate, reliable and high-quality laboratory services, ultimately benefiting patient care and healthcare outcomes.

Simulation Training for Doctors and Nursing

The simulation-based training allows members to practise various clinical scenarios in a safe environment, improving their decision-making skills and enhancing their ability to handle real-life emergencies.

Reinforcing

We have implemented a certified 'Train the Trainers' program specifically designed for Learning and Development (L&D) resources that equip the trainers with the necessary skills and knowledge to deliver effective training sessions. We focus on online trainer certification, particularly related to the digitization initiatives of the HR department. To recognize the achievements and efforts of online learners, as well as departments and units with high training and compliance ratios, we have introduced the Apollo Dronacharya Awards.

Fostering a Culture of Safety

The culture of occupational health and safety is deeply ingrained within our operations, reflecting our commitment to safeguarding the well-being of employees and patients. The hospital prioritizes a proactive approach towards identifying, assessing, and mitigating occupational health and safety risks. Regular safety audits and inspections are conducted

to ensure compliance with regulatory standards and identify areas for improvement. Apollo Hospitals incorporates key occupational health and safety certifications like ISO 45001:2018 and aims to further integrate its operations going ahead.

We also conduct comprehensive training programs and awareness campaigns related to occupational health and safety. Employees receive annual trainings on various aspects of occupational health and safety, including emergency response protocols, proper handling of medical equipment, etc. These initiatives equip employees with the knowledge and skills necessary to maintain a safe working environment and deal with any unforeseen circumstances.

The Group promotes an open reporting culture, encouraging employees to report any potential hazards or near-miss incidents. This enables timely interventions and preventive measures to be implemented. We have implemented an Automated Incident Reporting System across our hospitals, allowing our employees to report incidents online. This system enables us to handle incidents efficiently and effectively. Each incident is evaluated using Severity Assessment Scoring (SAC), and for high severity events, we conduct Root Cause Analysis to develop strategies for preventing similar incidents in the future. To encourage our employees to report work-related hazards, we have provided them with the option to use the AIRS anonymously. Additionally, we actively engage employees through safety committees, where they can contribute ideas, suggestions, and feedback to further enhance the safety culture.

Continuous monitoring and evaluation of occupational health and safety performance are integral to Apollo Hospitals' operations. Key metrics such as incident rates, near-miss reporting, and compliance with safety protocols are regularly tracked and analysed. Any identified areas for improvement are addressed promptly, ensuring a constant focus on enhancing safety standards.

By fostering a culture of occupational health and safety, Apollo Hospitals creates a secure environment for employees and patients alike. This commitment to safety not only minimizes workplace risks but also upholds the hospital's reputation as a trusted healthcare provider dedicated to the well-being of all stakeholders. We have implemented an occupational health and safety management system that covers all our internal stakeholders.

In terms of assessments, we have diligently conducted assessments for both health and safety practices as well as working conditions across all our plants and offices. These assessments were carried out either by our internal teams, statutory authorities, or third-party organisations.

Our Group takes comprehensive measures to ensure fire and hazard safety within its premises. The hospital is equipped with state-of-the-art fire detection and suppression systems, including fire alarms, smoke detectors, sprinkler systems, automated suppression systems, and fire extinguishers strategically placed throughout the facility. Regular maintenance and inspections of these systems are conducted to ensure their optimal functioning.

Additionally, Apollo Hospitals conducts fire safety drills and training sessions for employees to familiarize them with emergency evacuation procedures and enhance their preparedness. As a result of these robust safety measures and diligent adherence to protocols, Apollo Hospitals is proud to report that no fire or hazard-related incidents occurred within its premises in the past year. This achievement underscores the hospital's unwavering commitment to maintaining a safe environment for employees, patients, and visitors.

Disaster Resilience and Preparedness



At Apollo Hospitals, we understand the critical importance of disaster management in safeguarding lives and mitigating the impact of unforeseen events. Given the emergent challenge that climate-induced disasters present, our commitment to risk management extends to proactively identifying potential hazards, including climate developing robust disaster response plans, and building resilience across our facilities. Further climate related disasters also present operational and financial challenges in terms of continuity of operations, supply chain patency and organizational resilience. These issues and risks also form part of our risk assessment and response framework.

Apollo Hospitals has 40 years of expertise in dealing with emergencies and mass casualty situations. In this regard we have set up the 'National Network of Emergency Services' to provide emergency care of uniform quality standards across the country. Further, our 24-hour emergency and trauma care are geared to handle and respond to any disasters that may occur in our area of operations.

Risk Assessment and Preparedness

We conduct regular annual risk assessments to identify potential hazards and vulnerabilities across our hospitals and healthcare facilities. Due to a multi-city scale of our operations, these assessments are site-specific, depending upon the likelihood of a natural disaster occurring in the respective regions. The assessments encompass a wide range of scenarios, including natural disasters such as earthquakes, floods, cyclones, as well as man-made emergencies like fires and chemical spills. Based on these assessments, we develop and update our disaster response plans to ensure preparedness and effective response in times of crisis. In the past, we have conducted international conferences on Disaster and Mass Casualty Preparedness for Hospitals.

Emergency Response Protocols

Our hospitals maintain well-defined emergency response protocols that outline specific actions to be taken in various disaster scenarios. These protocols cover a range of areas, including evacuation procedures, communication systems, medical triage, and coordination with external emergency services. These protocols are regularly reviewed, tested, and refined to ensure their effectiveness and alignment with best practices in disaster management.







Training and Capacity Building

We recognize that effective disaster management requires a trained and competent workforce. Hence, we prioritise training and capacity building initiatives to equip our staff with the necessary knowledge and skills to respond swiftly and effectively during emergencies. Regular training programs, workshops, and simulations are conducted to enhance awareness, emergency medical response, incident command systems, and coordination among different stakeholders.

At Apollo Hospitals, we are committed to the safety and well-being of all stakeholders, especially during times of crisis. Our comprehensive disaster management approach, supported by risk assessments, emergency response protocols, training programs, collaborative partnerships, advanced infrastructure, and community outreach, enables us to effectively manage and mitigate the impact of disasters. We continuously strive to enhance our disaster preparedness and response capabilities to ensure the highest standards of safety and resilience across our healthcare facilities.

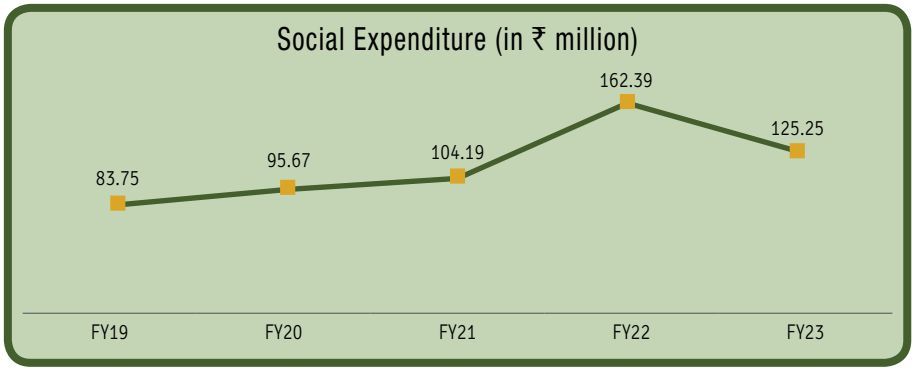


Enabling Healthier Communities



Apollo Hospitals recognises the importance of giving back to the society. We strive to fulfil our commitment to our partners and stakeholders. As a socially responsible organisation, our duty is not limited to the provision of quality healthcare to patients. Through the Apollo Foundation, we have undertaken CSR initiatives to improve our communities' health and well-being. We serve urban and rural India, working from the lens of healthcare. Apollo Foundation's theme for FY 23 was People, Planet and Partnerships.

To us, CSR is not a corporate responsibility but a way of life. Our commitment to CSR is evident in our initiatives undertaken over the years. Our numerous impact initiatives like Total Health, Billion Hearts Beating, SACHi, Shine, and others, strive to positively impact communities through our focus areas - rural development, access to healthcare, education and skill development, and promotion of research in healthcare. We undertake a holistic approach to community welfare that is based on empathy, dignity and respect.

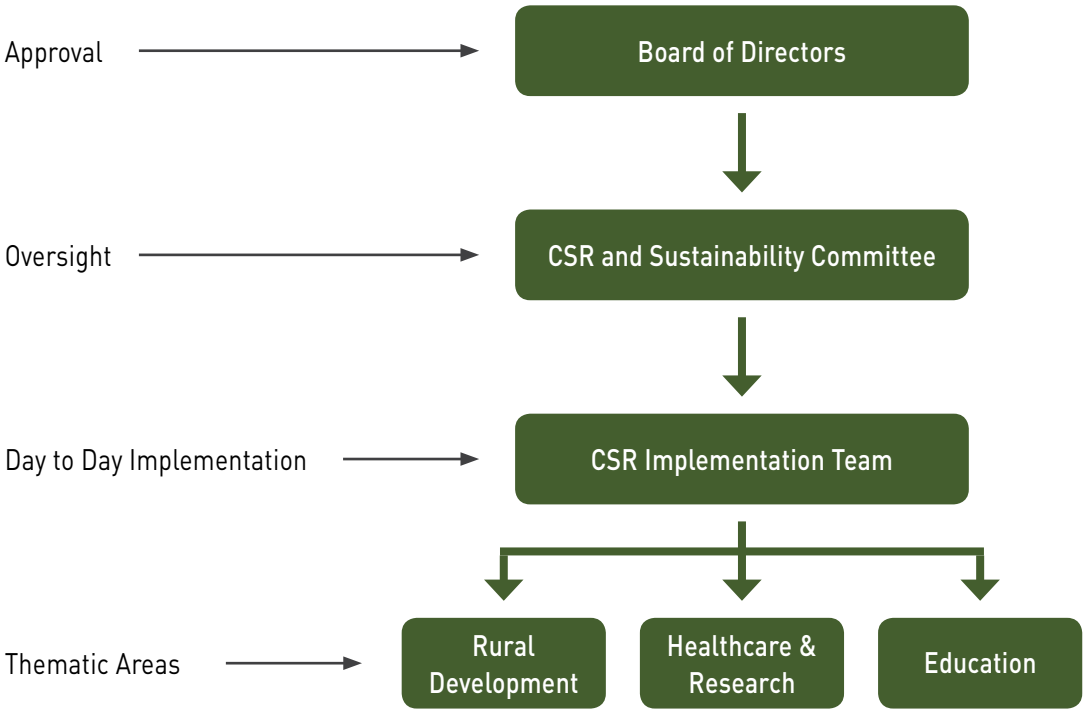


The total spending on Corporate Social Responsibility initiatives was INR 125.25 million, which was 1.15% of our net profits during FY 23. The share of average CSR spend to average net profits for the preceding 3 financial years has been 2.12%.

Holistic and Transparent CSR Governance

Apollo Hospitals' group-wide CSR policy provides the framework for our community engagements. The Board of Directors is responsible for our initiatives' endorsement, approval, and amendments to the CSR policy and sustainability strategy. The Board is responsible for ensuring that in each financial year, the Company spends at least 2% of the average net profit made during the immediate three preceding financial years as mandated by the CSR policy.

The CSR and Sustainability Committee oversees Apollo Hospitals' CSR and sustainability strategy and provides operational direction and guidance to the initiatives based on the CSR objectives in compliance with the CSR policy. The committee monitors Key Performance Indicators (KPIs) and targets according to the CSR monitoring and reporting framework. The Board of Directors and the CSR Committee review the work on a half-yearly basis. The CSR Implementation Team, led by the Group Head - Sustainability, is responsible for the day-to-day implementation of the Group's CSR and sustainability initiatives through a network of dedicated SPOCs, by monitoring ongoing sustainability performance against defined metrics.



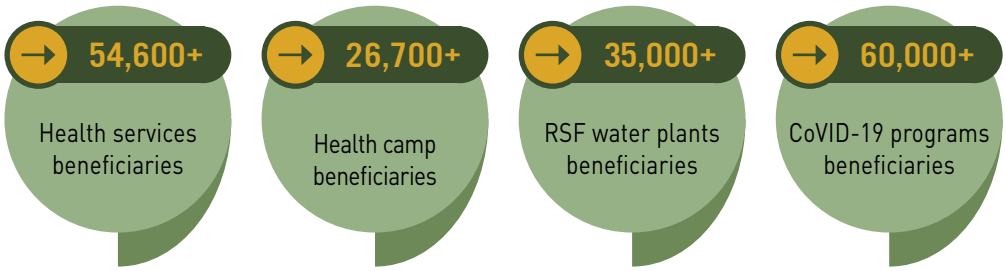
Caring for Communities: Apollo Hospitals' CSR Initiatives

In pursuit of its commitment to social impact, Apollo Hospitals has consistently championed corporate social responsibility (CSR) initiatives that extend beyond its core healthcare services. These initiatives are firmly rooted in the belief that access to quality healthcare is a fundamental right for all individuals, regardless of their socioeconomic backgrounds.

With a vision to create healthier communities, Apollo Hospitals has strategically designed and implemented a wide range of CSR programs that address key healthcare challenges, promote wellness, and uplift vulnerable populations. By collaborating with local communities, Apollo Hospitals has been able to make a tangible and sustainable difference in the lives of countless individuals. The diverse range of CSR initiatives undertaken by Apollo Hospitals, demonstrates its unwavering commitment to caring for communities and fostering a positive social change.

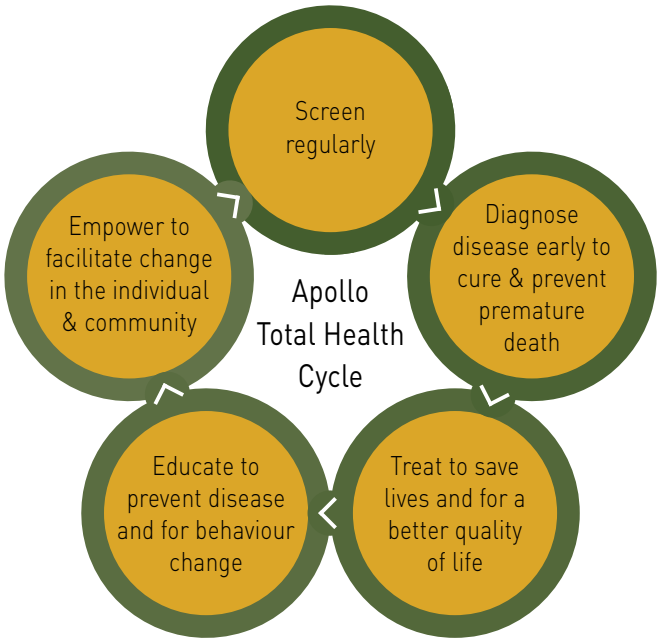
Total Health

Total Health was launched in 2013 by Dr. Prathap C. Reddy in his hometown of Aragonda, Andhra Pradesh. Total Health aims to foster a thriving India by promoting holistic health of the body, mind, and spirit. Its mission revolves around delivering preventive healthcare services to the most remote and inaccessible populations of India, while also emphasising on the importance of environmental and human well-being.



Total Health focuses its efforts on rural and tribal communities, working across various verticals such as healthcare, nutrition, WaSH (Water, Sanitation, and Hygiene), green skilling, and community engagement. The initiative has demonstrated a significant positive impact on holistic health outcomes, encompassing physical, mental, social, and spiritual well-being, supported by both quantitative and qualitative evidence. Building on its success, Total Health expanded its reach to Amrabad, Andhra Pradesh, in 2020, with a specific focus on the Chenchu community, a particularly vulnerable tribe residing deep within the forest.

The Total Health initiative follows a comprehensive process that involves regular screening, early diagnosis of diseases for effective treatment and prevention of premature death, life-saving treatment to improve quality of life, empowering individuals and communities for sustainable change, and educating them to prevent diseases and foster positive behaviour change.



Health



Under the Health sector of the Total Health program, Apollo Hospitals focuses on comprehensive care, nutrition, and water, sanitation, and hygiene (WaSH). Through regular screenings and follow-ups, Total Health aims to mitigate the occurrence of lifestyle diseases such as diabetes, hypertension, and cancer. Allopathy, ayurveda, and yoga are utilised to provide effective treatments while ensuring affordability. Nutrition plays a crucial role, with tailored dietary advice based on local availability and community engagement through shared meals. Total Health also recognizes the importance of clean water, sanitation facilities, and hygiene practices in preventing the spread of communicable diseases. Therefore, infrastructure development, including potable drinking water plants and toilets, is complemented by awareness campaigns and education in collaboration with community leaders, ASHA workers, and local clinics.

Alternative Livelihood



The alternative livelihoods thrust area focuses on economic development initiatives such as tailoring training, R&AC (Refrigeration and Air Conditioning) courses, and tribal welfare programs. By equipping individuals with vocational skills, Total Health empowers them to create sustainable livelihoods and improve their socio-economic well-being. Additionally, in alignment with climate action, the program promotes sustainable lifestyles, water and soil conservation, and forest guard protection. By raising awareness and implementing practices that conserve natural resources and protect the environment, Total Health contributes to a more sustainable future while supporting community resilience.

Community Engagement



Apollo Hospitals recognizes the importance of community engagement for holistic well-being. To promote physical activity and overall health, the program focuses on developing sports facilities, providing opportunities for individuals to engage in sports and recreational activities. Education is another key aspect, with initiatives aimed at enhancing access to quality education and empowering individuals through knowledge and skills development. Moreover, Total Health embraces philanthropic tourism, inviting individuals to participate in meaningful travel experiences that provide a glimpse into the program's impact and contribute to the local community's welfare. Through these community engagement efforts, Total Health fosters social cohesion and empowerment, creating opportunities for individuals to thrive.

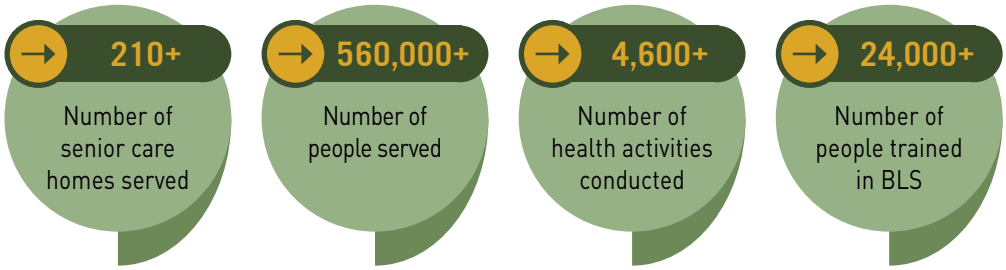
Arrjava



Arrjava is a unique component of the Total Health program, encompassing Arrjava Products, Arrjava Warriors, and Arrjava Spaces. Arrjava Products is a green-skilling initiative that works with indigenous tribal communities to produce and promote sustainable, eco-friendly products that contribute to the well-being of individuals and the environment. These products align with Total Health's holistic health and environmental consciousness principles. Arrjava Warriors refers to individuals who actively participate in and promote the Total Health program, becoming ambassadors of change within their communities. They serve as catalysts for positive transformation and inspire others to embrace a healthier and more sustainable lifestyle. Arrjava Spaces are dedicated areas where individuals can gather, connect, and engage in activities that promote health, well-being, and community development. These spaces provide a platform for collaboration, education, and fostering a sense of belonging. Through the Arrjava initiatives, Total Health encourages sustainable practices, community involvement, and a collective commitment to holistic well-being.

Billion Hearts Beating (BHB)

Billion Hearts Beating Foundation (BHB) is a not-for-profit organisation founded in 2010 by Apollo Hospitals with the objective of providing healthcare and creating health awareness among senior citizens and the vulnerable communities in the urban regions of India. The Billion Hearts Beating Foundation espouses empathy, dignity, and respect as its core values, and works towards supporting care homes for senior living, conducts basic life support workshops, and equips healthcare workers with essentials to save lives.



The Billion Hearts Beating Foundation has a presence in 11 states, with each centre allocated with dedicated programme executives to conduct and implement the projects and activities.

Project Aushad

In an effort to address the physical and emotional wellbeing of our senior population across India, the Billion Hearts Beating Foundation has adopted senior care homes that offer free care to their residents. Project Aushad enables the elderly to live with dignity by providing them with

personalized monthly medication, organizing periodic health checks, equipping senior care homes with basic healthcare amenities, and offering them nutritious monthly dry rations.

Project Prashikshan

Under Project Prashikshan, basic life support (BLS) courses are designed for participants to recognize life-threatening emergencies in a safe, timely, and effective manner. The course includes CPR training and basic first aid. Participants in the police force, NCC cadets, students from Bharat Scouts and Guides, and other entities responsible for social good, take part. A certificate of participation is provided to all participants, once they pass the assessment test. These sessions are held both online and offline.

Project Suraksha

Under Project Suraksha, the Billion Hearts Beating Foundation provides essential medical relief, in times of natural disaster, emergency situations, and through the course of regular life. The aim is to provide a support system to hospitals and healthcare workers.

- Health camps and health awareness workshops
- COVID-19 relief
- Community day-care centres
- Emergency care centres





SACHi

Saving A Child's Health initiative (SACHi) provides paediatric care in India with an aim to combat the problem of congenital cardiac issues in children. SACHi is a need-based program and adopts an approach that addresses all aspects of paediatric care including prevention, early detection, treatment, funding and follow up care.



Screening and Diagnosis

A team of doctors and paramedical staff conduct free cardiac screening camps for children up to the age of 16 in cities, towns, and villages across India.

Awareness Building

Building awareness is the key to educating society on children's heart diseases. SACHi works to build awareness at the two levels:

- Less educated and economically weaker sections where there is lack of awareness, facilities, and funds.
- To the policymakers, corporate organisations, well-placed individuals, and the media to highlight the magnitude of the problem and seek their support.

Treatment and Surgery

Children who require immediate treatment are placed at the head of SACHi's list for treatment and / or surgery based on the medical camp findings. Urgency and long-term prognosis factor in on the generated list and SACHi does not limit its efforts only to those who have been diagnosed at the camps. Children from economically backward sections who are brought to Apollo Hospitals are also considered for free treatment.

Follow-up Care

Continued monitoring of treatment and post-operative care is important in evaluating a child's progress. SACHi has established a telemedicine system that enables the team at Apollo Hospitals to touch base with doctors in district hospitals and oversee their patients' follow-up care. This has the added benefit of keeping the district doctors abreast with the latest developments and treatments in heart disease.

It is estimated that over 250,000 children are born in India each year with heart disease and less than 5% of them receive the needed care. Most of these children succumb to the disease before their first birthdays. Studies conducted by AIIMS reveal that 10% of infant mortality can be accounted for by congenital heart disease alone. At SACHi, we allow sponsors the chance to contribute to a child's healthcare and effectively provide them a second chance at life. During this process, the sponsor gets a chance to meet and interact with the child and their families.

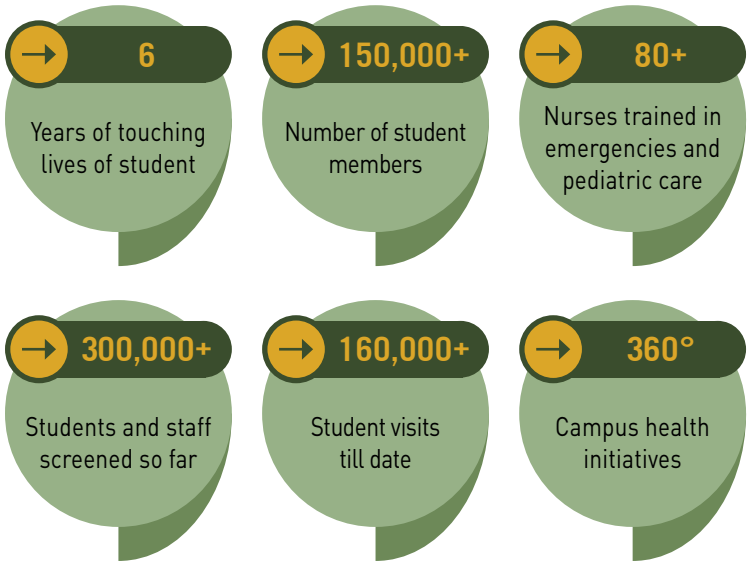




The organisation keeps the sponsor updated regarding the child's developmental progress via mail. SACHi is present in 4 cities across India - Chennai, Hyderabad, Delhi and Madurai. The entire SACHi team, including the specialists, nursing staff and paramedical staff, volunteers its services. To date, SACHi has screened over 200,000 children across India and performed 3,000 heart surgeries.

SHiNE

Apollo Hospitals has been an ambassador for the impact of lifestyle choices on the general health of the people with a goal to make an inroads into the student psyche and impress upon them the importance of health, healthcare and the implications of lifestyle choices through an involved on-campus program. Apollo Hospitals has been conducting specialised health check-ups for 30 years in schools and colleges. Our state-of-the-art multi-specialty Apollo Children's Hospital that opened in 2009, has been involved in regular student health awareness and teacher training programs.



The Shine Foundation encompasses four key programs aimed at promoting holistic health and well-being in educational institutions. The Shine Health Rooms provide accessible and professionally managed healthcare services on campus, supported by a Central Monitoring System and a team of doctors and nurses. The Shine Medi-Screen focuses on early detection and tracking of health issues among students through comprehensive screenings conducted both offline and online. The Back to School program ensures infection control audits and campus safety evaluations to create a safe learning environment. Additionally, Shine Allied Services offer a range of additional support, including first aid kiosks, nurse assistance, life support training, educational trips, vaccination drives, and a dedicated mental health assistance space. Together, these initiatives aim to enhance the overall health, safety, and well-being of students and staff, fostering a conducive environment for learning and growth.

Health Rooms

Shine Health Rooms provide on-campus medical support to schools and colleges. With a central monitoring system and trained medical staff, these rooms tend to minor illnesses and injuries, avoiding disruptions to students' education. They also offer immediate attention and ambulance support for emergencies, ensuring the safety and well-being of students. Equipped with necessary medical supplies and equipment, the health rooms prioritize documentation, triaging, and regular monitoring. In cases of chronic illnesses, on-campus management and medication are provided. The comprehensive approach includes analytics-based assessments and communication with parents. Apollo Shine has expanded to create Digital Health Rooms, offering virtual consultations for home-based accidents and mental health services. The Shine Parivar app facilitates audio and video consultations, adhering to safety protocols.

Medi-Screen

Apollo Shine Medi-Screen focuses on screening students for potential future medical issues. The screenings are conducted offline or online, based on practicality. The student's height, weight, vitals, and an examination of the ENT, Respiratory, Cardiovascular, Ortho, Gastrointestinal, Integumentary, Dental, Vision and other systems are a part of this assessment This early detection approach, guided by Apollo Children's Hospital consultants, helps identify and address common health issues. Students undergo this assessment annually to monitor their health, and the Shine Parivar App allows for at-home screenings.

Back 2 School

The Shine program was created to address the urgent need to tackle the burden of non-communicable diseases (NCDs) in the country. Apollo's Chairman, Dr Prathap C Reddy, recognizes that NCDs are a major cause of hospital admissions, primarily due to unhealthy lifestyles. The program aims to raise awareness about healthy living and educate the community on the correct approach to health issues. Specialized awareness talks are delivered by experts, with a personalized Health Education Curriculum tailored to each institution based on Medi-screen reports. Age-specific webinars have become a vital part of the "New Normal," engaging and educating student members. Additionally, these webinars extend to parents, teachers, and the wider educational community to ensure consistent messaging. A diverse range of topics is covered, including guest speakers when appropriate.







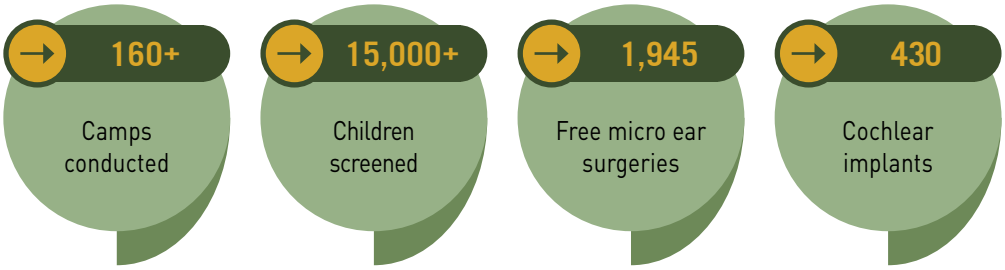
Allied Services

Shine Allied Services offers a range of additional support for schools and colleges:

1. First Aid Kiosk and Ambulance Support: Ensures immediate medical attention during special events with a manned first aid kiosk and off-site ambulance support.
2. Basic Life Support Training and Certification: Equips teachers and staff with skills to respond to medical emergencies through hands-on training.
3. Vaccination On Campus: Facilitates vaccination drives, including for COVID-19, ensuring convenience and necessary medical support.
4. SHINE Space - Mental Health Assistance: Provides a confidential space for students and parents to seek support and have conversations with trained professionals, recognizing the importance of mental well-being in healthcare.

SAHI

The Society to Aid the Hearing Impaired (SAHI) is an initiative aimed at helping children with hearing impairments in rural areas of India. The organisation was established in 1994 to address the challenges faced by children who are born hearing impaired or acquire hearing loss during early childhood. SAHI's main objective is to provide equal opportunities for these children and ensure that their disability does not hinder their success.



SAHI conducts camps in remote areas, where children with learning disabilities or hearing loss receive hearing aids and those with ear diseases are provided free ear surgeries. For children with severe to profound hearing loss, SAHI offers financial support for Cochlear Implant surgeries, which are state-of-the-art procedures. The cost of these surgeries and related expenses are often beyond the reach of the common man, but SAHI aims to bridge this gap and make them accessible to children in need.

Creating awareness about auditory health and related issues is a key focus of SAHI. They organise public awareness programs and distribute free hearing aids to those in need during their camps. Identified children are further invited to Apollo Hospitals for treatment, including post-surgery Auditory Verbal Therapy, which focuses on learning through listening and speaking using hearing aids or cochlear implants.





SAHI also operates the Cochlear Implant Club, providing ongoing care and support to over 1200 members who have received cochlear implant surgeries at Apollo CI Clinic. Additionally, SAHI conducts neonatal screening using the Otoacoustic Emission (OAE) device to detect hearing impairments in infants at an early stage, thus preventing potential developmental repercussions. Overall, SAHI's mission is to create a deaf-free country and ensure that every child, regardless of their hearing impairment, has the opportunity to succeed. Through their camps, surgeries, therapy sessions, and ongoing support, SAHI strives to improve the lives of children with hearing impairments and empower them to reach their full potential.

CURE

CURE Foundation is a non-profit organisation dedicated to addressing the inequalities in access to cancer care. Their main objectives are to provide subsidised or free treatment to patients from underprivileged communities, increase public awareness of cancer, and promote research and education in the field.

The foundation emphasises cancer awareness and screening as a means to fight against the disease. They organise extensive screening events and provide education to both patients and doctors about the symptoms and clinical signs of cancer. Their aim is to detect cancer at an early stage and improve the chances of successful treatment.

CURE Foundation actively engages in cancer research in both basic sciences and clinical fields. They promote scientific exchange and knowledge sharing by organising conferences, seminars, and workshops. Additionally, the foundation supports young doctors by sponsoring their fellowships to renowned global institutes, enabling them to acquire the latest techniques and advancements in cancer treatment.

One of the significant initiatives of the foundation is providing subsidised or free treatment to economically challenged patients. They collaborate with specialists in reputed hospitals worldwide to ensure that each patient receives unbiased advice regarding their treatment. The treatment plans are tailored to the individual needs of the patients.

Furthermore, CURE Foundation recognizes the importance of rehabilitation programs for cancer survivors. They design and implement comprehensive programs that focus on physical, spiritual, and mental health enhancement. Volunteers play a crucial role in supporting these rehabilitation efforts.

In summary, CURE Foundation is a non-profit organisation that strives to bridge the gap in access to cancer care. They provide subsidised or free treatment to underprivileged patients, raise cancer awareness, promote research and education, and facilitate rehabilitation programs to help cancer survivors regain their quality of life.





Alert VoICE (Volunteer in Case of Emergency)

The Alert VoICE initiative is a groundbreaking endeavour in India that aims to revolutionise emergency care delivery by leveraging community participation and mobile technology. It addresses the crucial gap between the occurrence of an emergency and the arrival of professional help.

As India's first Voluntary First Response Network, Alert VoICE provides a one-touch solution for individuals in need of emergency assistance. The initiative harnesses the power of mobile-based applications to connect individuals requiring help with voluntary first responders. This ecosystem facilitates the timely arrival of assistance, increasing the chances of saving lives and minimising the impact of emergencies.

Alert VoICE aims to empower more individuals to become first responders by choice rather than chance. The program involves a two-day intensive training program followed by a two-hour assessment session conducted at Apollo Hospitals. After successfully completing the training and assessment, the first responders are officially inducted into the Alert VoICE network through a graduation ceremony.



By mobilising a network of trained volunteers and leveraging technology, Alert VoICE seeks to improve emergency response and make a significant difference in saving lives during critical situations. This initiative exemplifies the power of compassion combined with awareness, leading to actionable and impactful change in emergency care delivery.

Apollo MedSkills

In collaboration with the Ministry of Skill Development and Entrepreneurship (MSDE), Government of India initiative of the National Skill Development Corporation, Apollo MedSkills is an online platform that offers comprehensive and specialized training to healthcare professionals, enabling them to enhance their skills, knowledge, and expertise in various medical fields. Through a user-friendly interface and a wide range of courses, MedSkills aims to empower healthcare professionals and contribute to the overall advancement of the healthcare industry. Apollo MedSkills, with 200+ placement partners and over 2,25,000 students enrolled since 2012, has emerged as the largest and most preferred healthcare skilling partner in India. Its training initiatives encompass skilling for employment, up-skilling for career progression, and re-skilling for unlearning and learning.

It is estimated that India will require 14.2 million healthcare professionals in the coming decade. In anticipation of this demand, Apollo MedSkills aims to revolutionize the way healthcare professionals' access and acquire specialized medical knowledge and skills that will make the Indian healthcare professional a part of the much sought after global workforce. The platform boasts of various up-skilling courses for healthcare professionals and skilling courses for school and college students. It provides healthcare professionals with convenient access to high-quality training materials, expert-led courses, and interactive learning experiences.

MedSkills covers diverse areas of medicine, including but not limited to clinical skills, patient care, medical research, diagnostics, and healthcare management.

The platform has identified three stages in a student's learning life cycle - mobilization, training, and placement - and emphasizes the importance of innovation in these areas to empower healthcare professionals.

- To effectively mobilize students, Apollo MedSkills collaborates with various entities such as village panchayats, remote communities, tribal welfare associations, minority commissions, Hajj houses, and NGOs.
- The platform employs innovative approaches to training infrastructure, including high-end classrooms, simulation labs, visual classes, electronic tablets, and digital libraries.
- To prepare professionals for placement, Apollo MedSkills offers post-placement assistance through counsellors and psychology specialists, reduces dropouts by providing boarding and lodging facilities, conducts alumni connect programs to encourage entrepreneurship, and organizes the MATRUTVA Module Program during the placement process. They have also introduced "Healers Ark," India's first exclusive recruitment platform for healthcare professionals, which focuses on sourcing and placing doctors, dentists, physiotherapists, nurses, healthcare managers, paramedics, allied health professionals, pharmacy professionals, support staff, and research professionals in leading hospitals, diagnostic labs, and home health services.

Initiatives undertaken by Apollo MedSkills:

1. Under AMSL International Skilling initiatives, Apollo MedSkills has trained women technicians from Afghanistan, skilled individuals in Rwanda and provided courses for nursing aspirants in the UK and New Zealand.

2. As part of their Social Impact initiative, Apollo MedSkills has distributed free plants in Hyderabad, celebrated Earth Day and Environment Day in Dibrugarh and Muzaffarpur respectively and organized a special day at home for children with special needs in Agartala.

3. Apollo MedSkills is dedicated to empowering women and has implemented several initiatives in this regard. These include Eves Army, a women's protection cell; Google Saathi, providing IT support for women; Neti Mahila, which recognizes and awards girls for their achievements; Runa Vivechana, offering financial support to women; and My Pink Guard, which provides health check-ups, safety advisory services, and counseling for girl students.

4. "Face the World" initiative involves guest lectures on public speaking, science fairs, and grooming sessions. Additionally, MedSkills celebrates India's diverse culture through its "Celebrate India" initiative.

5. STEP Project in Telangana:
   - provided skill enhancement by re-training the hospital staff and nurses of Government Hospitals and Healthcare Institutions at 11 training locations in Telangana state
   - has trained 2653 support staff and 1851 nursing staff leading to reduced infection rates and medication errors, better patient care
   - trained staff on basic life support, biomedical waste management, spill management, patient transportation, cleaning practices and fire safety

- Apollo Medskills won the FCCI Heal 2019 "Gold Award" for this project under Skill Development category during the Federation of Indian Chambers of Commerce & Industry (FICCI) Healthcare Excellence Awards 2019

CSR Impact Assessment

Apollo Hospitals recognizes the importance of Corporate Social Responsibility (CSR) and is committed to measuring and evaluating the impact of its CSR initiatives. In line with its sustainability goals, the organization commits to report a comprehensive CSR Impact Assessment for the fiscal year 2023 to track and report the outcomes of its CSR activities. Currently, the impact of our various initiatives is reported on our website and in the annual report.

The CSR Impact Assessment at Apollo Hospitals follows a rigorous methodology to assess the effectiveness and societal impact of its initiatives. It encompasses various dimensions, including healthcare access, community engagement, environmental sustainability, and employee welfare. By evaluating these areas, the assessment provides a holistic view of the hospital's CSR performance and helps identify areas for improvement.

The assessment process involves collecting data and feedback from multiple stakeholders, including patients, employees, community members, and partnering organizations. Apollo Hospitals utilizes both qualitative and quantitative measures to gauge the impact of its CSR programs. This includes analysing key performance indicators, conducting surveys, interviews, and on-ground assessments to evaluate the outcomes achieved.

By conducting a thorough CSR Impact Assessment and including the results in our Sustainability Report, we demonstrate our commitment to responsible business practices and sustainable development. The assessment enables the organization to identify areas of success, challenges, and opportunities, thus informing our future CSR strategies and initiatives. Moreover, it provides stakeholders with a comprehensive understanding of the hospital's social and environmental contributions, contributing to enhanced trust and engagement.

Overall, the CSR Impact Assessment at Apollo Hospitals plays a crucial role in measuring the effectiveness of its CSR programs, fostering continuous improvement, and promoting transparency in its sustainability efforts. It reaffirms the hospital's commitment to creating a positive impact on society and aligning its operations with the principles of responsible business.

The Apollo Foundation's initiatives have received numerous awards and recognition for their significant social impact and efforts towards the aim of building healthy communities. Apollo Hospitals' dedication to improving community health has been acknowledged by prestigious institutions and industry bodies. The organization's relentless efforts in providing accessible and quality healthcare services have garnered numerous accolades and awards during the fiscal year 2023.

ESG Scorecard

Environment

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

Category	Unit	FY 2021-22	FY 2022-23
Direct			
LPG	GJ	13,349.61	13,507.83
LNG/PNG/CNG	GJ	26,568.46	25,974.44
Diesel	GJ	39,960.71	37,401.44
Petrol	GJ	835.05	896.44
Total Fuel Consumption*	GJ	80,713.83	77,780.15
Indirect			
Grid Electricity	GJ	636,197.41	757,114.94
Solar Energy	GJ	4,209.70	4,237.31
Wind Energy	GJ	206,333.51	184,285.62
Renewable Sources (Solar and Wind)**	GJ	210,543.21	188,522.93
Total Indirect Energy	GJ	846,740.62	945,637.87
Total Energy Consumption (Direct + Indirect)	**GJ**	**927,454.45**	**1,023,418.03**
% grid electricity (renewable)	%	25	20
% total energy consumption (renewable)	%	23	18
Energy intensity per rupee of turnover	GJ/million INR	6.33	6.16

* Apollo pharmacy is excluded from fuel data

** Indirect energy consumption from renewable sources includes only Apollo hospitals. Renewable energy consumption has reduced during FY 2022-23 due to contractual negotiations with the utility provider, the services will resume from August 2023

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

Category	Unit	FY 2021-22	FY 2022-23
Scope 1: Direct emissions*	tCO2 eq	5,439.78	8,033.49
Scope 2: Indirect emissions	tCO2 eq	125,472.27	149,319.89
Total GHG emissions**	**tCO2 eq**	**130,912.04**	**157,353.28**
GHG emission intensity (Scope 1 and Scope 2)	tCO2 eq / Revenue in Million INR	0.89	0.95

* Scope 1 emissions include emissions from the usage of fuel and fugitive emissions (refrigerants and fire extinguishers).

** We are in the process of estimating the GHG footprints of online deliveries carried out from Apollo pharmacies which will be included in subsequent Sustainability reports.

GHG Saving initiatives (GRI 305-5)

Category (2022-23)	Unit	FY 2021-22	FY 2022-23
Teleconsultations	tCO2	-	198.90
HCI Technology	tCO2	-	690.00

Category (2022-23)	Unit	FY 2021-22	FY 2022-23
Renewable energy (solar, wind)*	tCO2	40,970.69	37,180.91
Total	**tCO2**	**40,970.69**	**38,069.10**

* Renewable energy consumption has reduced during FY 2022-23 due to contractual negotiations with the utility provider, the services will resume from August 2023

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

Category	Unit	FY 2021-22	FY 2022-23
Municipal water supplies (or from other water utilities)	KL	1,342,328.00	1,469,345.65
Fresh surface water (lakes, rivers, etc.)	KL	3,805.30	4,172.00
Fresh groundwater	KL	1,537,105.10	1,577,062.42
Total Withdrawal	KL	2,883,238.40	3,050,580.07
Water Discharged	KL	1,343,458.68	1,147,422.70
Water Recycled and reused	KL	-	0.02
Total water consumption*	**KL**	**1,539,779.72**	**1,903,157.37**
Water Intensity	**KL/million INR**	**10.50**	**11.46**

* The water data is for hospitals and clinics only, pharmacies are not covered

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

Waste Generation	Unit	FY 2021-22	FY 2022-23
Plastic waste	MT	30.60	27.10
E-waste	MT	1.27	1.66
Bio-medical waste*	MT	2,612.87	2,527.63
Battery waste	MT	7.05	2.80
Hazardous waste	MT	912.48	796.31
Non-hazardous waste	MT	198.60	220.86
Total waste generation**	**MT**	**3,762.87**	**3,576.36**

* Pharmaceutical waste is considered within biomedical waste. Biomedical waste is disposed off through third party biomedical waste handlers and significant proportion is incinerated.

** Only hospitals' and clinics' data included for waste generation and disposal, pharmacy data was not included

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

Type of waste	Mode of disposal	Unit	FY 2021-22	FY 2022-23
Hazardous Waste	Recycled	MT	26.58	15.20
	Incinerated	MT	8.86	3.62
	Other recovery option	MT	877.05	777.49
	Total Hazardous	**MT**	**912.49**	**796.31**
Non-Hazardous Waste	Recycled	MT	72.05	74.65
	Landfill	MT	77.11	85.19
	Other recovery option	MT	49.44	61.03
	Total Non-Hazardous	**MT**	**198.60**	**220.87**
Grand Total		**MT**	**1,111.09**	**1,017.18**

* Waste data numbers for FY 2022-23 include hospitals and clinics only, pharmacies are excluded

Social

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

Employment	Category	Unit	FY 2021-22	FY 2022-23
Permanent	Male	No.	17,575	37,976
	Female	No.	19,820	24,988
	Total Permanent	**No.**	**37,395**	**62,964**
Contractual	Male	No.	4,213	446
	Female	No.	5,053	100
	Total Contractual	**No.**	**9,266**	**546**
Empanelled	Male	No.	279	-
	Female	No.	252	-
	Total Empanelled	**No.**	**531**	-
Differently abled*	Male	No.	-	23
	Female	No.	-	3
	Total Differently abled	**No.**	**-**	**26**
Total Employees	**Male**	**No.**	**22,067**	**38,422**
	Female	**No.**	**25,125**	**25,088**
Grand Total		**No.**	**47,192**	**63,510**

* 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 2021-22	FY 2022-23
Permanent	Male	No.	4,347	4,068
	Female	No.	7,314	8,114
	Total Permanent	**No.**	**11,661**	**12,182**
Temporary*	Male	No.		
	Female	No.		
	Total Temporary	**No.**		
Total Employees	**Male No.**	**4347**	**4,068**	**12,080**
	Female	**No.**	**7,314**	**8,114**
	Total	**No.**	**11,661**	**12,182**

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

Employee Turnover Rate (GRI 401-1)*

Employment	Category	Unit	FY 2021-22	FY 2022-23
Permanent	Male	%	43%	25%
	Female	%	11%	41%
	Total Permanent	**%**	**26%**	**34%**

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

Parental Leave (GRI 401-3)

Category	Unit	FY 2021-22	FY 2022-23
Employees entitled for parental leave	No.	-	-
Employees that took parental leave	No.	99	80
Employees that returned to work in the reporting period after parental leave ended	No.	85	80
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	No.	87	80
Rate of Return to work that took parental leave	%	-	93%*
Retention rates of employees that took parental leave	%	-	93%*

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

Trainings Man Hours (GRI 404-1)

Apollo	Male	Female	Total Manhours
AHEL	440,363	740,648	1,398,897
AHLL	6,431	9,231	15,662
Total	**446,794**	**749,879**	**1,414,559**
Total Employees	**Employees**	**Training Hours**	**Avg. Training Hours per Employee**
AHEL	30,246	1,398,897	39.05
AHLL	4,719	15,662	3.32
Total	**34,965**	**1,414,559**	**34.23**

* 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 2021-22	FY 2022-23
Total Revenue	**INR Millions**	**146,626**	**166,125**

Economic Value Distributed and Retained (GRI 201-1)*

Category	Unit	FY 2021-22	FY 2022-23
Total Operating cost	INR Millions	-	-
Total employee related expenses (salaries + benefits)	INR Millions	-	-
Payments to providers of capital	INR Millions	-	-
Payment to government	INR Millions	-	-
Community investments	INR Millions	-	-
Economic Value Retained	INR Millions	-	-

* Refer to Annual Report 2022-23.

CSR and other Philanthropic Contributions (DJSI)

Category	Unit	FY 2021-22	FY 2022-23
CSR expense	INR Millions	162.39	125.25
Political contributions	INR Millions	0	0

Fines/Settlements/Complaints (GRI 206-1) (SASB, HC-DY-230a.2)

Category	Unit	No. of complaints / pending at the end of the year	
		FY 2021-22	FY 2022-23
Confirmed cases of Corruption & Bribery	No.	0	0
Current involvement in any ongoing corruption and bribery cases	No.	0	0
Contributions to and spending for political campaigns, political organizations, lobbying, trade associations, tax-exempt entities	INR	0	0
Complaints concerning breaches of customer privacy and losses of customer data	No.	0	0
Number of incidents of non-compliance associated with environment related, standards, and regulations	No.	0	0
No. of cases of breach of confidentiality	No.	0	0
No. of Conflict-of-Interest cases	No.	0	0
No. of money laundering and insider trading cases	No.	0	0
No. of incidents related to anti-competitive practices, anti-trust and monopoly practices	No.	0	0
No. of complaints from associated communities	No.	0	0
No. of complaints from shareholders and investors	No.	135 | 0	150 | 0
No. of complaints related to discrimination and sexual harassment	No.	7 | 0	16 | 0
No. of complaints from customers	No.	0 | 0	4,000 | 0
No. of complaints from value chain partners	No.	0	0

Suppliers and Procurement spend (GRI-308)

Category	Unit	FY 2021-22	FY 2022-23
Total Suppliers	No.		708
No. of local Suppliers	No.		
No. of MSME Suppliers	No.		
Critical suppliers (products)*	No.	54	54
Total Procurement spend	Million INR		
Procurement spend on Critical Suppliers	Million INR		
Procurement spend on locally based suppliers	Million INR		

* This figure refers to the number of critical product categories identified

GRI Index

GRI Standard	Disclosure	Text of Disclosure	Section/Explanation
GRI 1: Foundation	**(GRI 1 does not include any disclosure)**		
GRI 2: General Disclosures	The organisation and its reporting practices		
	2-1	Organization details	About Apollo
	2-2	Entities included in the organization's sustainability reporting	About the Report
	2-3	Reporting period, frequency and contact point	About the Report
	2-4	Restatements of Information	About the Report - Reporting Boundary
	2-5	External assurance	Omitted. We're planning to conduct external assurance next year.
	Activities and workers		
	2-6	Activities, value chain and other business relationships	About Apollo
	2-7	Employees	People Empowerment and Development
	2-8	Workers who are not employees	ESG Scorecard - Social
	Governance		
	2-9	Governance structure and composition	Commitment to Accountability and Transparency
	2-10	Nomination and selection of highest governance body	Commitment to Accountability and Transparency - Advancing Diversity in Governance
	2-11	Chair of the highest governance body	Commitment to Accountability and Transparency - Advancing Diversity in Governance
	2-12	Role of the highest governance body in overseeing the management of impacts	Commitment to Accountability and Transparency - Advancing Diversity in Governance
	2-13	Delegation of responsibility for managing impacts	Commitment to Accountability and Transparency - Driving Sustainability through Governance
	2-14	Role of the highest governance body in sustainability reporting	
	2-15	Conflicts of interest	Commitment to Accountability and Transparency - Ethical Integrity in Action - Breaches
	2-16	Communication of critical concerns	Commitment to Accountability and Transparency - Ethical Integrity in Action - Breaches
	2-17	Collective knowledge of the highest governance body	Commitment to Accountability and Transparency: Advancing Diversity in Governance - Meet the Board of Directors

GRI Standard	Disclosure	Text of Disclosure	Section/Explanation
GRI 2: General Disclosures	2-18	Evaluation of the performance of the highest governance body	Our Priority Areas
	2-19	Remuneration policies	Refer to our Annual Report: Remuneration Policies
	2-20	Process to determine remuneration	
	2-21	Annual total compensation ratio	Refer to our Annual Report
	Strategy, policies and practices		
	2-22	Statement on sustainable development strategy	About this Report - Statement of Responsibility
	2-23	Policy commitments	Transformative Foundations: Our ESG Pillars - Priority Areas
	2-24	Embedding policy commitments	Driving Sustainable Impact: ESG Metrics and Highlights FY2022-23
	2-25	Processes to remediate negative impacts	Commitment to Accountability and Transparency - Ethical Integrity in Action - Breaches
	2-26	Mechanisms for seeking advice and raising concerns	
	2-27	Compliance with laws and regulations	Driving Sustainable Impact: ESG Metrics and Highlights FY2022-23
	2-28	Membership associations	Collaborating through Purposeful Partnerships - Association and Partnerships
	Stakeholder engagement		
	2-29	Approach to stakeholder engagement	Transformative Foundations: Our ESG Pillars - Our Framework for Stakeholder Engagement
	2-30	Collective bargaining agreements	People Empowerment and Development - Upholding Human Rights and Labour Relations
GRI 3 - Material Topics	3-1	Process to determine material topics	Transformative Foundations: Our ESG Pillars
	3-2	List of material topics	Transformative Foundations: Our ESG Pillars - ESG Materiality Matrix
	3-3	Management of material topics	Transformative Foundations: Our ESG Pillars - Priority Areas
GRI 201 - Economic Performance	201-1	Direct economic value generated and distributed	ESG Scorecard - Governance
	201-2	Financial implications and other risks and opportunities due to climate change	Commitment to Accountability and Transparency - Disaster Resilience and Preparedness
	201-3	Defined benefit plan obligations and other retirement plans	Refer to BRSR in our Annual Report, P3 Essential Indicators 2
	201-4	Financial assistance received from government	Omitted, not applicable.

GRI Standard	Disclosure	Text of Disclosure	Section/Explanation
GRI 203 - Indirect Economic Impacts	203-1	Infrastructure investments and services supported	Guardians of care: Pioneering patient safety, access, and innovation - Bridging barriers through accessible healthcare: Apollo Remote Healthcare
	203-2	Significant indirect economic impacts	
GRI 205 - Anti-corruption	205-1	Operations assessed for risks related to corruption	Commitment to Accountability and Transparency - Ethical Integrity in Action
	205-2	Communication and training about anti-corruption policies and procedures	Commitment to Accountability and Transparency - Ethical Integrity in Action
	205-3	Confirmed incidents of corruptions and actions taken	ESG Scorecard - Governance: Breaches
GRI 206 - Anti-competitive Behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	ESG Scorecard - Governance: Files/ Settlements/ Complaints
GRI 207 - Tax	207-1	Approach to tax	Refer to Annual Report
	207-2	Tax governance, control, and risk management	Refer to Annual Report
	207-3	Stakeholder engagement and management of concerns related to tax	Refer to Annual Report
	207-4	Country-by-country reporting	Refer to Annual Report
GRI 302 - Energy	302-1	Energy consumption within the organization	ESG Scorecard - Environment
	302-2	Energy consumption outside the organization	Not Applicable
	302-3	Energy intensity	ESG Scorecard - Environment
	302-4	Reduction of energy consumption	Note: Since the boundary of reporting has changed from FY 2021-22 and now covers hospitals, clinics and pharmacies, there has been an increase in energy consumption.
GRI 303 - Water and Effluents	303-1	Interactions with water as a shared resource	Water Stewardship
	303-2	Management of water discharge-related impacts	Water Stewardship
	303-3	Water withdrawal	Environment: Water Sourcing and Discharge
	303-4	Water discharge	
	303-5	Water consumption	
GRI 305 - Emissions	305-1	Scope 1 emissions	ESG Scorecard – Environment: GHG Emissions
	305-2	Scope 2 emissions	
	305-4	GHG emissions intensity	
	305-5	Reduction of GHG emissions	Environmental Stewardship - GHG Footprints/Driving Sustainable Impact: ESG Metrics and Highlights FY 2022-23 - GHG

GRI Standard	Disclosure	Text of Disclosure	Section/Explanation
GRI 306 - Waste	306-1	Waste generation and significant waste-related impacts	Harmonising Healthcare and Environmental Stewardship - Waste Management
	306-2	Management of significant waste-related impacts	Harmonising Healthcare and Environmental Stewardship - Waste Management
	306-3	Waste generated	ESG Scorecard - Environment: Waste Generation
	306-4	Waste diverted from disposal	Driving Sustainable Impact: ESG Metrics and Highlights FY 2022-23 - Waste
	306-5	Waste directed to disposal	ESG Scorecard - Environment
GRI 307 - Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	ESG Scorecard - Governance
GRI 308 - Supplier Environment Assessment	308-1	New suppliers that were screened using environmental criteria	Driving Sustainable Impact: ESG Metrics and Highlights FY 2022-23 - Supply Chain
	308-2	Negative environmental impacts in the supply chain and actions taken	Collaborating Through Purposeful Partnerships - Building a Responsible and Sustainable Supply Chain: Responsible Supply Chain Management
GRI 401 - Employment	401-1	New employee hires and employee turnover	ESG Scorecard - Social
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	People Empowerment and Development - Prioritising Employee Health and Wellbeing
	401-3	Parental leave	ESG Scorecard - Social: Parental Leave
GRI 403 - Occupational Health and Safety	403-1	Occupational health and safety management system	People Empowerment and Development - Fostering a Culture of Safety
	403-2	Hazard identification, risk assessment, and incident investigation	
	403-4	Worker participation, consultation, and communication on occupational health and safety	
	403-5	Worker training on occupational health and safety	
	403-6	Promotion of worker health	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8	Workers covered by an occupational health and safety management system	
	403-9	Work-related injuries	

GRI Standard	Disclosure	Text of Disclosure	Section/Explanation
GRI 404 - Training and Education	404-1	Average hours of training per year per employee	ESG Scorecard - Social: Training Man Hours
	404-2	Programs for upgrading employee skills and transition assistance programs	People Empowerment and Development- Supporting Talent through Training & Development Initiatives
	404-3	Percentage of employees receiving regular performance and career development reviews	Prioritising Employee Health and Wellbeing - Attracting, Incentivising and Retaining Key Talent at Apollo Hospitals
GRI 405 - Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Commitment to Accountability and Transparency - Advancing Diversity in Governance
	405-2	Ratio of basic salary and remuneration of women to men	Refer to BRSR in our Annual Report, P5 Essential Indicators 3
GRI 406 - Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	ESG Scorecard - Governance: Breaches
GRI 407 - Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	People Empowerment and Development – Upholding Human Rights and Labour Relations
GRI 408 - Child Labour	408-1	Operations and suppliers at significant risk for incidents of child labour	
GRI 409 - Forced or Compulsory Labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	
GRI 410 - Security Practices	410-1	Security personnel trained in human rights policies and procedures	Driving Sustainable Impact: ESG Metrics and Highlights FY 2022-23 - Governance
GRI 412 - Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	People Empowerment and Development - Upholding Human Rights and Labour Relations
	412-2	Employee training on human rights policies and procedures	Accountability and Transparency - Ethical Integrity in Action
GRI 413 - Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Enabling Healthier Communities - Caring for Communities: Apollo Hospitals' CSR Initiatives
	413-2	Operations with significant actual and potential negative impacts on local communities	Omitted. Not Applicable.
GRI 414 - Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Collaborating through Purposeful Partnerships - Building a Responsible and Sustainable Supply Chain
	414-2	Negative social impacts in the supply chain and actions taken	Collaborating Through Purposeful Partnerships - Building a Responsible and Sustainable Supply Chain: Responsible Supply Chain Management

GRI Standard	Disclosure	Text of Disclosure	Section/Explanation
GRI 416 - Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	Guardians of care: Pioneering patient safety, access, and innovation - Patient-Centric Systems: Empowering Care at Apollo Hospitals and Transformative patient-centric initiatives
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Omitted. No incidents during the reporting year.
GRI 417 - Marketing and Labeling	417-1	Requirements for product and service information and labeling	Guardians of care: Pioneering patient safety, access, and innovation - Patient-Centric Systems: Empowering Care at Apollo Hospitals: Customer Relationship Management (CRM) Marketing Practices at Apollo HospitalsNo incidents reported.
	417-2	Incidents of non-compliance concerning product and service information and labeling	
	417-3	Incidents of non-compliance concerning marketing communications	
GRI 418 - Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG Scorecard - Fines/Settlements/ Complaints

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 'meaning 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)	Commitment to Accountability and Transparency - Safeguarding Trust: Privacy and Data Security Measures
	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	Commitment to Accountability and Transparency - Safeguarding Trust: Privacy and Data Security Measures; none
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 Applicable
	HC-DY-250a.5	Magnitude of readmissions payment adjustment as part of the Hospital Readmissions Reduction Program (HRRP)	Not Applicable
Management of Controlled Substances	HC-DY-260a.1	Description of policies and practices to manage the number of prescriptions issued for controlled substances	Guardians of care: Pioneering patient safety, access and innovation -Transformative patient-centric initiatives > Management of controlled substances
	HC-DY-260a.2	Percentage of controlled substance prescriptions written for which a prescription drug monitoring program (PDMP) database was queried	Not Applicable
Pricing & Billing Transparency	HC-DY-270a.1	Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	Guardians of care: Pioneering patient safety, access and innovation - Bridging barriers through accessible healthcare
	HC-DY-270a.2	Discussion of how pricing information for services is made publicly available	Guardians of care: Pioneering patient safety, access and innovation - Bridging barriers through accessible healthcare
	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 & estimate desks. Pricing for cardiac stents & implants displayed in hospitals

	SASB Indicator	Description	Reference
Employee Health and Safety	HC-DY-320a.1	(1) Total recordable incident rate (TRIR) and (2) days away, restricted, or transferred (DART) rate	Zero
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	People Empowerment and Development - Attracting and Retaining Key Talent at Apollo
Climate Change Impacts on Human Health & Infrastructur	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	Harmonising Healthcare and Environmental Stewardship
	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 & 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 - Our businesses
HC-DY-000.B		Number of (1) inpatient admissions and (2) outpatient visits	Driving Sustainable Impact: ESG Metrics and Highlights FY 2022-23

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 Self-Service
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	HydroFluroCarbons
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

Abbreviation	Definition
IPSG	International Patient Safety Goals
ISMS	Information Security and Management Systems
JCI	Joint Commission International
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 Organisations
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 (PTCA)
R&AC	Refrigeration & Air Conditioning
RO	Reverse Osmosis
RPT	Related Party Transactions
SASB	Sustainability Accounting Standards Board
SDGs	Sustainable Development Goals
SEBI	Security and Exchanges Board of India
SNOMED	Systemised Nomenclature of Medicines
SPOC	Single Point of Contact
TCFD	Taskforce on Climate-related Financial Disclosures
THR	Total Hip Replacement (THR)
TKR	Total Knee Replacement (TKR)
TURP	Transurethral Resection of the Prostate (TURP)
UHID	Universal Health Identification
UKG	Ultimate Kronos Group

"Our mission is 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"

Dr Prathap C Reddy
Founder & Chairman
Apollo Group

Organisation is accredited by Joint Commision International

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