APOLLO HOSPITALS ENTERPRISE LIMITED

9th August 2021 **CIN : L85110TN1979PLC008035**

Apollo HOSPITALS TOUCHING LIVES

The Secretary,
Bombay Stock Exchange Ltd (BSE)
Phiroze Jheejheebhoy Towers,
Dalal Street,
Mumbai – 400 001.
Scrip Code – 508869
ISIN INE437A01024

The Secretary,
National Stock Exchange,
Exchange Plaza, 5th Floor
Plot No.C/1, 'G' Block
Bandra – Kurla Complex
Bandra (E)
Mumbai – 400 051.
Scrip Code– APOLLOHOSP
ISIN INE437A01024

The Manager
The National Stock Exchange,
Wholesale Debt Market
Exchange Plaza, 5th Floor
Plot No.C/1, 'G' Block
Bandra – Kurla Complex
Bandra (E)
Mumbai – 400 051.
ISIN INE437A07112,
INE437A07120

Dear Sir

Reg: Submission of Notice of 40th Annual General Meeting (AGM) and Annual Report for the FY 2020-2021 under Regulation 30 and 34 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Pursuant to Regulation 30 and 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed the following documents: -

1. Notice of 40th AGM and
2. Annual Report for the FY 2020-2021.
3. Business Responsibility Report for the FY 2020-2021.

The aforesaid documents are available on the website of the company viz., www.apollohospitals.com.

Kindly acknowledge receipt.

Thanking you,

Yours faithfully
For APOLLO HOSPITALS ENTERPRISE LIMITED

S.M. KRISHNAN
VICE PRESIDENT – FINANCE
AND COMPANY SECRETARY

CC : The Secretary,
Luxembourg Stock Exchange,
B.P. 165,
L-2011 Luxembourg.
Ref : ISIN US0376081065 – Rule 144a GDR
ISIN US0376082055 – Reg. S GDR

Securities and Exchange Commission
Division of Corporation Finance
Office of International Corporate Finance
450 Fifth Street, N.W.
Washington, D.C
20549-0302
File No. 82-34893

Regd. Office :
19, Bishop Gardens,
Raja Annamalaipuram,
Chennai - 600 028.

General Office :
"Ali Towers", III Floor,
#55, Greams Road,
Chennai - 600 006.

Tel : 044 - 28290956 / 3896 / 6681
Telefax : 044 - 2829 0956
Email : investor.relations@apollohospitals.com
Website: www.apollohospitals.com

Apollo HOSPITALS

THE AGILITY REPORT-2021

BUSINESS RESPONSIBILITY REPORT FY 2020-21

PERFORMANCE WITH A PURPOSE

Apollo HOSPITALS

TOUCHING LIVES

Business Responsibility Report
2020-2021

From the Chairman



Dear Members,

The word **Agility** represents the power of moving quickly. It denotes nimbleness, briskness; activity; and quickness of motion. At Apollo it also means the power of innovation — The ability to transform a noun to an adverb — because that is what Apollo did!

Together with the ability to innovate, it signifies the ability to be dynamic and, importantly for healthcare, it denotes the evolution of care to support all our patients in the most challenging times we have seen in several decades. While resilience is invisible, it is inculcated in our culture, in our value system. It is the combination of resilience and agility that has resulted in the new Apollo — Healthcare delivery that goes beyond our infrastructure — scaling clinical protocols, embracing digital health, and working to protect and serve societies by sharing best practices. We have been especially agile in bringing quality Apollo care to the masses in India through Telemedicine. In doing that, we have successfully broken geographic boundaries and increased access to healthcare. No other hospital in India has the range of health services that we offer through this medium.

The last fifteen months have clearly been one of the most challenging periods in our 37-year history, a period which placed unprecedented demands on healthcare systems everywhere around the world. But it has also been an exceptional and defining period for the sector, placing it at the forefront of the national narrative. In my career as a clinician for over six decades, I have witnessed doctors battling disease, every single day, together with their patients. There have been crises, situations that caused great panic, emergencies and alongside, enormous joy, every time a medical miracle was achieved and a precious life was saved almost miraculously. The COVID-19 crisis however, is an unparalleled medical crisis of a kind that I have never witnessed before as a doctor. It is one of the toughest challenges we have faced as a country.

Project Kavach - Our Response to COVID-19

Project Kavach is our Hospitals' multipronged strategy which we used to handle the pandemic. Under this, we deployed several unique strategies, such as an AI-based Covid-19 screener, the digital 24/7 integrated App for teleconsultations which we launched at the onset of the first wave, collection of samples from home for diagnostics, at-home health monitoring services and medication delivery, a multi-stakeholder partnership to provide medical care in hotel rooms across the country, and methods to rapidly update care protocols across our entire network to help reduce speed of transmission and mortality. In the process of looking after 63,000+ patients in our hospitals with outstanding clinical work, we have not lost touch with ground reality. My deep gratitude to the doctors and nurses and the team that made this possible.

I must commend the Government of India and the different State Governments for their efforts to contain the pandemic, be it in augmenting capacity for testing or driving a mammoth vaccination programme with two Made in India vaccines — the very best example of Atmanirbar.

Kavach overcame some unique challenges through innovative new healthcare delivery approaches.

The Future of Healthcare

The future of healthcare infrastructure is going to be founded on technology. The new paradigm has to be patient-centric. The convergence of AI and Biotech together with Research and Innovation, will create personalised curated healthcare for individuals, helping them lead long, productive lives.

Public Private Partnerships in healthcare delivery need strong support. We have worked with 16 state governments and the Center during the pandemic and have strong PPP models in several states to deliver telemedicine.

Agility

[uh-jil-i-tee]

Apollo 24/7 enables users from any part of the country to use trusted Apollo services from their phones, at the click of a button.

Apollo 24/7

Apollo 24/7, our digital healthcare platform, is a transformational offering. It is India's first Digital Omnichannel, which places the consumer first in its value chain of offerings. The App makes Apollo expertise available to everyone, regardless of their physical location. Secure on-line consults, consultation bookings, medicine orders from an Apollo Pharmacy close to their home for delivery at their doorstep in two hours, are some of its key features.

Non Communicable Diseases

Non Communicable Diseases — cardiac diseases, strokes, diabetes, and cancer, are a big threat to the health of our nation. It is estimated that 1 in 10 Indians suffers from an NCD and that is very worrying, especially as the prevalence is increasing amongst the 25–55 year-olds. Every 7th mortality in India is due to an NCD. India cannot afford this devastation. However, NCDs are preventable. An end-to-end approach to combat NCDs, has a prime focus on preventive healthcare. Timely detection with personalized care and risk prediction can help mitigate potential health issues at an early stage.

Prohealth is a unique end-to-end personalised proactive health management program. It is empowered by Artificial Intelligence and predictive algorithms.

105,600 MIO
Revenue

REVENUE MIX

50 %
Healthcare Services

44 %
Pharmacy Distribution

6%
AHLL

Apollo ProHealth is our proactive and personalized health management system which we have launched using the learnings from the roughly 22 million health checks that we have carried out in our hospitals. Using Artificial Intelligence and health analytics to predict and prevent health risks through appropriate clinical and lifestyle interventions, it keeps people out of the hospital. It offers a plan to make you healthier tomorrow, than you are today.

All our initiatives have resulted in strong financial results that I am happy to share with you. We weathered the impact on Outpatient and Surgical volumes because of the pandemic impact, which eased over the second half of the year. There was a revival in patient footfalls and Non-COVID occupancy across our network, which translated into good financial performance. Our Revenue stands at ₹ 105,600 mio. Healthcare Services has contributed 50% to our Topline, and Standalone Pharmacies, 44%. Overall, the EBITDA (Post Ind AS 116) stood at ₹ 11,374 mio. I am delighted to announce a dividend of ₹ 3.00 per share.

At Apollo, we have made agile modifications in the delivery of critical healthcare services to fulfill our mission of bringing quality healthcare to the common man — the reason we set up our first hospital 37 years ago. This is our business purpose. In the pursuit of this purpose, we have played an important role in improving health outcomes throughout the country and in building a productive workforce.

Healthcare continues to support the health of the country and its economy. With the right support it can do for India what IT did in the 90s in creating jobs, building world-class products, delivering outstanding services, and earning foreign exchange. We have the potential to become the hospital for the world.

As we break into the new digital frontiers in healthcare delivery, I would like to thank the Board members for their trust and unfailing support in our journey. I have to thank you, the shareholders for the tremendous trust you have reposed in us. Without your support we will not be able to face unexpected challenges or venture into new realms in healthcare delivery. And last, but not least, I thank my Apollo Family members who have stood with us like rocks on our journey together. Much of what we have achieved would not have been possible without their support.

The pandemic has reinforced, now more than ever, the importance of good health.

Let me remind you to take good care of yourselves. Also, get vaccinated; it is important to stay safe and healthy.

My warm personal regards to all of you,

Stay safe. Stay Healthy.

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



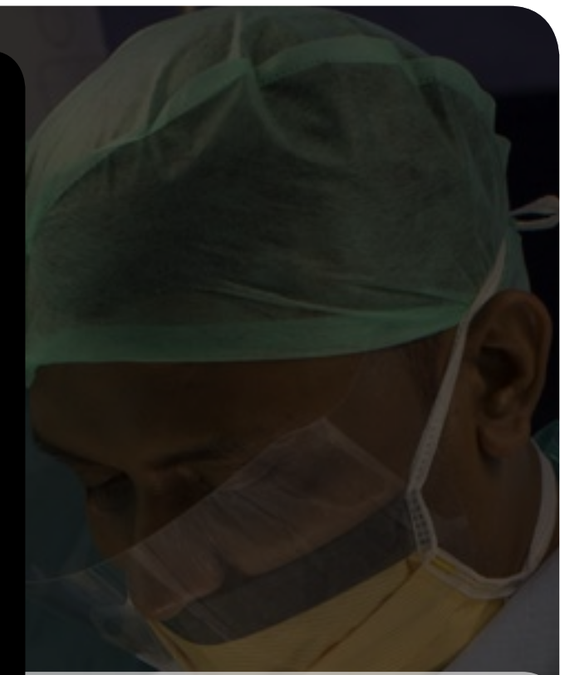
About Apollo

The largest private healthcare services provider in India, our geographic footprint now includes 71 hospitals across 55 specialties. The first Apollo Hospital was established in Chennai in 1983, giving us an experience of 37 years in patient care. Our offerings span the entire value chain of healthcare services and are delivered through different entities with their own specialist experience. Together they form India's largest integrated healthcare ecosystem.



Our Mission

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



Our Conviction

We believe in people. We believe that every single human life is priceless beyond measure. We believe that prevention is better than cure, but if it hasn't been prevented, we will leave no stone unturned in our quest to cure it. We will strive to the utmost of our ability to provide to each and every Indian the highest quality healthcare. We will inspire people to treat their bodies with care. Every single member of the Apollo staff will treat visitors to our hospitals not as patients but as family. No case will be given up without a fight. Nobody will walk out of our doors without a smile.

We are Apollo and we believe that

LIFE IS PRICELESS

LIVE HEALTHY, INDIA

Responsible Business Conduct

We believe strongly in conducting our business in a responsible manner with a sustainable approach towards people and the environment. In keeping with the baseline standards for how businesses should understand and address their risks, our enterprise risk management framework seeks to identify and mitigate business risks while promoting responsible business practices. We endeavour to align our business conduct with locally applicable laws and internationally recognized standards. We, therefore, are acutely aware of the needs of the communities we operate in, and consciously strive to make a positive contribution towards their sustainable development and inclusive growth. We also consider it our responsibility to respond urgently to sudden or unexpected market events and prevent or reduce the negative impacts they may cause in the community.

Risk-based due diligence and value creation are at the heart of this process. Responsible Business Conduct entails above all compliance with laws, such as those on respecting human rights, environmental protection, labour relations and financial accountability. It also involves responding to societal expectations communicated by various channels, e.g. inter-governmental organizations, those within the workplace, from the local communities or via the press. Some of these voluntary initiatives reside under our Corporate Social Responsibility (CSR) banner.

Being a socially responsible company is a boost to our company's image and our brand. Social responsibility also empowers our employees to leverage the corporate resources at their disposal to do good. We have several company-wide formal corporate social responsibility programs which help boost employee morale and enhance productivity in the workforce. A business practice that is economically viable, socially responsible, and environmentally friendly, is usually regarded as being sustainable. Our policies which incorporate this principle as core elements, help us focus on a growth strategy which supports sustainable economic values.

Healthcare services companies have great potential to benefit society as a whole, but still need to carefully manage key sustainability risks such as patient safety, quality standards, as well as business ethics. At Apollo Hospitals we aspire to create long term sustainable value for our stakeholders while conducting our business in a responsible fashion. We identify Environmental, Social and Governance risks in our risk assessment framework and take responsible steps for mitigating them.

Notable trends in healthcare continue to be led by changing lifestyle habits due to new technology, demographic trends such as an increase in global life expectancy, an alarming rise in Non Communicable Diseases, as well as public health challenges such as antimicrobial resistance. However, new opportunities also arise in this changing context: for instance, technology, such as Artificial Intelligence can help decrease healthcare costs through improved efficiencies across the whole value chain. Technology while enabling cutting edge treatment options, can also reduce geographic limitations and improve access to medicine for low income and rural populations in a developing country like India. Such gains, while meaningful for the broader healthcare system, are also highly valuable from a sustainable investment standpoint.

Some Centres of Excellence

- **CARDIOLOGY** — Apollo HOSPITALS HEART INSTITUTES
- **ORTHOPAEDICS** — Apollo HOSPITALS INSTITUTES OF ORTHOPAEDICS
- **NEUROLOGY** — Apollo HOSPITALS INSTITUTES OF NEUROSCIENCES
- **EMERGENCY** — Apollo HOSPITALS 24 hours EMERGENCY
- **ONCOLOGY** — Apollo HOSPITALS CANCER INSTITUTES
- **TRANSPLANTS** — Apollo HOSPITALS INSTITUTES OF TRANSPLANT
- **NEPHROLOGY & UROLOGY** — Apollo HOSPITALS INSTITUTES OF NEPHROLOGY & UROLOGY
- **OBSTETRICS & GYNAECOLOGY** — Apollo HOSPITALS INSTITUTES OF OBSTETRICS & GYNAECOLOGY
- **ROBOTICS** — Apollo HOSPITALS INSTITUTES OF ROBOTIC SURGERY

FY21 at Apollo Hospitals

- 352,000+ Admissions
- 4,200,000+ Out-Patients
- 180,000+ Preventive Health Checks
- 5,400+ Heart Surgeries
- 23,000+ Neuro Surgical Discharges
- 750+ Robotic Surgeries
- 145+ Liver Transplants
- 600+ Kidney Transplants
- 130+ Bone Marrow Transplants
- 185,000+ Radiotherapy Fractions
- 68,000+ Chemotherapy Cycles
- 2,600+ Joint Replacements

Awards and Recognitions

Apollo Hospitals Group was conferred with several awards and accolades at various national and international fora in FY21. Following are some highlights:

WORLD'S BEST SMART HOSPITALS 2021 – 2021

- The Newsweek partnered with Statista has recognised and ranked Apollo Hospitals Group as the **World's Best Smart Hospitals 2021**, for using the most advanced technologies.

CENTRE OF EXCELLENCE AWARD – 2021

- Apollo Speciality Hospitals, Jayanagar, Bangalore bagged the **Centre of Excellence Award** by The Deccan Herald Healing Hands Initiative in recognition for the work during COVID-19.

CSR HEALTH IMPACT AWARD – 2020

- Apollo Total Health was awarded for providing "Holistic Health Care" through "Total Health" initiative to the entire community.

EXCELLENCE IN QUALITY AWARD – 2021

Apollo Speciality Hospitals, Madurai Division has bagged awards in FICCI's 13th Edition of TANCARE 2021 on Emerging Hub of Healthcare Excellence – Challenges held in Madurai:

- **Best NABH Accredited Cardiology and Neurology Speciality Hospital** – Apollo Speciality Hospitals, Madurai.
- **Best NABH Accredited Nephrology and Urology Speciality Hospital** – Apollo Speciality Hospitals, Trichy.
- **Best Entry Level NABH Certified Hospital for COVID Management** – Apollo Reach Hospitals, Karaikudi.

BEST MULTISPECIALTY HOSPITAL – 2020

- Indraprastha Apollo Hospitals, Delhi was ranked as the best multispecialty hospital in India for the specialties of Emergency, Gastroenterology and Neurology.
- Apollo Hospitals, Chennai was ranked as the best multispecialty hospital in India for the specialties of Nephrology, Oncology and Pediatrics.

THE WEEK-HANSA RESEARCH BEST HOSPITALS SURVEY – 2020

- Apollo Hospitals at Chennai, Delhi, Hyderabad, Bangalore and Kolkata were ranked amongst the top 15 hospitals in India in the specialities of Oncology, Orthopedics, Gastroenterology, Cardiology, Neurology, Pediatrics, Pulmonology, Diabetes care.

TIMES HEALTH SURVEY AWARD – 2020

- Apollo Hospital units were ranked as the best multispecialty hospitals in the cities of Ahmedabad, Hyderabad, Chennai, Bangalore, Bhubaneswar and Delhi.

THE TIMES OF INDIA – ALL INDIA MULTISPECIALITY HOSPITAL SURVEY – 2020

- Apollo Hospitals in Chennai, Delhi, Hyderabad and Bangalore bagged top 8 positions in the All India Multispeciality Hospital Survey 2020 conducted by Times Health Survey.

INDIA'S MOST TRUSTED HOSPITAL – 2020

- The Reader's Digest Trusted Brand Survey 2020 has ranked Apollo Hospitals in Chennai, Delhi, Hyderabad, Bangalore, Kolkata and Mumbai as India's Most Trusted Hospital.

AHPI – BEST HOSPITAL TO WORK FOR AWARD – 2020

- Apollo Health City, Hyderabad has been awarded by AHPI as the Best Hospital to work for award.

FICCI HEALTHCARE EXCELLENCE AWARDS – 2020

Category: Excellence in Hospital Preparedness for COVID-19 – Hospital

- Apollo Hospitals, Chennai

Category: Excellence in Capacity Building

- Apollo MedSkills Ltd.

NGO AWARD – 2020

- Apollo Total Health was recognized amongst the best NGOs in India for promoting impactful social practices.



SECTION A General Information about the Company

CIN	L85110TN1979PLC008035
Name of the Company	Apollo Hospitals Enterprise Limited [AHEL]
Registered Address	No. 19, Bishop Gardens, Raja Annamalaipuram, Chennai – 600 028
Website	www.apollohospitals.com
E-mail ID	investor.relations@apollohospitals.com
Financial Year Reported	2020-21
Sector(s) that the Company is engaged in (industrial activity code-wise)	Healthcare Sector
List three key products/services that the Company manufactures/provides (as in the Balance Sheet)	Healthcare services Drugs & Medicines
Total Number of locations where the business activity is undertaken by the Company	AHEL's business operations are spread across various locations in India. AHEL's business activities includes operating hospitals and pharmacies and it has a presence in Chennai, Hyderabad, Bengaluru, Mumbai, Aragonda, Bhubaneshwar, Bilaspur, Karur, Karaikudi, Madurai, Mysore, Nashik, Nellore, Trichy and Visakhapatnam. Apollo has an international hospital located in Dhaka.
Major markets served by the Company	India, Africa, Middle East, Bangladesh and Burma

SECTION B Financial Details of the Company

Paid up Capital (INR)	₹ 719 million
Total Turnover (INR)	₹ 91,712 million
Average net profit of the Company for the preceeding three financial years	₹ 4,558 million
Prescribed CSR Expenditure (two percent of the amount on above)	₹ 91 million
Total amount spent during the financial year	₹ 104 million
Total spending on Corporate Social Responsibility (CSR) as a percentage of the average net profit of the Company	2.28%
List of activities in which CSR expenditure has been incurred	1. Rural Development 2. Education 3. Healthcare and 4. Research in Healthcare

SECTION C Other Details

Does the Company have any Subsidiary Company/ Companies?	Yes. The details of subsidiary companies are available in the Annual Report FY 2020-21 (please refer pages 93–96).
Do the Subsidiary Company/Companies participate in the BR Initiatives of the Parent Company? If yes, then indicate the number of such Subsidiary Companies:	Subsidiaries maintain policies relevant to their business operations. However, AHEL always encourages its subsidiary companies to run their businesses in a socially and environmentally responsible manner.
Do any other entity/entities (e.g., suppliers, distributors, etc.) that the Company does business with, participate in the BR initiatives of the Company? If yes, then indicate the percentage of such entity /entities? [Less than 30%, 30-60%, More than 60%]	No. However, AHEL intends to extend its applicable environment, social and governance policies to cover major stakeholders.

SECTION D Business Review Information

1. Details of Director/Directors responsible for BR

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

2. Principle-wise (as per NVGs) BR Policy/policies (Reply in Y/N)

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

SECTION D Business Review Information

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

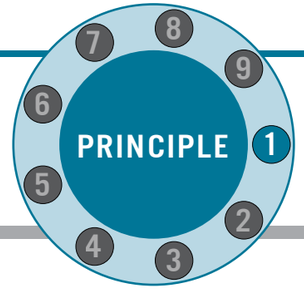
SECTION D Business Review Information

S. No	Questions	Business Ethics P1	Product Responsibility P2	Well Being of Employee P3	Stakeholder Engagement P4	Human Rights P5	Environment P6	Public Policy P7	CSR P8	Customer Relations P9
8	Does the Company have an in-house structure to implement the policy/ policies?	Yes, we have a well defined governance structure with clear roles and responsibilities within the organization.								
9	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/policies?	Y	Y	Y	Y	Y	Y	Y	Y	Y
10	Has the Company carried out independent audit/ evaluation of the working of this policy by an internal or external agency?	All the policies have been formulated in consultation with various stakeholders, however the Company plans to carry out an internal/external assessment in due course of time.								

2a. If answer to Section 2 against any principle, is 'No', please explain why: (Tick up to 2 options) — Not Applicable

3. Governance related to Business Responsibility (BR)

1	Indicate the frequency with which the Board of Directors, Committee of the Board or CEO assess the BR performance of the Company. Within 3 months, 3-6 months, Annually, More than 1 year	The Board of Directors assess the BR performance of the Company annually.
2	Does the Company publish a BR or a Sustainability Report? What is the hyperlink for viewing this report? How frequently is it published?	Annually. https://www.apollohospitals.com/apollo_pdf/brr-2021.pdf



Ethics, Transparency & Accountability

Business Ethics

Ethics refers to a system of beliefs regarding correct behaviour towards other people and society. We believe that ethical behaviour will promote enhanced consumer trust and positive support. We believe it will increase our brand recall and promote business awareness and recognition. It will further help us attract and retain best-in-class talent and motivate the employees to give their best to the organization. Importantly, it will help us build an overarching environment of trust, integrity, and excellence, which will have an assured influence.

A Culture of Open and Honest Communication

We believe we have a responsibility in creating an open and supportive environment where employees feel comfortable raising questions about ethical concerns they may have. We will investigate all reported instances of questionable or unethical behaviour, taking appropriate action when required.

Corporate Governance

Corporate Governance is the overarching name for the combination of rules, processes or laws by which businesses are operated, regulated or controlled. The term encompasses the internal and external factors that affect the interests of a company's stakeholders. We seek to maximize value for all stakeholders, internal and external shareholders, investors, regulators, employees, customers, suppliers, environment and the community at large, through the practice of exemplary corporate governance. Those at the helm evaluate decisions on transparency, inclusivity, equality and responsibility. Corporate Governance is the rigour arising out of a set of processes, customs, policies, and laws, which affect the way a company is directed, administered or controlled. It also includes the relationships among the many stakeholders involved and the attainment of goals of the enterprise. The main external stakeholder groups include shareholders, suppliers, customers and the larger community. Internal stakeholders are the board of directors, executives, and other employees. Good Corporate Governance provides the framework for attaining a company's goals by balancing the interests of a company's many stakeholders without compromising Company values and policies. It transcends every sphere of management, from action plans and internal controls to performance measurement and corporate disclosure.

Corporate Accountability

Another function of corporate governance is to ensure accountability within the board of directors as well as the company's larger management structure. This provides a system of checks and balances to make certain company procedures and initiatives are being carried out properly.

A company's board of directors is the primary force influencing corporate governance. Governance frameworks lay down the governing or management roles in an organization. They also set rules, procedures, and other informational guidelines. In addition, governance frameworks define, guide, and provide for enforcement of these processes. The board establishes structures and processes to fulfill board responsibilities that consider the perspectives of investors, regulators and management, among others. It also monitors management execution against established budgets as well as alignment with strategic objectives of the organization.

Internal controls are the mechanisms, rules, and procedures implemented by a company to ensure the integrity of financial and accounting information, promote accountability, and prevent fraud. Internal controls is a process of assurance of an organization's objectives in operational effectiveness and efficiency, reliable financial reporting, and compliance with laws, regulations and policies.

Our Broad Approach

In today's dynamic and complex environment, diversity in skill-sets of the Board of Directors is critical to enable the Board to effectively provide guidance and direction to the company. A balanced wholesome Board, with complementary skill-sets amongst the directors, is better suited to collectively make informed business judgements.

Code of Conduct

A code of conduct is a set of organizational rules or standards that describe a business' values, beliefs, and the ethical standards to which the business and its employees must adhere. Our Code of Conduct clarifies our organization's mission, values and principles, and links them with standards of professional conduct. Our company's code of conduct protects our business and clearly articulates what we expect from our employees. It outlines how employees are supposed to approach problems, the ethical principles of our organization, and the standards against which an employee is assessed.

We believe that the success of our business is directly connected to the trust and confidence we earn from employees, customers and shareholders. The only way we can earn credibility is by adhering to commitments, displaying honesty and integrity and achieving goals through honourable conduct.

In being committed to building a long-term sustainable business, we pre-empt all decisions by considering the impact of our actions on the wider community. Will this build trust and credibility for Apollo Hospitals? Will it help create a working environment in which we can succeed over the long term? Apollo Hospitals is committed to creating a work environment where everyone is treated with dignity and respect because we believe that it brings out the full potential in each of us, which, in turn, contributes directly to our business success. We are committed to providing a workplace that is free of discrimination of all types, and from abusive, offensive or harassing behavior.

Awareness sessions are conducted for all the new hires during induction time and periodic sessions around POSH and ICC protocols are conducted in line with NABH & JCI guidelines. We have constituted ICC & POSH committees within each unit to address issues at all levels. We maintain absolute transparency and adherence to the set guidelines. All our unit level committees have one external members as part of ICC & POSH committees.

Conflict of Interest

A conflict of interest is a situation in which a person or organization is involved in multiple interests, financial or otherwise, and serving one interest could involve working against another. It also refers to a situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity. We ensure there is no conflict of interest in the Company.

Risk Management

Risk control is the set of methods by which companies evaluate potential losses and take action to reduce or eliminate such threats. Risk control is a key component of our Company's Enterprise Risk Management (ERM) protocol. Our Risk Management framework is robust. We identify potential risks in advance, analyze them and take precautionary steps to reduce/curb the risk. This facilitates us to set up procedures to avoid the risk, minimize its impact, or at the very least help cope with its impact. Essentially, the goal of risk management is to identify potential problems before they occur and have a plan for addressing them. Our Risk Management includes internal and external risks that could negatively impact our organization.

Internal Control Systems and their Adequacy

Internal control policies and procedures help to prevent errors and fraud, safeguard assets, ensure financial statement reliability, promote operational efficiency, and encourage compliance. We have an effective internal control system which provides reasonable assurance that policies, processes, tasks, behaviours and other aspects of our organization, taken together, facilitate its effective and efficient operation. The Internal Audit function carries out risk based financial, commercial and technical auditing as per the annual audit plan approved by the Audit Committee. Our internal controls protect our organization from

Core Skills

Corporate Leadership / Strategy	Experience of playing leadership roles in large businesses, with strong competencies around strategy development & implementation, business administration / operations and organization & people management
Healthcare Experience	Strong knowledge and experience in healthcare practice & research and / or in managing business operations of a sizeable healthcare organization, in delivering curative, preventive and rehabilitative care
Financial Acumen	Practical knowledge and experience in corporate finance, financial accounting & reporting and internal financial controls, including strong ability to assess financial impact of business decision making and ensure profitable & sustainable growth
Diversity	Balanced wholesome Board with diverse representation of gender, culture, educational background, professional experience and other perspectives, to enable informed collective business judgements
Governance	Board-level experience in reputed organizations, with strong understanding of and experience in directing the management in the best interests of the company & its stakeholders and in upholding high standards of governance
Technology	Ability to understand and adapt to technological trends in healthcare and business operations and experience in directing successful development / implementation of technological innovations and improvements (including IT infrastructure and applications)
Risk Management	Strong understanding and experience in risk management, to effectively direct the company's efforts to actively identify, evaluate, prioritize and mitigate risks in its dynamic business environment

financial, strategic, and reputational risks by providing reliable financial reporting required by regulators and industry standards that track investment, capital, and credit risks.

Our Board establishes structures and processes to fulfill Board responsibilities that consider the perspectives of investors, regulators and management, among others. It also monitors management execution against established budgets and in alignment with the strategic objectives of the organization.

Skills/expertise/competence of the Board of Directors

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

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

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

Ethics and Integrity

Integrity is one of the fundamental values employers seek in the employees they hire. It is the hallmark of a person who demonstrates sound moral and ethical principles at work. Integrity means following moral or ethical convictions and doing the right thing under any circumstance without demeaning or disregarding the Company's Code of Ethics or its values.

Adherence to Best Practices

We adhere to all applicable statutes in letter and spirit and endeavour to adopt best practices that go beyond adherence of statutory frameworks to bring transparency and accountability in all facets of our operations. We have thus developed and implemented internal controls at all levels of the organization.

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

Anti Corruption and Bribery

Besides strengthening the risk management framework and building strong internal controls, we also have a robust vigilance mechanism with which to curb corrupt practices that may arise in the course of business and for which we have zero tolerance. In addition to the Code of Conduct, we have a Whistle Blower policy (https://www.apollohospitals.com/apollo_pdf/whistle-blower-policy.pdf) in line with the requirements of Section 177 of the Companies Act, 2013. The policy enables all employees to report to the Company Management, concerns of unethical behavior, actual or suspected, fraud, or violation of the Company's Code of Conduct, without fear of reprisal or victimization. Our intent behind the Whistle Blower Policy is to identify potentially serious concerns which could have a long-term impact on the operations and performance of AHEL.

Grievance Redressal

While the term "Grievance Redressal" primarily covers the receipt and processing of complaints from consumers, a wider definition includes actions taken on any issue raised by internal and external stakeholders to avail services more effectively. A grievance is any dissatisfaction or feeling of injustice which is brought to the attention of management. Speaking broadly, a grievance is any dissatisfaction that adversely affects organizational productivity.

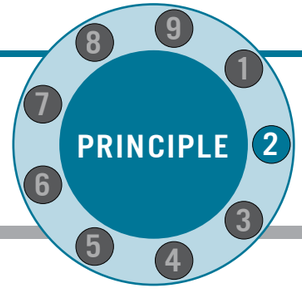
Founded on our core organizational values, AHEL is committed to transparency in all its operations and in the services it provides in accordance with the highest standards of corporate governance and business ethics. However, if due to any unprecedented reason, stakeholders find that there is / are reason(s) to improve, they are encouraged to report the same.

Issues such as redressal of shareholders' and investors' complaints; transfer of shares; non-receipt of shares; non- receipt of declared dividends; expeditious share transfers; and the redressal of the grievances of deposit holders, debenture holders and other security holders are handled by the 'Stakeholders Relationship Committee'. The status on complaints and share transfers is reported to the Committee periodically.

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

In the financial year 2020-21 we have provided services to several million patients. The feedback of our internal and external stakeholders is important for us to strengthen the relationship with our stakeholders. During the year 100% of the consumers'/stakeholders' concerns/complaints (26,233) were resolved. We also received 66 concerns/complaints from our shareholders and all of these concerns have been resolved. This is testimony that we handle complaints conscientiously and resolve them on a priority basis.

Our commitment to the best practices of corporate governance, our dedication to the areas of sustainability, ethics and fiscal transparency, and our relationship with our shareholders is the hallmark of the Apollo Way and has helped us earn the trust of the community.

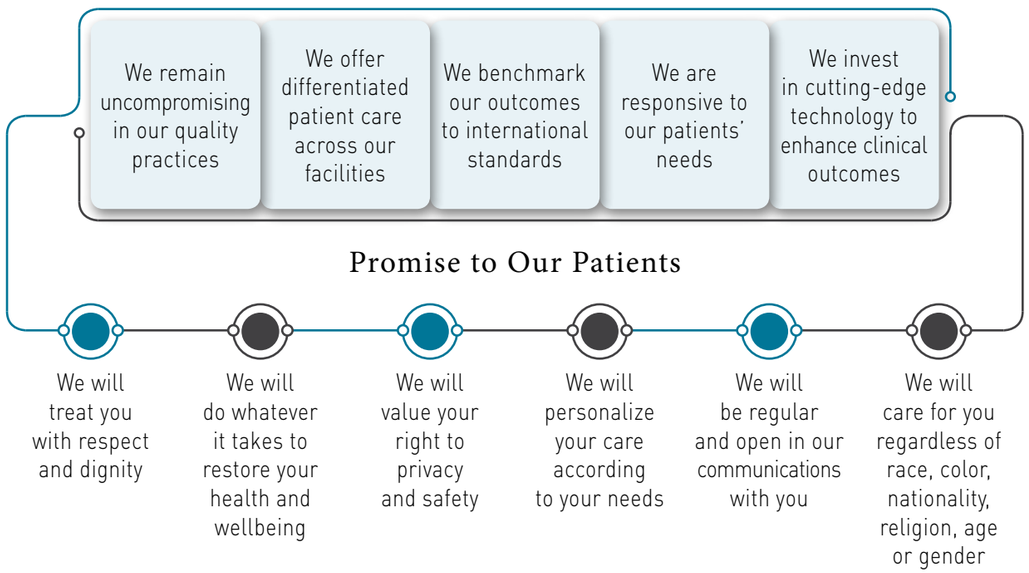


Product Life-Cycle Sustainability

Our patients form the fulcrum upon which we serve and fulfil our purpose. We focus on understanding their needs which is extremely important to us in defining our healthcare delivery strategy; one that will enhance their experience while ensuring highest standards of care and safety. We ensure we achieve this on the bedrock of outstanding clinical and service excellence.

Quality of Care and Patient Safety

The combination of some of India's best specialists, clinical excellence, superior technologies, state-of-the-art medical equipment, and our signature service process, Tender Loving Care, has allowed us to offer our patients superior care in diagnostics and treatments while helping us achieve improved health outcomes.

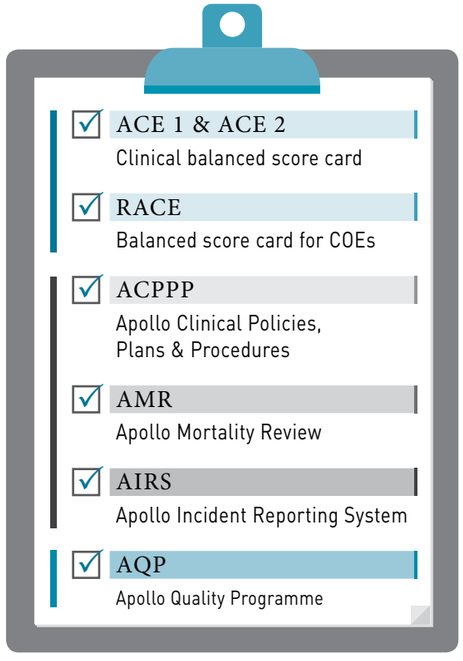


Quality of Care

Clinical Excellence

The Apollo Standards of Clinical Care (TASCC)

We ensure our processes and measurement of outcomes are standard across all our hospitals. Through a systematic review of care against clearly defined criteria TASCC aims to improve patient care and outcomes. TASCC comprises six components that include clinical dashboards ACE 1 and ACE 2, Apollo Quality Plan (AQP), Apollo Mortality Review (AMR), Apollo Incident Reporting System (AIRS) and Apollo-Critical-Policies-Plans-and Procedures (ACPPP).



Parameters involve complication rates, mortality rates, one-year survival rates, infection rates & ALOS after major procedures; compared with international benchmarks.

25 policies covering clinical care, nursing care, managerial processes & infrastructural requirements.

Standardised methodology of identifying deaths in a hospital with potential to have resulted from an error through trigger criteria. Systematic peer review through a checklist & categorisation to identify preventable deaths.

Mechanism for tracking incidents that pose a safety risk to patients.

Programme for standardisation of processes for clinical handovers, medication safety, surgical safety, patient identification, verbal orders, handwashing compliance & falls prevention.

Apollo Clinical Excellence Scorecard – ACE 1 & ACE 2

Patient safety as evidenced through metrics captured in the ACE and RACE surveys under parameters like Infection Rates and Medication Errors, are benchmarked with leading hospitals in the world. We follow this as standard practice across all our hospitals and it is critical to our clinical outcomes.

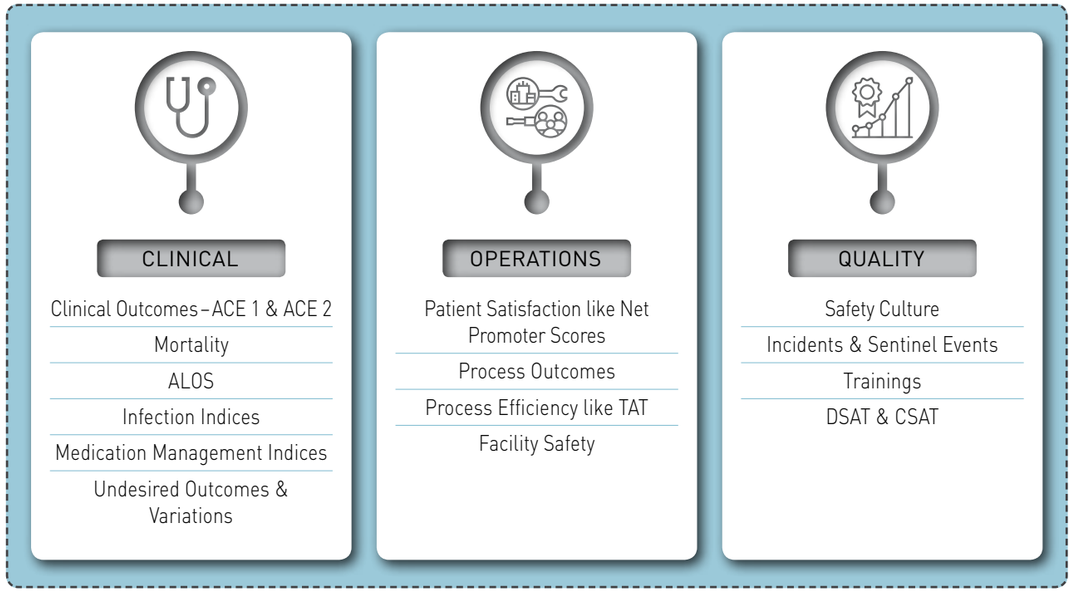
The weighted scores for outcomes are colour coded green, orange and red according to performance with the highest achievable cumulative score capped at 100. Data collection is standardized across all hospitals and is uploaded every month. Quarterly, half yearly and annual trends are analysed. Action taken for parameters falling in red are submitted quarterly by all hospitals and reviewed by the Board.

Apollo Quality Program

The AQP was started in December 2010 to implement patient safety practices in all Apollo Hospital units irrespective of the accreditation status. It covers five broad areas: Safety during Clinical Handovers, Surgical Safety, Medication Safety, the Six International Patient Safety Goals of JCI and Standardisation of Minimum Content of Medical Records. Compliance levels have shown an uptrend year-on-year.

When there is an incident or concern regarding quality appropriate action is taken based on a Root Cause Analysis of the issue. If the issue is one of its kind or if it requires changes at the hospital level, then it is discussed in the quality huddles and meetings and remedial steps are implemented at all locations.

Key Performance Indicators



We monitor and evaluate clinical, operational, and quality care indicators through data collected from three key sources:

- the department
- patient feedback
- feedback from internal customers, teams of doctors and nurses

Data is collected through medical records (e.g., on infection control) and incident reports.

A Focus on Wellness

We believe life is Priceless and healthy living is a must for individuals. Our healthcare ecosystem makes it easy for the consumer to manage his/her lifestyle and embrace wellness.

Preventive Health & Wellness

Health is a state of complete physical, mental and social well-being. Leading a healthy lifestyle and being focused on Preventive Health are important for a long and healthy life. A preventive health checkup can nip disease before it becomes a serious illness. Preventive care includes routine wellness exams, screenings, and immunizations that can prevent illness or other health problems. A Preventive Health Checkup aims to identify and minimize risk factors in addition to detecting illnesses at an early stage when chances for treatment and cure are better.

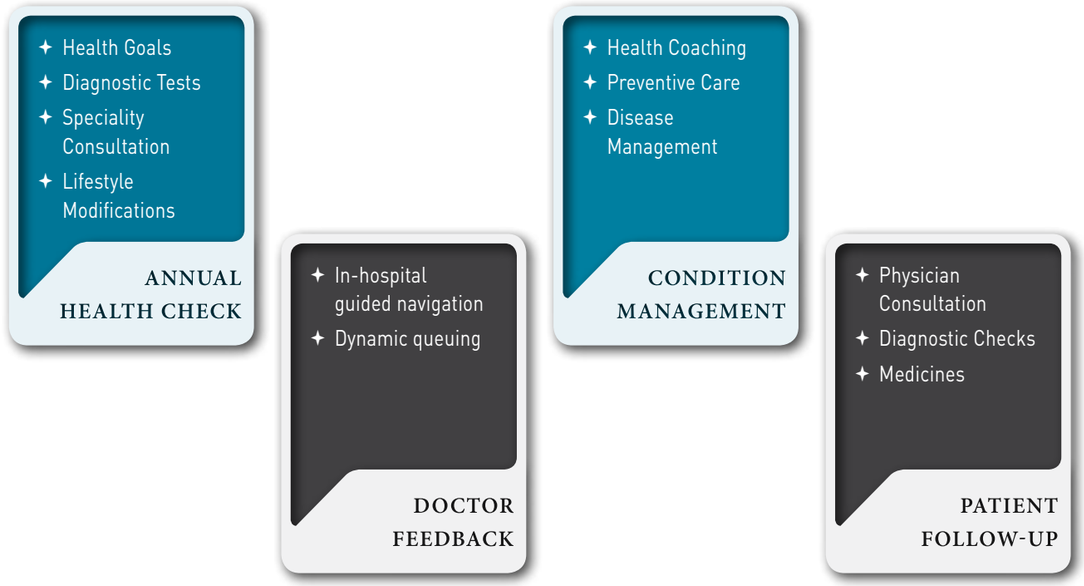
Preventive Health is an important patient offering in our healthcare delivery chain. According to WHO, Non-Communicable Diseases (NCDs) — diabetes, cardiac diseases, respiratory disorders, and cancer, account for nearly 60% of deaths in India; specifically, 26% of deaths in the 30 to 70 age group. But NCD related deaths are preventable. We offer comprehensive 'preventive' health packages that can diagnose and prevent the threat of NCDs and safeguard the health of our people. One does not have to succumb to a stroke, diabetes, or increasingly, even to cancer. Health can be protected and healthcare made affordable by simply detecting disease early. This is the value we bring to our patients through our preventive health programs.

ProHealth Program

Cardiovascular diseases, cancers, chronic respiratory diseases, diabetes and other NCDs account for about 40% of all hospital stays in India. Preventive health management allows us to detect and tackle risks before they manifest. About 80% of mortality is preventable with early detection and proper management. Regular health check-ups help control the silent but deadly NCDs, helping a person stay healthy and productive.

Apollo ProHealth is a first of its kind, holistic and comprehensive health program powered by pHRA (personalised Health Risk Assessment) and enabled by artificial intelligence. ProHealth empowers individuals with actionable health analytics, helping them eliminate or reduce health risks through appropriate clinical and lifestyle interventions. ProHealth is driven by technology but brings a human touch in the form of a personal health mentor.

Integrating various touchpoints in the Apollo Healthcare ecosystem to create a seamless and integrated preventive care continuum.



SAMSUNG Apollo Mobile Health Clinic

An innovation that takes healthcare to the doorstep of all, especially to those who do not have access to quality healthcare services, especially in remote geographies.

The Mobile Clinic is fitted with state-of-the-art equipment to screen all major NCDs, facilitating early diagnosis and detection of lifestyle diseases like diabetes, heart, hypertension, obesity, chronic lung disorders etc.



Patient Safety

Our patient safety goals are fully aligned with the International Patient Safety Goals.

- Identify patients correctly with 2 identifiers — Name and UHID
- Ensure effective communication:
  - Critical Lab Values — A routinely asked test which has an abnormal value
  - Critical Tests — A test that requires urgent communication of results to the doctor, i.e, normal or abnormal
  - Handover Communication — Effective handovers between doctor to doctor, Nurse to Nurse between shifts will be evaluated for effectiveness
- Ensure safety of high alert medications — those with red colour caution sticker on them — and also that standardized protocols are followed for electrolyte replacement therapy, whether adults or children. The High Alert Medications list is reviewed annually by the Hospital's Drug and Therapeutic Committee.
- Ensure correct site, correct procedure, and correct patient for surgery together with adherence to check lists as per hospital policy:
  - Safe procedure check list for all invasive procedures
  - Safe surgery check list for all Surgical procedures
- Reduce the risk of health care associated infections
- Reduce and prevent patient falls to alleviate the risk of patient harm

The infection control program is an important aspect of patient safety and is coordinated and executed under the leadership of the Head of Infectious Diseases. Among their many responsibilities, they oversee and direct the Infection Control Program and advise the hospital administration on infection control activities of the hospital. In executing environmental and staff surveillance, they monitor dialysis unit standards where applicable, quality control of disinfectants and also study antibiotic sensitivity, making recommendations for antibiotic use. The infection control nurses report and work in close association with the Head of Infectious Diseases.

Ward procedures are designed to limit the spread of infection, but patients suffering from communicable diseases, or patients who are at special risk of acquiring infections, require certain modifications to their management including executing isolation procedures when necessary.These are designed to prevent the transmission of microorganisms amongst patients, hospital staff and visitors. Though isolation presents some disadvantages to the patient and the hospital, it is necessary to balance the disadvantages of isolation against the various hazards of communicable disease and determine the degrees of isolation. Each clinician owns the responsibility of protecting the patient or preventing the spread of infection to other patients and staff.

The drug and therapeutic committees together with the infection control committee establishes guidelines for antibiotic use. Although the prompt initiation of antibiotics to treat infections has been proven to reduce morbidity and save lives, there is need to ensure that their use is necessary and appropriate. Patients who are unnecessarily exposed to antibiotics are placed at risk for serious adverse events with no clinical benefit. The misuse of antibiotics has also contributed to the growing problem of antibiotic resistance, which has become one of the most serious and growing threats to public health. There is a link between antibiotic use (or abuse) and the emergence of antibiotic resistant bacteria causing hospital-acquired infections. A growing body of evidence demonstrates that hospital based programs dedicated to improving antibiotic use, commonly referred to as "Antibiotic Stewardship Programs (ASPs)", can both optimize the treatment of infections and reduce adverse events associated with antibiotic use. These programs help clinicians improve the quality of patient care and improve patient safety through increased infection cure rates, reduced treatment failures, and increased frequency of correct prescribing for therapy and prophylaxis. We have instituted a Policy on Antibiotic Stewardship in the Hospital Infection Control Program.

Our hospitals develop, implement and test emergency preparedness to respond to the presentation of global communicable diseases. We ensure availability and appropriate use of gloves, masks, eye protection, other protective equipment, soap, and disinfectants when required. Hand hygiene is the single most important factor in the prevention of cross infection. The recommendation for hand hygiene is based on 2009 WHO guidelines on hand hygiene in health care settings.

Apollo Incident Reporting System (AIRS)

The online AIRS, which tracks all incidents that pose a safety risk, did not report non-compliance in FY21 with regulations concerning safety of products and services. Training programs that stress quality and service safety measures are conducted for members of all units annually.

Apollo Hospitals is one of the busiest solid organ transplant centres in the world. Genetic matching (HLA/DNA tests) are done between spousal donors with children to establish authenticity of relationship. Sample collection for these tests is done under camera. Marriage certificate for the spousal relationship is verified with the issuing authority.

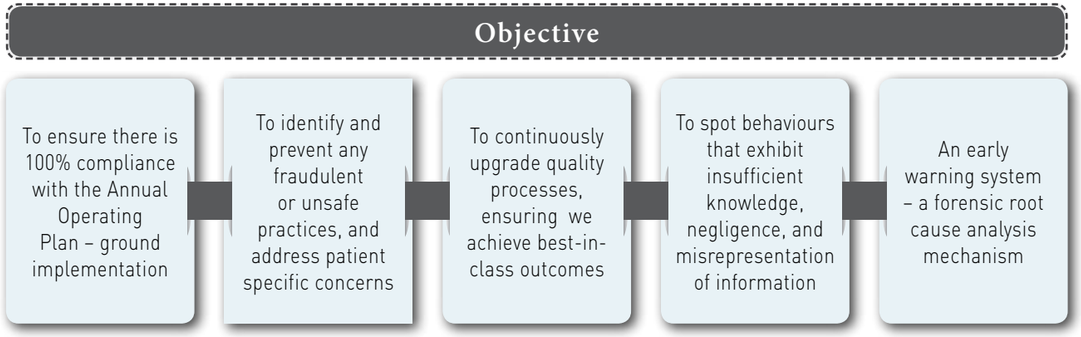
A certificate that places the onus of responsibility for the documents submitted to the transplant committee is obtained from the recipient/donor and signed by them under camera during the Transplant Committee meeting. A dedicated Transplant Cell has been created to undertake the responsibility of document submission, verification, and compliance with the law.

Biometric validation of the patient (recipient) and donor is done at three levels — at the time of interview with the Authorisation Committee, admission of the donor, and at the time of surgery. If necessary forensic and legal experts are brought in for consultation. Video recordings of the interviews, counselling of the donor, recipient, and next of kin is done by the Transplant Coordinators in the Transplant Cell. The verification of the authenticity of documents (donors/recipients/next of kin) is done by specialised security agencies as and when required. Regular audits are also conducted by external agencies to maintain and strengthen compliance.

For knee and hip replacement implants, we have rigour in the product selection process. FDA approval, CE certification and DGCI approval of products and implants are the basic minimum requirement for an item to be included in our 'approved' list. Before introducing a new implant, clinical studies pertaining to the product are evaluated for its aptness and safety for the patient. We also obtain group-wide physician product ranking for shortlisting the items for potential use. We have a mechanism to receive periodic feedback about the quality of the product/implants and this is monitored at the Central Purchase Unit. Product recall and a tracking mechanism is in place across all our group hospitals.

360 Degree Review

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



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

Sections

THEME 01
Clinical Excellence
- Functioning of committees
- Feedback of Consultants on the functioning of committees
- Transplant

THEME 02
Nursing Excellence
- Overall theme compliance

THEME 03
Service Excellence
- Ward as a Unit
- Patient interviews

Audit Process

- Different themes are divided among Five Surveyors (Clinical, Non-Clinical, Risk Management, Finance and Quality) as per their expertise and experience.
- The audit includes data validation, compliance to various rules and regulations, accreditation standards, facility rounds, internal and external customer interaction etc.

The audit report is shared with the Unit with a time bound closure date for remedial actions.

Clinical Governance Committees and Meetings

We conduct clinical governance meetings to promote collaboration between Clinicians and Unit Leadership thereby aiming to ensure high standards of clinical care and service performance. This also provides the Clinicians an opportunity to have a greater say in the day-to-day management of the Unit. About 30% of Clinicians are members of the different Committees which are functional in almost every hospital, both accredited and non-accredited ones.

Committee	Frequency (at least)	Function
Mortality Review Committee #,1	Monthly	✦ Review all death cases during the month that require investigation ✦ Audit cases of unexpected deaths
Code Blue Committee #	Quarterly	✦ Lay down policies and procedures for an effective patient resuscitation service ✦ Review and analyze all cases of code blue ✦ Identify any shortcoming in the existing system and ensure corrective actions ✦ Maintain records on emergencies
Infection Prevention & Control Committee #	Quarterly	✦ Review prevailing infection control practices ✦ Review infection control data ✦ Reduce preventable nosocomial/hospital acquired infections ✦ Implement and review Antibiotics stewardship program*
Quality Steering and Safety Committee #	Quarterly	✦ Provide direction to Quality initiatives ✦ Define and track performance of quality metrics in Apollo Quality Program ✦ Define and track performance of clinical outcomes - ACE dashboards ✦ Implement and review Apollo Quality Plan 2.0 ✦ Collaborate on implementing lean processes/WOW ✦ Review the Disaster Management Plan ✦ Review all safety related incidents, data ✦ Review safety audit reports ✦ Review AIRS data, clinical pathways ✦ Review risk mitigation plan ✦ Review mock drills, safety preparedness, initiate corrective actions ✦ Ensure resources for safety
Drug and Therapeutics Committee	Quarterly	✦ Recommend policies on medication management in the organization as per the medication management plan ✦ Review Hospital Formulary and incorporate or delete drugs as necessary ✦ Review audits of medical prescriptions, right dosage, drug interaction, etc. ✦ Review medication errors and adverse drug events and near misses, and advise corrective actions ✦ Review compliance to medication management ✦ Review practices related to prescription, storage, dispensing, transcription, administration, monitoring ✦ Review antibiotic utilization
Medical Audit Committee #,1	Monthly and As and when	✦ Conduct audit of the clinical management of the case for which complaint has been received ✦ Deliberate on points raised in the complaint and seek an explanation ✦ Recommend remedial action, lessons learnt ✦ Give recommendation for disciplinary action if required
Medical Audit and Mortality Review Committee #,2	Monthly	✦ Conduct audit of the clinical management of the case for which complaint has been received ✦ Deliberate on points raised in the complaint and seek an explanation ✦ Recommend remedial action, lessons learnt ✦ Give recommendation for disciplinary action if required ✦ Review all the death cases falling in category 4 and 5 during the month ✦ Audit cases of unexpected deaths ✦ Clinical Audit Functions
Authorization Committee for Transplant #	As and when	✦ For transplant related approvals as mandated by the government ✦ Ensure that there is no monetary transaction involved in organ donation ✦ Ensure compliance to the requirements as mandated by law
Patient Experience Committee	Weekly	✦ Discuss patient feedback, NPS, complaints, all service excellence related initiatives & outcomes ✦ Discuss Root Cause Analysis and Corrective Action & Preventive Action for each complaint ✦ Discuss NPS, service excellence initiatives at all major locations

\# Committees shall only have Full Time Consultants as members. Others may have Full Time/Part-Time/Visiting Consultants as members

* Implementation of Antibiotics stewardship program is mandatory for JCI hospitals

1 For JCI Hospitals

2 For NABH & Non-accredited Hospitals

Responsible Procurement

Medtech Devices and Consumables

Our procurement decisions are made with a prime focus on "Patient Safety". Nearly 80% of the composition of the medical devices and consumables are finalized at the Group level after the Central Purchase Unit (CPU) takes inputs from all stakeholders – a collaborative approach involving Physicians, Technicians, Biomed Experts, and Nurses. Our first level of interaction is with the principal companies & manufacturers or the sole import agents of MNCs.

Only products with established quality standards which fulfill FDA/CE certifications and / or DGCI approval are considered for use in our group hospitals and only products complying to these standards are included in our product list (formulary). To ensure continuity of supplies, we have a system where we enroll and engage with a second or substitute supply source, which ensures that if for any reason a particular selected product is in scarce supply, the second source will support patient services.

Central Purchase Unit vendors are enrolled only after validation and signing of the Code of Conduct which ensures ethical practice in Commercial Terms in the Contracts. We have a system of periodical backward tracking at the unit level to prevent any fake or spurious materials from entering into our supply chain and this ensures the quality of product supplies at all times. We monitor product recall information on an ongoing basis through various sources including FDA and ECRI. We follow communications related to patient safety standards and if there is any product recall, the system tracks the same and withdraws it from our supply chain.

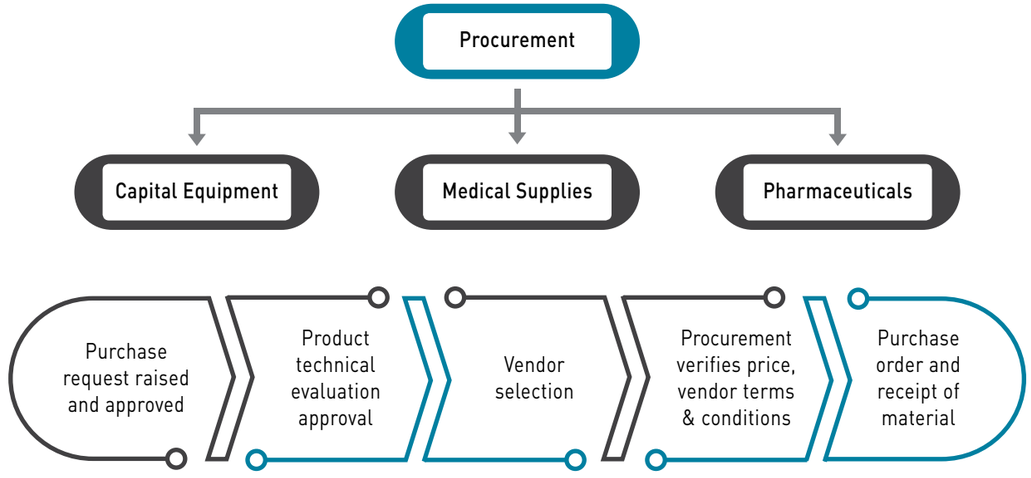
Equipment and New Technology Introduction

We follow a capital expenditure budgeting system with a special focus on the introduction of new technology and replacement of old equipment to ensure leadership in bringing new technology into the country. We have stringent selection criteria which we follow to ensure standardisation across our Group Hospitals. In the case of radiation equipment, FDA / CE certification in addition to regulatory requirements such as AERB approvals, are prerequisites while making decisions. All our Agreements have a special clause that highlights our expectations of standards from our supply partners.

The training requirement for all levels of users is built into the contractual terms so that only the right individual with the proper training is engaged in handling the equipment, ensuring patient and environment safety. After-sales service support and the credentials of the vendor, in addition to the technical evaluation of the various options available for a particular requirement are important considerations for making a procurement decision.

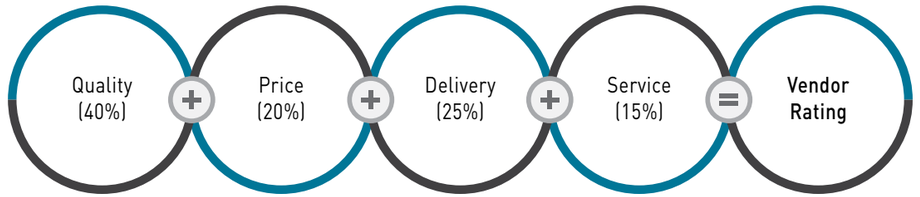
In case of new equipment, the concerned users are involved in the evaluation of the demo equipment whether on our site or at an installed site overseas. Test certificates and technical evaluation reports are circulated among our experts for their assessment.

Hospital Procurement



Vendor Performance Tracking

Performance of each vendor is tracked and monitored through periodic vendor rating. Vendors are rated on the following four parameters:



Based on above rating procedure, vendors are categorized into A, B and C class. Ratings are shared with vendors to optimize their performance.

Our Accreditations and Certifications

We have demonstrated our expertise in clinical excellence and have been recognized for best practices in hospital management on par with international standards through accreditations and certifications. Even in those hospitals, which are not as yet certified for an accreditation, we have ensured that the requirements for these systems are integrated into the design and operations through policies, guidelines, checklists, and MIS.

JCI

8 Hospitals

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

NABH

32 Hospitals

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

NABL

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

AAHRPP

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

Certifications

Hospital	JCI	NABH	NABL	ISO	AAHRPP
Apollo Hospitals, Chennai (Main)	✓	✓	✓	9001 22000	✓
Apollo Hospitals, Jubilee Hills, Hyderabad	✓		✓		
Indraprastha Apollo Hospitals, Delhi	✓	✓	✓		✓
Apollo Hospitals, Kolkata	✓	✓ Blood Bank Institutional Ethics Committee	✓	22000	
Apollo Hospitals, Navi Mumbai	✓		✓		
Apollo Proton Cancer Centre, Chennai	✓				

Hospital	JCI	NABH	NABL	ISO	AAHRPP
Apollo Hospitals, Ahmedabad	✓		✓	9001 18000	✓
Apollo Hospitals, BG Road	✓		✓		
Apollo Cancer Institute, Teynampet		✓		22000	
Apollo Hospitals, Bhubaneshwar		✓	✓		
Apollo Specialty Hospitals, Madurai		✓	✓		
Apollo Specialty Hospitals, Nellore		✓	✓		
Apollo BGS Hospitals, Mysore		✓	✓		
Apollo Hospitals, Noida		✓	✓		
Apollo Hospitals, Guwahati		✓ Blood Bank Entry Level	✓		
Apollo Hospitals, Lucknow		✓ Pre Entry Level	✓		
Apollo Hospitals, Kakinada		✓			
Apollo Specialty Hospitals, Vanagaram		✓			
Apollo Children's Hospital		✓			
Apollo Women's Hospital		✓			
Apollo Specialty Hospitals, OMR		✓			
Apollo Medical Centre, Karapakkam		✓ SHCO			
Apollo Hospitals, Karur		✓			
Apollo Reach Hospitals, Karaikudi		✓			
Apollo Specialty Hospitals, Trichy		✓			

Hospital	JCI	NABH	NABL	ISO	AAHRPP
Apollo Hospitals, Nashik					
Apollo Hospitals, Health City, Vizag					
Apollo Hospitals, Secunderabad					
Apollo Hospitals, DRDO					
Apollo Hospitals, Hyderguda					
Apollo Hospitals, Jayanagar					
Apollo Hospitals, Sheshadripuram					
Apollo Hospitals, Bilaspur					
Apollo Hospitals, Indore					
Apollo Hospitals, Tondiarpet		Full Level (Awaiting Final Assessment)			
Apollo First Med Hospitals		Entry Level (Recommended for Certification)			
Apollo Hospitals, Karimnagar		Entry Level			

Doctor Credentialing

Credentialing is the systematic process of reviewing the qualifications of applicants for appointment to ensure they possess the education, training, experience, and skill to fulfil the requirements of the position. This ensures that the staff members involved in the direct patient care delivery process have the competency and professional suitability to provide quality health care.

The credentialing policy also ensures that the hospitals comply with applicable Indian Laws, the requirements of the Joint Commission International and other certifying agencies and organizations, that relate to the smooth operation of the Hospital with regard to the recruitment of its professional staff. Other than doctors, this process also includes Nurses and Allied Health Professional Staff), all of whom are hired only with relevant Certification, registration and/or license that is valid and current.

Apollo Hospitals ensures that at least every three years, re-credentialing is carried out based on the ongoing monitoring and evaluation. As an outcome, consultants' re-appointment and clinical privileges are continued with or without modification.

Every unit of Apollo Hospitals also has a privileging process that decides user privileges across a range of applications for the practitioners. Privileging is a process whereby a specific scope and content of patient care services (i.e. clinical privileges), are authorised for a healthcare practitioner by the healthcare organisation based on the evaluation of the individual's credentials and performance. The Committee has the right to grant, deny, revoke, or suspend specific users privileges.

Customer Relationship Management

Affordability of Healthcare

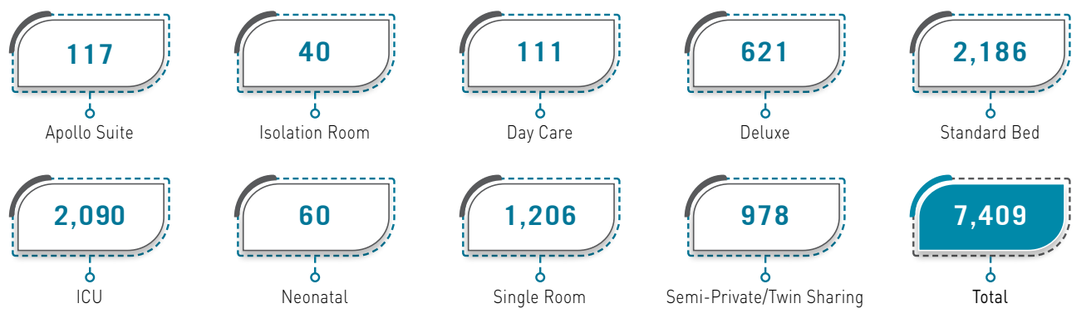
Our facility archetype has been consciously designed to ensure that we serve people across various strata and sections of the society. This is the reason our category of beds varies from the standard bed to semi-sharing, twin-sharing, to single room, deluxe room, and all the way up to the suite. The ICUs, OTs, and the Doctors are however the same for all these categories. We do not differentiate in the care we give the patients regardless of their choice of bed. This is a big service differentiator for our hospitals.

The archetype has also developed strong Centers of Excellence in key metropolitan cities, where we see a significant number of patients coming from other districts, other states in the country and also from international geographies, in addition to local patients who account for about 50% of the patient base.

Assured Pricing

Recognising that patients would be comfortable with upfront certainty in the cost of treatment and hospitalisation, we offer transparency and assurance through Assured Pricing Plans for 100+ procedures. We have trained financial counsellors to assist patients in understanding their options and choosing what would suit them best based on their affordability or insurance plan. We do not compromise on our clinical care regardless of their choice, but the services offered may vary.

Operating beds grouping for AHEL - FY 21



Patient Financing

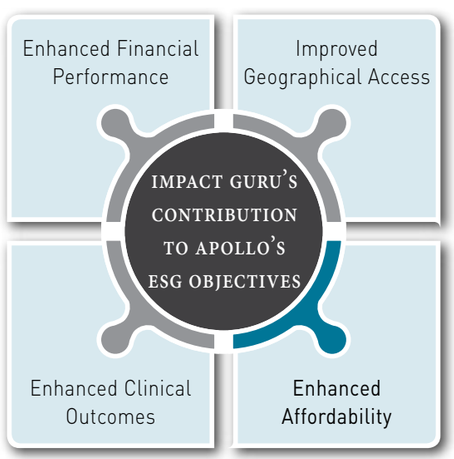
Given that India is not a fully insured market, there are significant out of pocket expenses for a patient. For those who are not covered by insurance and want financing, we have tied up with leading institutions like HDFC Bank, SBI, and Bajaj FinServ, for funding. These institutions provide financing for the patients and also do a subvention on their interest rates to make it more affordable for them, sometimes at 0% interest rate. The EMI initiative covers nearly 200 selected elective and non-elective procedures. Registration, Consultation, Diagnostics, Pharmacy, and Hospitalization expenses can be financed.

We have the following policies and guidance notes to provide our patients flexible financing solutions.

Policy on Discretionary Discount	Policy on Room Upgrade	Policy on Refund	Policy on Discretionary Credit	Guidance Note – Billing for Staff IP and OP Services	Guidance Note – Bill Cancellations

In addition to that, to help patients who are not able to make upfront payment for procedures and surgeries, we have forged a successful partnership with ImpactGuru.com, India's leading healthcare crowdfunding platform. This tie-up enhances affordability for critical illness treatments for the uninsured and under-insured patients across all segments of the society. Given that social media crowdfunding is very successful today, this is an important and effective way for people to finance medical treatment.

ImpactGuru's crowdfunding platform has made a big difference in paediatric care, in the treatment of cancer, organ transplantion, and emergencies. Contributions can be made from within the country or from overseas on the platform.



Service Excellence

Tender Loving Care

Our signature nursing program is built around compassion, empathy, and differentiated patient experience.

Globally Benchmarked Nursing Indicators

20 nursing indicators that support clinical excellence and are critical to patient safety and outcomes were selected from the world's best organizations and implemented across the Group, contributing towards greater outcomes in COEs and giving the organization a competitive edge in clinical excellence.

Standardization of Basic Standard Operating Procedures (SOP)

65 basic SOPs have been created in collaboration with nursing heads across the Group and are institutionalised. We focus on evidence-based best practices to support patient safety.

Communication Scripts

65 important patient touch points have been identified and scripts created for standardizing communication with patients.

Safety Devices

We have procured simple gadgets like Self Retracting Lancets that support nursing staff safety.

War on Waste & Operations

Nurses worked on six sigma green belt projects to enable cost reduction, elimination of waste and improve operational processes aligned to patient care and satisfaction.

EMR & e-MAR

Digital Nursing and eMAR are being piloted in a few key locations. Successful adoption will eliminate the transcription process for nurses, saving time and to a large extent even medication errors.

PORTZO

The Uber based Porter Management System by ICEGEN Solutions addresses delays and improves response times when patients request wheel chairs and trolleys.

We have launched many new initiatives to optimize efficiency and allow nurses to focus on patient needs rather than be distracted by non-core tasks.

Ensuring Care Continuum in the Patient's Home

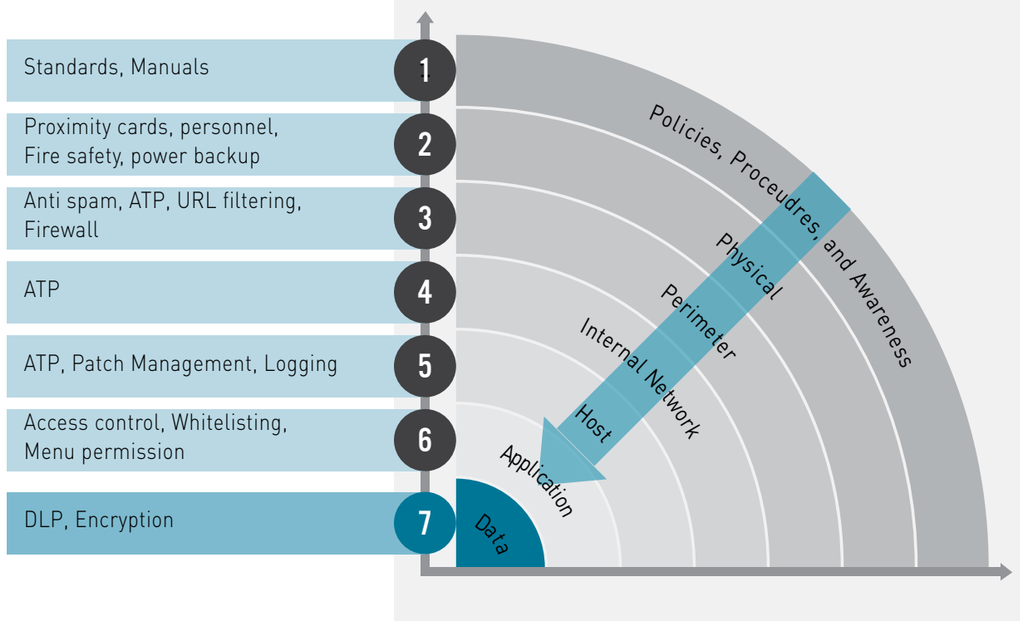
An important patient touch point in the care continuum, Apollo HomeCare is now operational in 9 cities in India with a 1000 member team. We have segregated services into distinct programmes—Home Visit (Transactional Care), Home Nursing (Long term care), Home ICU Care, Mother & Baby Care, Geri Care Services and other supportive care in patients' homes. These services are complemented with medical devices and equipment, rental services, and support services like investigations at home, and medication delivery.

During these trying times we have supplemented community healthcare infrastructure in the country by establishing a contactless care program even at some remote locations in India. We have deployed a robust, monitored home isolation program focusing on healthcare needs, mental health, lung rehab, and treatment of issues like loneliness during home isolation. We have been able to accomplish this because of the rapid adoption of technology by patients and a paradigm shift in the consumption of healthcare through the use of technology.

Patient Privacy & Cyber-Security

We are uncompromising in our practices when it comes to patient privacy, protecting patient data, and cyber-security. Amongst 13 global peers, AHEL stands on the 86th percentile for information security best practices. We are singular in this distinction amongst hospitals in Asia.

Apollo Security Protection Layers



Data Privacy

The information Security Management System applies to the Health Information infrastructure of Data Centres located at the Apollo Hospitals and the supporting activities viz. IT Support, Medical Records Management, HR, Admin and Facility Management.

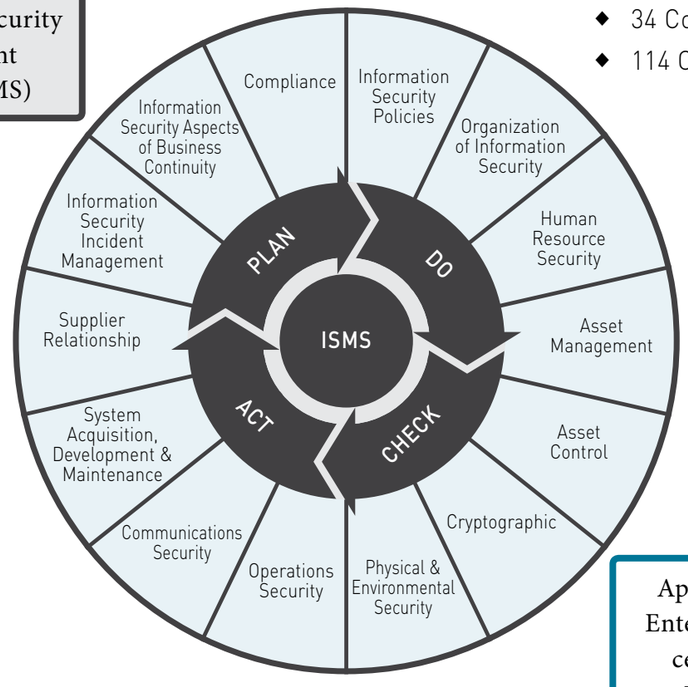
This ensures that all information handled by the Healthcare fiduciary, particularly information on safe handling of patients and sensitive Healthcare Data is maintained at the highest level of industry standard.

We have acquired necessary certifications which attest to the safety and privacy of our patient data. AHEL has been certified by Information Security Management System ISO 27001:2013 which provides a set of standardised requirements for an Information Security Management System (ISMS). The standard adopts a process-based approach for establishing, implementing, operating, monitoring, maintaining, and improving our ISMS (Information security management system). AHEL is on a proactive AI enabled privacy and security monitoring system. We have had zero incidents thus far. Our internal auditors have conducted penetration and vulnerability tests for all our public facing properties. We have also integrated our hospital ID interface with NDHM and they have certified our security compliance.

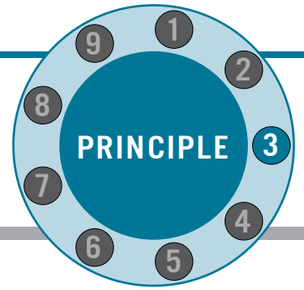
Information Security – ISO 27001 Framework

ISO 27001 is a global standard on Information Security Management Systems (ISMS)

- 14 Control Areas
- 34 Control Objectives
- 114 Control Points



Apollo Hospitals Enterprise Limited certified since 7-Sept-2016



Employee Well Being

Human Capital - our Bedrock

We continue to place our focus on our most valued resource, our employee. We value the importance of a highly skilled workforce, which is proficiently trained to provide the highest standard of care. The people that work in Apollo Hospitals, whom we are proud to call our Apollo Family, form the very nucleus of the Group and their actions contribute to the Group's journey of touching a billion lives. Every employee of the Apollo Hospitals family embraces the Group's "Tender Loving Care" philosophy in dealing with patients and are committed to the Group Vision - "To Touch a Billion Lives". We will do whatever we can in terms of their learning and development to ensure their success and prosperity. We also deeply value their contributions to our business success. We have always believed that the quality of our patient service is only as good as the engagement of our employees. Our aim to provide value-based care and superior quality patient experience requires continuous monitoring and on-going enhancement of our clinical processes. This is possible only if we nurture a fully engaged, committed, and trained employee base. Our communication channels with staff are open and transparent. We embrace a culture where employees have opportunities to continuously learn, as well as work independently leading to enhanced outcomes and superior care. The empowerment of our people will ensure a welcoming gateway to our patients. We are therefore committed to engaging our employees meaningfully across all patient touch points. Our Apollo family is uniquely positioned to understand consumer needs and expectations and their input will help us to provide high quality and relevant services at an organizational level.

Apollo Values

Values makes us who we are, defining us not only as individuals, but also as a family. Apollo has always has been a family, working together, crossing hurdles together and notching up victories together. Our values hold us and unite us towards a common purpose. They uphold what we believe in, what we hold close to our hearts, helping make our hospitals a leading and trusted healthcare provider in the world. Apollo Hospitals' mission to provide the best standards of patient care. It is this passion that has led to the development of our centers of excellence across medical disciplines. Apollo's path breaking developments in clinical excellence and research stems from a single goal - to make the patient experience safer and better, and our services, more effective and efficient.

The Apollo Hospital Family consists of 94,553 (Group Companies - 51089 + AHEL on rolls - 28215 + AHEL Contract staff - 11126 + AEHL Consultants - 4123) employees as on March 31, 2021 (including subsidiaries, joint ventures and associates). The organization's learning initiatives mould both individual and team competencies to create a patient centric culture. We have an effective Human Resources department which supports the business in achieving sustainable and responsible growth through leadership, service and excellence in human resource management throughout the employment life cycle.

The ongoing pandemic has taught us the importance of being vigilant and agile, and preparing ourselves for the unexpected. It is our endeavour within the HR department to support our Apollo family members by improving workways through digital transformation. Team HR introduced HR automation processes in the year 2020 - "My HR @ My Fingertips". As part of this initiative, we were able to bring in several employee welfare & user friendly initiatives to our family members. HR process automation not only help us serve our family members better, they also help us free up our family members' valuable time by moving out of manual transactions. "Payroll ESS (Employee Self Services) - Excelity" has been specifically developed to empower the associates to access, manage and monitor all their payroll related needs from anywhere, anytime. The platform is also enabled via a real-time AI powered Chatbot - Excelia to ease the associate's journey while accessing the application. The tool has a usage adoption rate of 95% among our family members. Ultimate Kronos Group (UKG) is supported by biometric installations across Units and helps members clock their working hours with ease. The attendance processes are integrated with a mobile application & a desktop version so that members can access Kronos anytime, anywhere. The tool enables members to access and view their attendance, leave requests, approval notices and schedules.

Apollo Culture

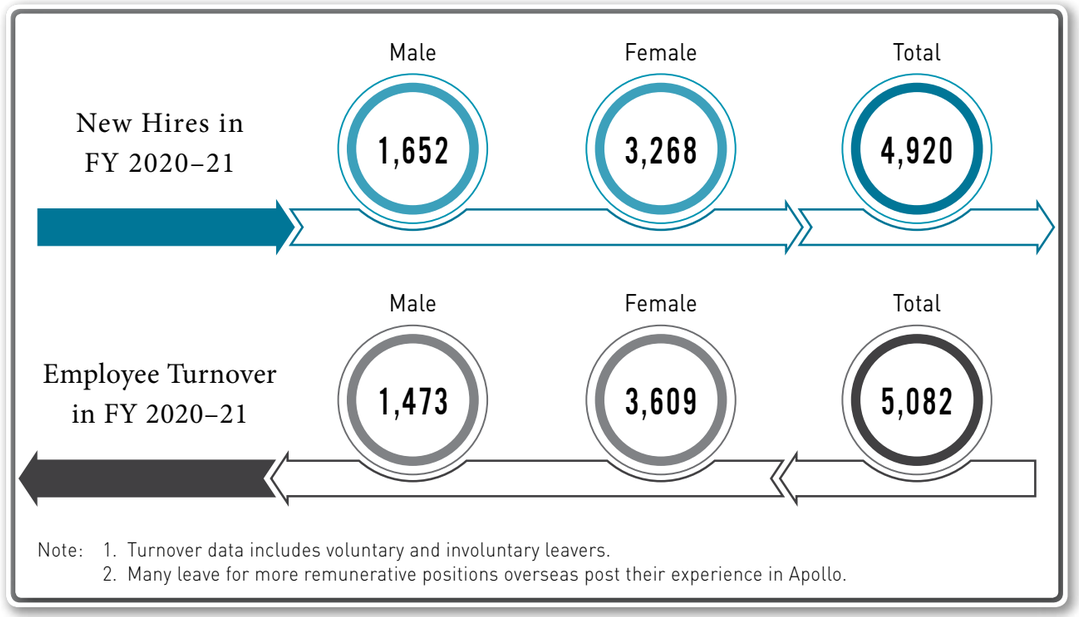
Excellence, Expertise and Empathy are three words that define our culture. Our mission is to ensure a value based culture that will drive the much needed change towards creating employee champions for achieving better business results and bringing healthcare of international standards within the reach of every individual. We are committed to being an Employer of choice who creates brand pride in every employee by providing a work environment that motivates and invokes passion.

Our Holistic Strategy

Strategic HR planning is an important component of HR management. It links HR management directly to the strategic plan of the organization. The strategic plan provides insight about the future roadmap of the company and guides HR in making decisions accordingly for:

- having the right people with the right skills at the right time
- keeping up with technological trends that impact human resources in the organization
- remaining flexible so that the organization can manage change seamlessly

Apollo Recruit	✦ Create MRF ✦ Approve MRF ✦ Publish Vacancy	✦ Sourcing Candidate ✦ Selection of Candidate ✦ Pre-employment Checks
Core HR	✦ Personal & Employment Details ✦ Manage Assignment Changes	✦ Manage Work Relationships ✦ Manage Salary & Payment Methods
Goal & Performance Management	✦ Create SMART Goals ✦ Periodic Review of Goals ✦ Performance Evaluation	✦ Performance Development Plan ✦ Participant Feedback (360°) ✦ PMS Score Normalisation
Compensation & Benefits	✦ Monetary benefits based on Performance ✦ Performance based Promotions	✦ Intimation of Benefits as per the Eligibility ✦ Enrol for Benefits as per the Eligibility
Talent Management	✦ Career Development ✦ Talent Profile & Review ✦ Succession Plan	✦ Talent Pool ✦ Workforce Modelling
Time Management	✦ Attendance ✦ Leave managment ✦ Encashment of Rewards	
Reports	✦ Manager Dashboard ✦ HOD Dashboards	✦ Hospitals Head Dashboards ✦ HR Dashboards
Apolloite University	✦ Competency Management ✦ Learning Paths ✦ Enrolments	✦ Tracking Progress ✦ Evaluation ✦ Certification



Note: 1. Turnover data includes voluntary and involuntary leavers.
2. Many leave for more remunerative positions overseas post their experience in Apollo.

Size and Composition of Workforce

	Number of Male Employees	Number of Female Employees	Number of Male Employees with Disabilities	Number of Female Employees with Disabilities	Total Number of Employees on Roll	Total Number of Contract Employees
FY19	8,632	10,163	4	2	18,801	9,372
FY20	8,869	10,421	4	2	19,296	6,081
FY21	9,079	10,049	4	2	19,134	6,392

Learning & Organizational Effectiveness

We believe that continuous learning, competency and skill development is vital for all employees. We hone the skills of our employees by exposing them to diverse competency enhancement platforms. All our employees (permanent, casual, temporary & contract) undergo safety and skill up-gradation trainings on a regular basis based on their roles, domain and individual needs. Our talent management

team collaborates with various functional heads to identify need based and focused training programs for every employee. We keep a monthly & yearly tracker of all internal and external training programs.

Talent Development

Investment in continuous learning is an integral component of the HR system which empowers employees to be well prepared for providing superior patient care. We have institutionalised the processes of Talent Attraction, Talent Development and Talent Management. Training has been extensively used as a potent tool to engage and energize talent. Commitment and competence of employees are key drivers of overall organizational performance and thus every endeavour is made to strengthen organizational culture and retain the best talent.

All incumbents undergo a comprehensive orientation program to understand our organizational work culture. All our employees (permanent, casual, temporary & contract) undergo safety and skill up-gradation trainings on a regular basis based on role, domain and individual needs. We conduct classroom, shop floor and online training programs on functional skills, soft skills and behavourial skills. Training in cross functional skills is mandatory for our members. They are also encouraged to attend external training programs to sharpen their skills. Our talent management team collaborates with various functional heads to identify need based and focused training programs suited for every employee. We keep a monthly & yearly tracker of all internal and external training programs.

A Learning Environment for Staff

It is imperative for every employee to go through relevant developmental interventions to broaden their skills and competencies and to further their career. Our innovative and flexible training and development approach continues to ensure that we have highly competent staff who can deliver superior quality care consistently.

Apollo's motto of Tender Loving Care (TLC) translates into clinical and operational excellence — processes that deliver value to stakeholders. These processes are documented in manuals and training is imparted to staff to ensure high service standards that meet patient requirements.

Shadowing and handover processes help ensure that knowledge is transferred from departing employees. Employees in critical positions and those with critical skills and competencies, regularly conduct training sessions mitigating the risk of loss of skills and knowledge.

HR Training

We adopt strategic HR planning guidelines to predict future HR management needs of the organization, taking into account, external market trends and the future strategic plans of the company.

We believe that a vital contributor to the long-term success of the organization is a "Strong People Culture". The crux for this lies in providing a conducive work environment for our employees to motivate them and inspire meaningful contribution towards the growth of the organization. This in turn, will strengthen relationships with our customers. We therefore nurture a bonded culture that is aptly founded on the values of our organization.

Training programs help to embed the right culture in the organization; they set expectations; align staff with strategic business goals; and promote shared values and objectives.

We are a leading healthcare provider and we consider it our responsibility to provide differentiated healthcare services to India's populace, urban and rural. We believe that as an organization, we can make it happen through the collective efforts of our staff and fraternity. The role of HR is therefore crucial in rolling out people centric processes to ensure optimal support for the success of the organization.

Members are trained on Functional, Cross Functional & Behavioural Skills to sharpen their knowledge and competency. Some focussed learning initiatives include:

- Online Learning programs through Dosily for Nurses to enhance their skills sets in cross functional areas
- Leadership Programs for Nurses In-charges in the unit to prepare them to manage bigger challenges
- Weekly Management Development Programs for Senior Leaders and High Potential Managers through weekly Sat - E - Lite Program wherein industry leaders deliver and groom our managers for the future
- Advanced Nurses Growth, Excellence & Learning Program (ANGEL) for Nurses Career Development
- Grooming Technicians on cross functional skillsets through simulation training at Apollo Medical College Campus, Chittoor. Learning mentors were created to groom the future batches of learners using the Siemens Tool.

Regular training is provided on Patient Safety, Fire & Disaster Management, Infection Control Protocols & Safety Aspects at Work, COVID- 19 safety measures, and Data & Information Safety norms.

Superior Quality of Apollo Nursing Care

We differentiate ourselves by the quality of our nursing training which is founded on Tender Loving Care, which is unique to our hospitals. The focus is on patient safety and the prevention of harm to patients. This is evident through the metrics captured in the ACE and RACE surveys under parameters like Infection Rates and Medication Errors, Falls and VOC - all of which are benchmarked with the best hospitals globally. This is standard practice across all our hospitals & is critical to clinical outcomes.

In-service Education' a pillar of our nursing department, allows fresh recruits to acclimatize and adapt to a complex clinical set up. The training is standardized across the group. The JCI accreditations and NABH certifications across our group hospitals bear testimony to the quality of our service delivery and process rigour. Superior nurses training combined with employee welfare schemes have drawn many an aspiring nurse into the Apollo Hospitals fold.

Performance Appraisal

The promotion system in AHEL is systematic. Every unit makes an Annual Operating Plan for the year, based on which, the KRAs of the employees are derived. The KRAs are discussed and agreed with the Reporting Manager/ HOD at the beginning of the year. The Unit KRAs and Organizational Goals are drawn up and submitted at the beginning of each financial year. The employees undergo half- yearly and annual appraisals based on the KRAs. Rating for the employees is totally based on the individual's performance. Based on Unit Performance, normalization of ratings is carried out, and increments are rolled out. The Performance Linked Variable Pay for employees is based on the AOP score of the respective Unit linked with the overall performance of the individual. It ranges from 3% to 10% of the annual Cost To Company based on the performance rating. Rating for the employee is derived as a result of the individual's performance. Increments are rolled out basis the Unit Performance and normalization of ratings. We believe in keeping the appraisal system transparent and we reward and recognize deserving employees.

Employee Health and Safety

Our commitment to employee health and safety is detailed in our Code of Business Conduct and our Human Resource manual. Our workplace practices and policies provide equal opportunity and a safe and healthy workplace for our employees. Our policies reflect our belief that the success of our Company is directly linked to employee satisfaction and well-being. We foster compliance with these policies on an on-going basis through our internal training and audit programs.

As a Healthcare Company, we have a long-standing commitment to improving and sustaining the health of our workforce. As part of the employee welfare program, around 99% of our employees have had a complimentary annual health check in FY21.

Follow-up process after health check:

- The HR function arranges one-on-one sessions with Specialists and Clinicians for employees falling into the high-risk Red and moderate-risk Yellow bands.
- They are informed of their existing health status, and counselled on necessary medications, possible invasive interventions, and preventive measures to stop further deterioration.
- HR retains the prognosis and maintains an individual health dossier for every Apollo family member which is checked every six months to evaluate the member's health status.

Mental wellness is encouraged through Zumba Classes and Yoga, sessions on Stress Management, and also Fun Games & Stress Buster activities in the units.

The COVID-19 Pandemic

Our Apollo Warriors are fighting a war with the COVID-19 virus. Hence, we have taken some proactive measures in safe guarding our Warriors and their family members through various engagement measures.

Safety & Welfare initiatives during the ongoing pandemic:

- Screening of Employees at entrances and exits as a measure for caution.
- Distribution of Vitamin C Tablets for employees to improve immunity.
- Healthy and protein rich meal for employees.
- Social Distancing in practice in the Cafeteria to ensure employee safety.
- Hand washing Kiosks at regular intervals for washing hands.
- Vehicles to transport members from home.
- Grocery, Vegetable & Fruit Market facility to benefit employees.
- Sanitising Employee Vehicles as a measure of safety.
- Motivational videos to keep our employees confident and mentally fit.
- Vehicle stickers for employees who commute with their own transport.
- Free Inner Engineering Program with IshaYoga, for inner peace.
- Herbal Tea - Kabasura, for improving employee immunity.
- Deputation of 10 Doctors and 188 Nurses to Dubai for COVID Duty.
- The Kronos Workforce tool for Attendance and Leave.
- Digitised Payroll.
- Free Vaccinations for all members irrespective of the department or designation.
- All Members, directly or indirectly employed with Apollo Hospitals, inclusive of members who are working at our hospitals through our partners who are providing services like Housekeeping, F & B Service, Security Services, etc. are covered either under Employees State Insurance Corporation (ESIC) or through Group Mediclaim Policy (GMC) to address their medical needs depending on the category or terms of employment. In case a member falls sick with COVID-19, (irrespective of the category), the members' hospitalization within our hospitals, will be borne by the organisation or through GMC or ESIC.
- In case of Member's dependants, the existing medical discount & process will be followed.

Caring for our Employees during the Covid pandemic

We released 3 manuals (Members Handbook, Care for our Warriors and Red Book on COVID-19 Protocols & Processes) for Members during the time of COVID-19 which addressed queries of how to manage life during these stressful times. Orientation was given to Members on safe practices with stringent checks on adherence to the same. Apart from this, the following activities helped ensure that members were mentally and physically fit and safe during the pandemic:

- Regular engagement with Members and their families through direct communications and updates on developments, helped break the cloud of fear
- Senior Leadership communications with Members
- Assurance to Members that their jobs were safe
- Providing special allowances for COVID Warriors
- Addressing questions like - Will I get infected?; What will happen to me and my family if I fall sick?; Will I get adequate PPE & supplements?; What happens to my medical bills?
- Provision of safe work facilities with robots and UV sanitizers
- Enhanced safety protocols and emphasis on Infection Control practices
- Practice of safe distancing protocols in patient areas and offices
- Providing accommodation and quarantine facilities for Members and Member families
- Free transportation for Members
- Leveraging digital transformation and conducting online meetings

Protecting Human Rights

We respect Human Rights and the prevention of Child Labour and Forced Compulsory Labour across our network. Our HR department ensures document verification, medical fitness, address and age verification, and compliance with other statutory requirements. The Company is also proactive in eradicating child labour by actively contributing to the social upliftment of children. We also encourage our suppliers to adopt a 'No Child Labour' policy.

Protection of Human Rights is central to good corporate citizenship and to a healthy bottom line. Our induction program introduces our employees to the relevant policies including the Code of Conduct and the Whistle Blower policy, and trains them to deepen their understanding of these aspects.

We are committed to the safety and protection of our women employees across the organization. We ensure them top security, and have a well-defined Sexual Harassment Policy in place. The Policy has a mechanism for resolution of complaints and conducting mandatory training programs for all employees.

Our company has a Sexual Harassment redressal committee with four members and a presiding officer who is a woman. Complaints are resolved within 15 days of receipt of the complaint following a thorough enquiry together with the Unit Head. In the case of dissatisfaction with the solution proposed by the Apollo Sexual Harassment Redressal committee, the complainant is free to approach the corporate committee for redressal. In FY21, we received 2 cases of sexual harassment. The cases were presented to the unit sexual harassment redressal committee and satisfactorily resolved.

The Employee Association and Unions are also given due importance; employees are encouraged to communicate their grievances and needs under the code of discipline.

Employee Relations

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

We give due importance to the Employee Associations and Unions. We have Unit HR Heads at all locations who are responsible for managing labour relations with the support of the Corporate HR team. A few collective bargaining agreements have been made in the last five years mainly in the area of wage and salary revisions. The percentage of workforce covered by trade unions or collective agreements is 20%. There have been no major lay-offs in the Company.

We extend Life Insurance, Personal Accident Insurance to Members and medical insurance coverage for Members and their families. Their compensation includes an option to enroll in Provident Fund and National Pension Schemes.

Diversity and Inclusion

We are committed to promoting diversity and preventing discrimination based on gender, ethnicity, age, socio-economic background, religion, trade union membership, and political beliefs. We are proud to be an equal opportunity employer and integrate differently-abled people in appropriate areas and positions.

We conduct activities on affirmation at work as part of our training programs. We also celebrate festivals of multiple beliefs, regions, etc. We organise pot luck lunches on special days, provide transportation for members, and also celebrate special moments like "To be a Mother". Participating and celebrating members' weddings is another common practice.

We maintain healthy diversity in the workforce — our women employee ratio is trending up to 60% of our overall headcount. Our compensation grids are defined keeping the Job role & Designation of the employee base in mind, independent of the gender.

As a health care service provider, our female workforce is high as compared to the male workforce in the areas of nursing and other care giving segments.

Sexual Harassment

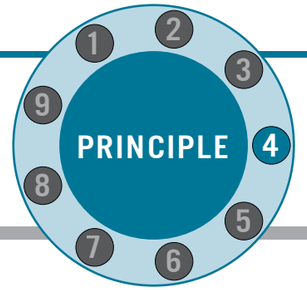
We are committed to the safety and protection of our women employees across the organization. We ensure them top security, and have a well-defined Sexual Harassment Policy in place. The Policy has a mechanism for resolution of complaints and conducting mandatory training programs for all employees.

The Company has adopted a policy on prevention, prohibition and redressal of sexual harassment at the workplace in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the rules framed thereunder. The Company has an Internal Complaints Committee for providing a redressal mechanism pertaining to sexual harassment of women employees at the work place.

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

Number of sexual harassment cases reported internally in the last three years





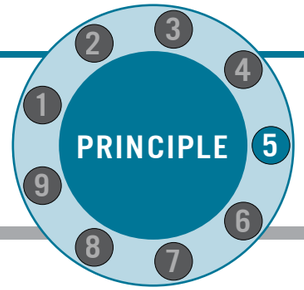
Stakeholder Engagement

Our stakeholders are very important to us. We remain committed to their interests and aim to grow in a transparent and accountable manner. Engaging with our key stakeholders and the materiality process will help us decide which issues to focus on in order to mainstream sustainability into our operations. We have defined specific roles in key departments to address concerns of our stakeholders in a satisfactory and timely manner.



Mode of Engagement with Key Stakeholders

Key Stakeholders	Primary Engagement Team	Mode of Engagement
Patients & their families	Guest Relations Department	We measure patient experience rather than satisfaction among both in-patients and out-patients through our VOC process to truly understand what we can do better. Structured in partnership with Gallup World Wide, it captures qualitative & quantitative feedback on 27 attributes across all patient touch points in the units.
Employees & Healthcare Professionals	Department of Medical Services, Nursing & Human Resources	We connect with our employees and healthcare professionals through Satisfaction Surveys, Grievance Redressal, Open Forums, Various Committees, Emails, Journals and Meetings. We also organise special event celebrations within departments.
Investors	Company Secretariat, Finance & Investor Relations	Engaging with our investors is very important for us. Other than the Annual General Meeting, we interact in Investor Meets, Investor Conferences, and also through Conference Calls.
Business Partners & Suppliers	Marketing, Procurement & Projects Department	We engage with our suppliers and vendors through Creditors' Meetings, One-on-one meetings and Annual meets. We encourage Redressal of Grievances through emails and ensure appropriate action is carried out.
Local Communities	Corporate Social Responsibility Team & HR Department	Our engagement in the community takes many forms through various CSR activities. Community Meetings, Awareness Programs, Free Camps, Impact Assessment Initiatives, and Skill Development, are some pertinent examples.
Government & Regulators	Legal Department, Projects & Company Secretariat	Among other things, our Legal Department and the Company Secretariat spearheads interactions with regulators, attends Hearings and other meetings, and raises MoU's, and takes the lead for all initiatives for Public Private Partnership with Regulators.



Advocating for Human Rights

Human Rights in the Work Place

Human rights principles that apply to patient care include both the right to the highest attainable standard of health, as well as civil and political rights ranging from the patient's right to be free from inhumane treatment.

Understanding health as a human right means people have access to timely, acceptable, and affordable health care of appropriate quality as well as access to the underlying determinants of health, such as safe and potable water, sanitation, food, housing, health-related information and education, and gender equality.

The right to health is one in a set of internationally agreed human rights standards, and is inseparable or 'indivisible' from these other rights. This means achieving the right to health is both central to, and dependent upon, the realization of other human rights, to food, housing, work, education, information, and participation. Entitlements include the right to a system of health protection that gives everyone an equal opportunity to enjoy the highest attainable level of health. Discrimination in health care is unacceptable and is a major barrier to a country's development. Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services.

Apollo respects and is committed to supporting human rights, and the dignity of India's diverse populace, as detailed in the Company's Human Rights Policy. In particular, we believe our most significant opportunities to uphold human rights and therefore our greatest areas of responsibility- are in the areas of Human Rights in the Workplace and access to Health Care.

Our employees are the backbone of our commitment to human rights practices and performance. We respect the dignity and human rights of our employees as well as those working in our external supply chain. In addition to the UNGC principles on Human Rights, we also follow the principles in the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, including non-discrimination, freedom of association and collective bargaining, and freedom from forced and child labour. Our commitments are detailed in our Code of Business Conduct and our Human Resource

manual. Our workplace practices and policies on providing fair compensation, equal opportunity, a safe and healthy workplace and other commitments to human rights, reflect our belief that the success of our Company is directly linked with employee satisfaction and well-being. We foster compliance with these policies on a continuing basis through our internal training and audit programs.

As a Healthcare Company, we have a long-standing commitment to improving and sustaining the health of our workforce.

In accordance with laws and regulations, we have formal mechanisms for employees to raise grievances and to file complaints and violations without fear of reprisal.

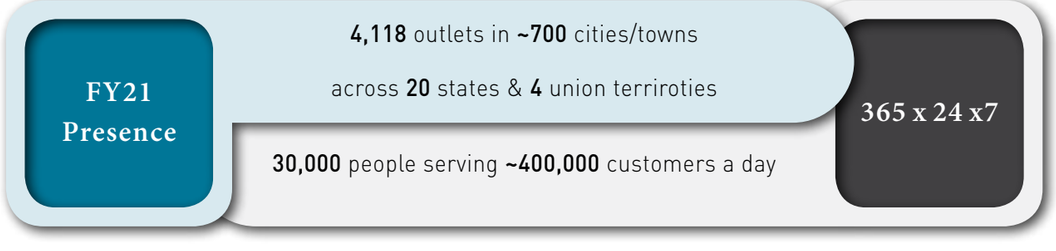
Access to Healthcare

> HEALTH CARE MUST BE RECOGNIZED AS A RIGHT, NOT A PRIVILEGE ... HEALTH IS NOT A CONSUMER GOOD, BUT RATHER A UNIVERSAL RIGHT, AND THEREFORE ACCESS TO HEALTH CARE SERVICES CANNOT BE A PRIVILEGE.

Partnering in Patient Care — Pharmacy Platform

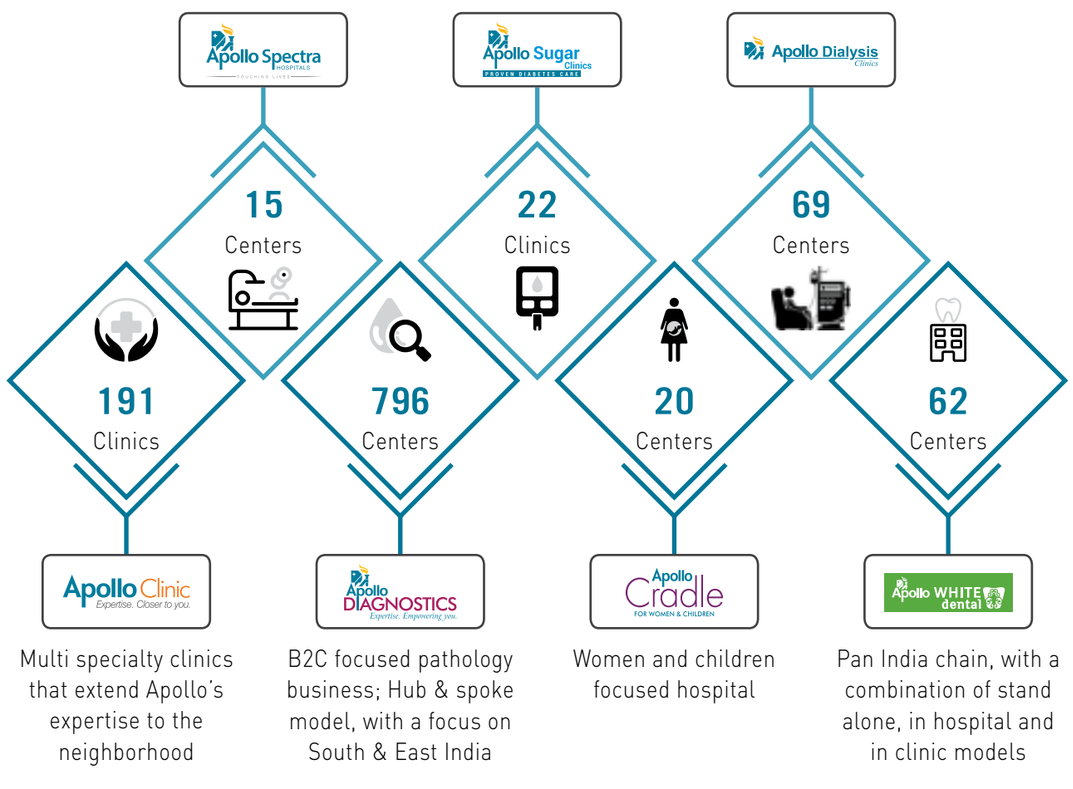
Pharmacies form an important part of ensuring patient care. Apollo Pharmacy is India's first and largest organized, branded pharmacy network and has been a key market player in this segment for over two decades. The platform aspires to stay relevant in the community by helping the consumer in their journey towards good health and wellness.

Apollo Pharmacy, with outlets in key locations across India, is accredited with International Quality Certification. It offers genuine medicines round-the-clock through 24-hour pharmacies. Keeping the wellness of the consumer in mind, offerings have now been enhanced extensively to include a wide variety of wellness products in addition to the traditional pharmaceutical products. Alongside an effective supply chain has been built with strong distribution channels. Stringent protocols are followed when it comes to the stocking of drugs for pharmacies and it is ensured that all unused drugs are sent back to suppliers three months before expiry. The platform also offers home delivery of medicines.



Bringing Healthcare Closer to the Consumer — Apollo Health and Lifestyle Limited

'Retail' in healthcare means creating opportunities for a clinical encounter in a space other than in the hospital. The philosophy of 'Retail Healthcare' is to meet the consumers' healthcare needs right where they are. The growing interest among a large section of the population in maintaining good health and being medically fit, supports a seamless healthcare delivery format which not only treats minor illnesses within a relaxed environment rather than in a hospital, but also offers options for prevention and wellness. These changing consumer preferences combined with their demand for convenience and flexibility, and the increased use of technology have successfully influenced our transition to retail healthcare. Multiple formats and touch-points provide ubiquitous access to the consumer. These locally relevant spaces are primarily focused on vaccinations, patient education, health checks, diagnostics, specimen collection and reports, day surgeries and aftercare, injections and in-person and tele consultations. They include primary care clinics, specialized birthing centres, single specialty clinics, primary health centres, dialysis centres, and diagnostic chains, apart from dental and daycare formats.

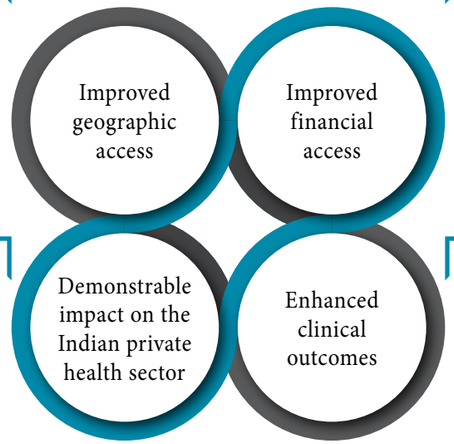


An assessment carried out by a leading development finance institution, as part of their Environmental, Social & Governance (ESG) assessment among other things, outlines the indelible impact Apollo Hospitals has made on India's health sector, visible in four distinct ways.

Improved access to care

Improving access to care is one of the official goals of Apollo. Ever since the first hospital opened its doors in Chennai in 1983, the mission has been "to bring healthcare of international standards within the reach of every individual". Facilitating access to care means helping people to command appropriate health care resources in order to preserve or improve their health. In 1980, the supply of healthcare services in India was far below demand. The number of available hospital beds was only 0.77 bed per 1000 people. Any additional supply was truly 'additional' as opposed to 'crowding out' existing supply.

- Apollo has consistently improved overall availability of private health care services in India, and promoted better access to care in semi-urban and rural geographies



- Apollo has provided equitable access to health services through price differentiation / cross-subsidization, telemedicine, and CSR initiatives

- Apollo has led the way in influencing health care sector policies
- Been on the front line in introducing modern business standards into the Indian health care sector
- Steadily provided an attractive destination for medical talent in India from overseas
- Helped India become the destination of choice for medical tourists

- Apollo has continuously raised the bar on clinical standards by being one of the first in India to obtain international JCI accreditation
- Apollo has ensured that many of the quality and outcome indicators are either at par or better than international benchmarks

Improved geographic access

There are four main ways in which Apollo has aimed to increase geographic access to health care for Indian citizens:

1 Starting from 1983, Apollo has been bringing world-class medical treatments to India for which people previously had to go abroad. Many specialized health care treatments of high international standards were simply not available in the country. Upper-class Indians who could afford it, therefore traveled abroad for such services and those who could not, were not be able to access such treatments at all. By bringing world-class technology and expertise to India, Apollo Hospitals has dramatically improved access and availability of such services. The cost of some of the surgeries (e.g., heart surgery) is also significantly less – lower than 10% of international costs.

2 From the 1990s, Apollo gradually expanded from Tier 1 cities into Tier 2 and even Tier 3 cities, to cater to the increasing demand of a growing population with a desire to be treated locally. The 'hub-and-spoke model' which Apollo introduced, offered certain specialized services like oncology in the 'hub hospital' which could be accessed by the remote 'spokes'. Through a combination of owned hospitals, managed hospitals and network healthcare centres, Apollo has been driving increased coverage and penetration across the key districts in India.

3 From the 2000s, Apollo introduced the Clinics model to move care "closer to the home of the consumer" in larger cities, providing those living away from multi-specialty hospitals easier access to specialist doctors, primary care, diagnostics services, treatment facilities, physiotherapy, dentistry and preventive healthcare (health checks and vaccinations).

4 In more recent years, Apollo has further expanded into lesser populated regions via Public-Private Partnerships (PPPs). Within a PPP, Apollo works with existing public hospitals by managing them. This is also sometimes combined with other CSR activities such as local production of uniforms, free surgeries, or free stabilizations of emergency cases. Through its PPP healthcare programs in remote areas, Apollo is currently providing health coverage to over 4 million patients. An estimated 1.5 million patients have benefitted from telemedicine alone in these areas. The Apollo doctor communicates with the local team and they exchange information, e.g. medical images or vital health statistics. Via telemedicine, minor procedures can be carried out and emergency cases can be stabilized, so that such patients can be moved physically by ambulance to a larger centre if needed.

Improved financial access

There are several ways in which Apollo has improved financial access to care.

1. The first is through reduction in travel costs via enhanced geographic access. Patients no longer need to travel long distances to access care, nor do they need to put their livelihoods on hold for extended periods of time.

2. Apollo offers everything from a presidential suite to a multi-bed ward. Price differentiation has been possible via cross-subsidies. Certain services are offered at lower cost to low-income patients who are not charged for fixed costs, and only for 40-50% of the variable costs, even though this means that there are no margins in these services.

3. Apollo has improved financial access through innovations like change in surgical modalities to lower healthcare costs for all patients. One way in which Apollo has reduced these costs is by treating some surgeries as day-care services, which becomes possible as a growing share of treatments is now non-invasive. This also allows some of these treatments to be moved into day-care service centres, which are less expensive to operate.

Enhanced clinical outcomes

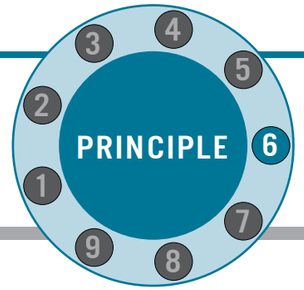
One of the key ways through which Apollo achieves improved health outcomes is via major improvements in its quality of care. Apollo has by far the best specialists, technologies and medical equipment in India and is thereby able to offer highly specialized world-class diagnostics and treatments.

The monitoring and evaluation of quality care indicators are founded on three key sources: (1) data collected by the department; (2) patient feedback; and (3) feedback from internal customers, teams of doctors and nurses. Data collection is accomplished daily through medical records (e.g., on infection control) and incident reports.

Although it is not mandatory for Apollo's hospitals to obtain JCI accreditation, 8 Apollo hospitals have thus far obtained it. Another 30 Apollo hospitals have NABH certification, which is the national standard, very similar to the JCI but requiring fewer indicators to be met.

Impact on the private healthcare sector

Apollo has had a major impact on the regional and even national healthcare sector, by influencing healthcare sector policies and through significant demonstration effects. Apollo has positively contributed to healthcare sector employment by increasing both the quantity and quality of qualified medical staff in India comprising all healthcare workers, namely, doctors, paramedical staffs, nurses, and ancillary healthcare workers. A tireless advocate for creating access through insurance, Dr. Reddy firmly believes that mandatory health insurance is critical for the nation. The innovative insurance project of Re.1 a day that he introduced two decades ago in his native village has been adopted in multiple ways across the country and created the platform for the Government of India's Universal Health Insurance programme for the below-poverty-line population.



Care for the Environment

We are committed to ensuring the safety of the environment and conserving natural resources. Our commitment to preventing environmental risks is central to our Quality Health Safety and Environment policy (QHSE). Guided by our inhouse experts, we have established a sound governance system for assessing the potential impact of our services on the environment and have ensured steps to mitigate the situation. Our operating standards require our vendors to comply with our environmental and safety policies.

Climate Change

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

Natural Events: Flood, Earth Quake

Technical Events: Fire Internal, Gas Failure/Leak, HAZMAT Exposure

Human Events: HAZMAT Exposure External, Bomb Threat

Several types of hazards pose a threat to the hospital:

1. Disaster threats that may affect the hospital or community (large or nearby fires, cyclone, flooding, explosions, etc.)
2. Minor external disasters: incidents involving a small number of casualties.
3. Major external disasters: incidents involving a large number of casualties.
4. Disasters in other communities.
5. Epidemics

All events/disasters are evaluated for every potential hazard and risks in three ways — probability, risk and preparedness, and a rating is given for each event. This helps us determine those events most in need of organization focus and resources for emergency planning.

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

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

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

Water Management

Our hospitals use water for a variety of purposes such as in our cooling equipment, cleaning, and medical process rinses. Water for all the hospitals is sourced from local municipal sources. The water quality is tested to ensure that it is potable.

We are involved in a range of initiatives such as:

- analyzing waste water effluents at our hospitals and assessing their impact on the environment
- using state-of-the-art technologies to treat waste water discharge from our hospitals

The following are a few key initiatives we have undertaken to conserve and re-use water:

- Increasing the ground water level by channelling excess rain/storm water into rain water harvesting pits across the premises and ensuring effective utilization with proper filtration
- Fixing retrofit blowers in AHUs and fixing pressure regulating water taps to conserve water
- Conserving water by reuse of dialysis RO rejected water and drinking RO rejected water
- Conserving water in western toilets by removing single push button
- Reusing water generated from sanitary and housekeeping for gardening purpose

Energy Management

Energy conservation has been adopted as an integral part of our Operations and Maintenance (O&M) philosophy. Adherence to efficient operations and quality maintenance practices in O&M has resulted in optimizing energy consumption. Our O&M department endeavours to continuously improve its performance in this area.

The operations of the Company are not energy-intensive. However, significant measures are being taken to reduce the energy consumption by using energy-efficient equipment. The Company constantly evaluates and invests in new technology to make its infrastructure more energy efficient.

The following energy saving measures were adopted during the year 2019-2020:

- Installation of timers on AC units and switching on alternate lights in corridors to reduce power consumption, netted savings of ₹4.01 mn in Apollo Navi Mumbai
- Phasing out of CFL lamps to LED lights in Apollo Hospitals, Navi Mumbai achieved a savings of ₹2.29 mn
- Optimization of fuel consumption in boiler operations
- VFD installation for AHU motor in a phased manner
- Phasing out of conventional AHU blowers into EC plug fans
- All Lifts and OT AHUs are operated with VFD panels
- Phasing out of split air conditioner units with chilled water FCU to reduce the power consumption and capital cost

As energy costs comprise a very small portion of the Company's total expenses, the financial implications of these measures are not material. Energy consumption in a hospital is a must for keeping people 'alive and healthy'. Hospitals operate round the clock and are dependent on high energy consuming devices.

Major energy conservation measures and green initiatives implemented in many of our hospitals include:

- Heat pump installation
- Reduction in condenser temperature in the cooling tower
- Condensed high temperature water is fed into the boiler, reducing the use of fuel
- Installation of VFD driven energy efficient chiller
- Switched over from diesel to PNG, a clean fuel for boiler operation
- Replacement of conventional lights with energy efficient LED lights
- Many of our hospitals have operational energy management systems, wherein smart energy meters are installed on various energy assets. We are in the process of installing a digital BMS

The Company sourced power generated from alternate sources like wind mills, solar energy etc. thereby achieving savings.

- Bio Gas generation from food waste resulted in a savings of ₹0.20 million per year for Apollo Hospitals Madurai, Trichy, Karaikudi and Karur.
- Usage of Wind Power Generators achieved a savings of ₹6.50 million per year for Apollo Hospitals Madurai, Trichy, Karaikudi and Karur.

Waste Management

We support and sustain a culture of awareness and sensitivity towards conserving and preserving the environment. Apollo is committed and pro-active when it comes to managing the environmental impact caused by its operations. Responsible disposal of different categories of waste including bio-medical waste generated from our premises, is a key focus area of our environmental strategy and it has spawned a number of action plans as well as industrial and scientific partnerships. The commitment towards waste management is reflected in our waste disposal policy that lays emphasis on systematically improving waste management practices. We have also stopped single use plastic items and reduced our paper consumption through digitization of various activities.

We adhere to all statutory compliances and environmental clearance parameters as stipulated by the relevant authorities. We also have well established environment management systems which are dedicated to functioning beyond the laid down compliance levels. Our 'Hazardous Materials and Waste Management Plan' applies to all staff in the hospitals and defines the responsibility of all healthcare personnel for identifying, storing, handling, disposing, and transporting hazardous materials in accordance with regulatory requirements. All chemicals used for our operations are properly labelled and hazard ratings are identified. The Operations Head along with the Safety and Hazmat Committee has the responsibility for handling hazardous materials and administering the waste management policy.

The Human Resources department and the Hazmat team members co-ordinate with the radiation safety officer to conduct orientation training for staff handling hazardous material and waste. Appropriate and adequate numbers of Personal Protective Equipment have been given to personnel handling waste and disposal. The Hazmat team carries out internal inspections and evaluations to review the effectiveness of our network's waste management plan and disposal practices.

We have established a stringent "Buy Back Policy" with authorised vendors for e-waste and old medical equipment. We have also made arrangements with them for the disposal of e-waste, solid waste and hazardous waste. The Company is contributing to 'take-back' programs for the collection and safe disposal of unused medicines. Training in compliance is provided to employees.

Sustainability Initiatives by Apollo Pharmacy

Retail Packaging

Apollo Pharmacy dispenses products in environment-friendly bags. Over the last two years, all the pharmacies across India, stock either paper packs or compostable carry bags (microns), thus moving to fully bio-degradable packs. We have issued over 15 crore such bags in total, doing our bit to reduce carbon footprint.

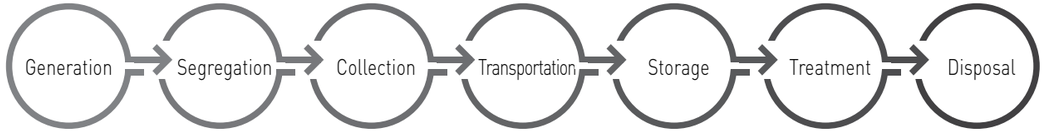
Product Packaging

We are moving our product packaging gradually to more environmental friendly variants like biodegradable material, cardboards and cartons. In FY 2021, packaging for 9 Stock-Keeping Units (scannable bar codes), has been shifted to eco-friendly packaging, as we further incorporate eco-friendly solutions for products and packaging.

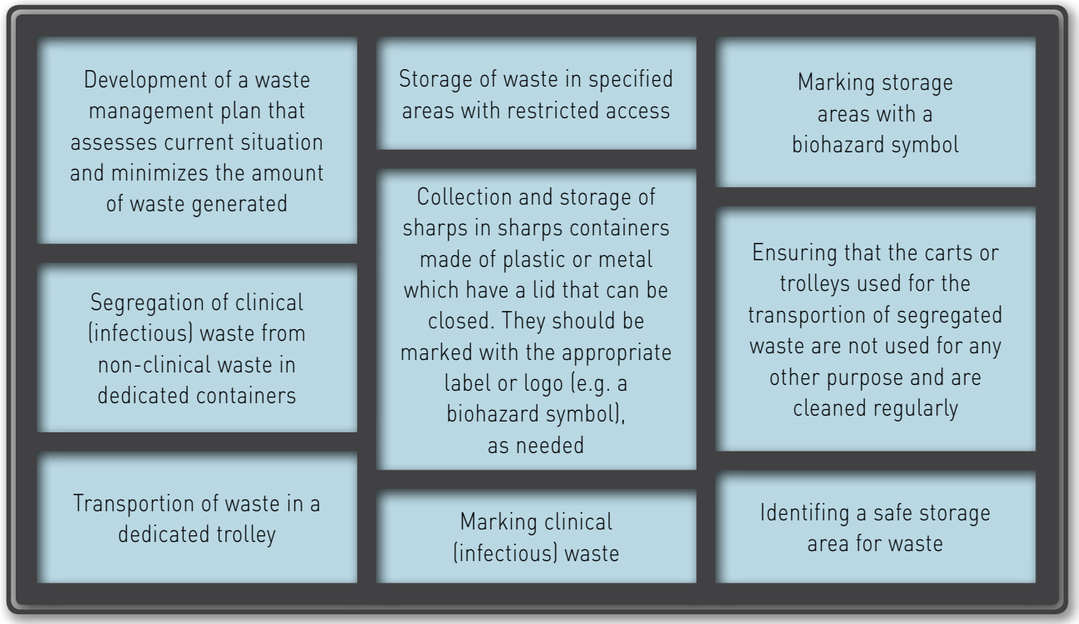
Biomedical Waste Management

Hospital waste is a potential reservoir of pathogenic micro-organisms and requires appropriate, safe and reliable handling. The main risk associated with infection is sharps contaminated with blood. We have dedicated people responsible for the management of waste collection, handling, storage and disposal. The infection control team is also consulted in this regard.

Management of hospital bio waste



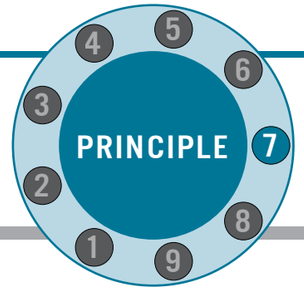
The principles of bio waste management practices are in line with national and local requirements



Green Design and Construction

Recognising the importance of Green Design and Construction, we have taken definitive steps to conform to the norms of green buildings. Currently our hospital in Lucknow is Gold certified by LEED. Our hospital in Navi Mumbai has re-applied for Platinum Leed Certification and the Proton Centre in Chennai has applied for certification.

Apollo Hospital Kolkata won the Green Building award in the Smart Cities Expo held in Delhi. There were 600 nominations and the award was presented by the Minister of Information and Technology, Government of Bihar and Joint Secretary, Ministry of Science and Technology, Government of India.



Public Advocacy

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

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

In-depth insights and strategic inputs forms the core of our approach towards policy formulations. We collaborate with numerous trade and industry associations and organizations, as a member.

Collaborations

- Accredited Member Organization of Indian Society For Clinical Research (ISCR)
- Confederation of Indian Industry (CII)
- Federation of Indian Chambers of Commerce and Industry (FICCI)
- Indian Pharmaceutical Association (IPA)

Accreditation

- Association for the Accreditation of Human Research Protection Programs (AAHRPP)
- Joint Commission International Accreditation (JCIA)
- National Accreditation Board for Hospitals and Healthcare providers (NABH)
- National Accreditation Board for Testing and Calibration Laboratories (NABL)
- The International Organization for Standardization (ISO)

AHERF

The Apollo Hospitals Education and Research Foundation (AHERF) is a not for profit organisation recognised by the Department of Scientific and Industrial Research (DSIR), and is focused on basic, translational and epidemiological research. AHERF comprises of the Cell and Molecular Biology Research Center (CMBRC) and centers at Chennai, Hyderabad and Delhi to carry out research activities. The CMBRC enables basic and translational research projects in cutting edge areas such as liquid biopsy, molecular diagnostics, pharmacogenetics and exosomes. Further AHERF also spearheads a faculty development programme to spawn research pilots for basic research projects.

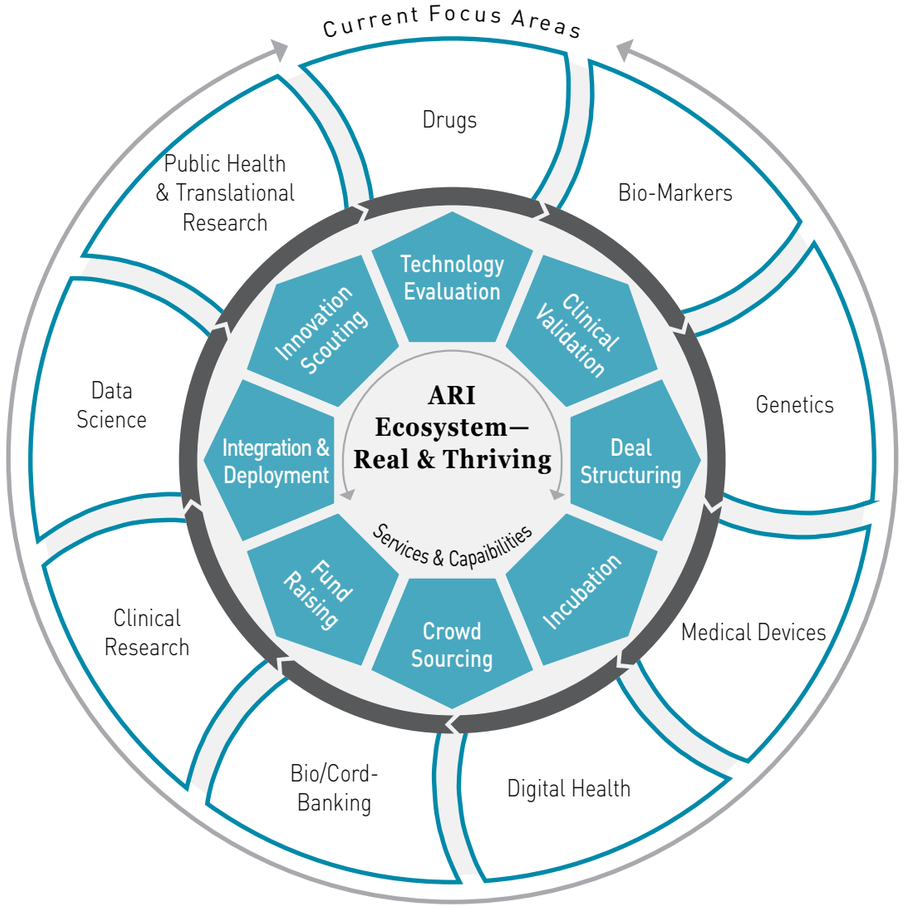
Clinical Studies

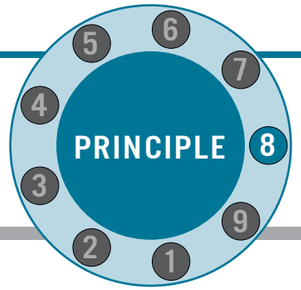
The clinical studies are of various therapeutic disciplines to evaluate the safety and effectiveness of new molecules for specific indications as per protocol specifications.

This would enable access to the latest Investigational Products for patients who are not cured and/or do not show improvement with the current medication and/or treatment. When the patient signs a voluntary informed consent, the Principal Investigator ensures that the diagnostics/therapy/adverse reaction management and any other procedure as per the protocol is covered by the sponsor, which will benefit the patient through a better/new treatment which will improve the quality of life and allow better living. On the scientific front, Apollo is in the forefront in taking part in the latest research which can help man kind.

Apollo Research and Innovations (ARI)

Apollo Research and Innovations (ARI) is a division of Apollo Hospitals. ARI focuses on scouting, evaluating, deploying and integrating innovations across Apollo Hospitals, with an objective of improving outcomes, affordability and accessibility for patients. Innovations span across drugs, devices, healthcare software or consumer goods of clinical relevance. ARI provides an end to end platform for converging clinical insights, technology and business to spawn innovation & research within the Apollo Hospitals ecosystem.ARI currently has a comprehensive ecosystem to undertake clinical studies for sponsored drug trials, devices, software as well as consumer goods. Apollo currently is also India's single largest clinical site solutions organization having undertaken over 950 clinical studies, operated by a dedicated team of 85 professionals, located across 14 Apollo Hospitals, in over 10 therapeutic areas. This competence has been further evolved to extend co-development capabilities and augment the same with some very creative business models.





Equitable Development

We consider it our responsibility to take care of the community by stepping outside our hospitals in times of need. It is our practice to regularly engage with the community through awareness programmes, health checks, and community development programmes to enhance health and wellbeing both in the general community and amongst the lesser previleged populace.

Emergency Care

Apollo's pioneering emergency care is a scientifically developed protocol-driven emergency system. It has well-equipped ambulances manned by trained personnel. Apollo has Air Ambulance services in Tier-1 and Tier-2 cities as well to address the emergency medical needs of patients away from city limits. Major hospitals in the group have roof helipads and landing facilities. We operate both fixed wing aircrafts and helicopters. While the responsibility for logistics is given to aviation companies, we manage all medical aspects like trained personnel, equipment and patient care through our 1066 emergency services. There is an effective communication system between the central control room, the ambulances and emergency facilities in the hospitals.

Our dedicated 4 digit access number—1066, is a 24x7x365 helpline and this is the only private emergency network for medical help in India. Once dialled, a crew springs into action, cognizant that every minute after that, counts. An ambulance is dispatched and in the quickest time possible the patient is brought into our hospital and immediately handled by a team of compassionate and skilled emergency doctors and specialists.

Community Development

The commitment of Apollo Hospitals towards social responsibility through inclusive healthcare has inspired the plan for the establishment of the Apollo Foundation.

With an aim to upgrade the standards of living and healthcare across various regions, several impactful programmes have been initiated. These programmes cover areas such as Rural Development, Rural Healthcare, Skill Development and Vocational Training, Research in Healthcare, Pediatric Cardiology, Cancer Care, Cardiovascular Risk Awareness, Medical Camps, and Disaster Relief Programmes.

The various CSR initiatives run by different Apollo Hospitals units across India include awareness sessions on health and wellbeing, free clinics in various public locations, and engagement with corporates, the government, and schools and colleges. The total spending on Corporate Social Responsibility initiatives is 2.28% of the average net profit of the Company.

We run regular awareness campaigns, facilitate surgeries and treatments, and conduct health camps in both urban and rural areas in an on-going effort to raise awareness about the value of health and wellness amongst India's diverse population, and for enabling healthcare equity across the various socio-economic groups in the country. The following are some examples.

Billion Hearts Beating

- Launched in April 2010
- Aims to inform, educate & trigger positive action towards heart disease
- Addresses different socio-economic sections across the country
- The Simple 5 Solution – BHB's comprehensive lifestyle guide: get active; eat healthy; quit smoking; beat stress; get a health check

SAHI

- Identifies hearing impaired children, mainly in rural areas, with little or no access to modern medical treatment.
- Provides high quality medical and surgical services

SACHI

- Established in 2003
- Provides paediatric cardiac care and heart surgeries for underprivileged children
- Detected through free monthly clinics, health camps, and heart screenings
- Provides early diagnosis, treatment, surgery, post-operative care and financial support
- Treatment is either subsidized or provided free

CURE

- The CURE Foundation – brings cancer care to those who cannot afford it
- Provides preventive and rehabilitative care
- Promotes prevention & early detection
- Spreads awareness
- Provides treatment options

Healthcare for Old Age Home

- Started in 2014, the Old Age Home Program has identified old age homes in the Delhi region, where the elderly are provided free health checks and medications.
- 366 senior citizens have benefitted through various healthcare programs
- Over 500 residents have been given free medicines prescribed by doctors every month

VoICE: Volunteer in Case of Emergency

VoICE is India's 1st Voluntary First Response Network at one touch.

Alert VoICE—Volunteers In Case of Emergency—is the solution to bridge the demand for emergency help and supply of voluntary first response in the form of an eco-system driven by a mobile based application. Alert VoICE was officially launched by Dr. Prathap C. Reddy, on September 7, 2018 to facilitate more first responders by choice, and not by chance.

Alert VoICE involves a 2-day intensive training program followed by a 2-hour assessment session at Apollo Hospitals and a final graduation ceremony after which the first responder gets inducted into the alert VoICE network.

School of Heart Programme

The School of Heart Programme aims to spread awareness about healthy living for children from economically weaker sections of the society. The program also organized general health checkups; first-aid workshops; anti-tobacco awareness programs; ENT checkups; diet & nutrition awareness programs; and communicable diseases awarness programs.

Patashala

Childhood cancer, is extremely stressful for the affected child and the entire family and requires psychological and emotional support also. During the course of the long-drawn treatment, children miss several months of school and their education is compromised. Every single day in the hospital is a reminder of how ill they are and how distant a normal childhood looks.

Apollo Patashala enables cancer patients to attend school while undergoing treatment, knowing that a long hiatus from school affects the child socially and psychologically and often makes reintegration difficult when they return.

At Apollo Cancer Centre, we believe that a cure for cancer extends beyond mere treatment of the disease. Grief counselling and providing psychological and emotional support to children undergoing treatment, and their families is a standard of care for childhood cancer.

Owning the Neighbourhood

In keeping with our conviction that early detection is the first step towards wellness, Health camps with formats that suit the target audience are conducted at the various pharmacy neighbourhood outlets, at resident welfare associations, community places and corporate premises. The camps offer a range of free services to patrons in the locality which include Doctor Consultations, Diagnostics & Testing Services, and Dental work.

2,000+ Apollo Pharmacy stores across India conduct routine health checks on the first and third Sunday of every month. Blood pressure tests and random blood sugar tests are provided free of cost.

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

Apollo Shine – Startling Young

Looking at the decreasing ages for the incidences of NCDs like Heart Disease, Diabetes, and Cancers, Apollo Hospitals decided to address the student community through on-campus programs on the importance of health, healthcare, and the implications of lifestyle choices. The Apollo SHINE Foundation is a not for profit initiative by the Apollo Hospitals group that focuses on Campus Health across 100 campuses and covers close to two lakh students and their parents and grandparents. We believe that through this grassroot delivery of healthcare services, we can help increase disease awareness and promote early detection and prevention.

Free Medical & Emergency Care Clinics

Where do people turn to when they face a devastating disease and have no way of accessing medical treatment while on the move? We believe that high quality healthcare is the right of all individuals. We provide, at no cost to our patients, the full range of healthcare services that include screening, specialty referrals, counselling, and patient education.

The Free Clinics aim to promote health among at-risk populations that suffer from poor access to healthcare. It improves overall access to quality and affordable care. The clinics are able to perform large scale screenings that address the health needs of a diverse patient population. When a patient is diagnosed with a complex condition and expert medical attention is needed, access to care is essential. The Free Medical Clinic removes barriers to care. Our medical specialists and pro bono services lie at the heart of healing.

Free Clinic, Tambaram

This was started in 1983 with 15 beds as a day care facility; at present there are 5 beds. Patients receive diagnoses and treatment for acute and chronic health conditions, including medications, lab testing and case management. Lunch is provided to some patients. This clinic at present caters to 1,000 active card holders and on an average cares for 1,700 patients a month. The Tambaram Clinic is open on Tuesdays, Thursdays and Saturdays.




Free Clinic, Ayanambakkam

This was started in 2005 with 10 beds as a day care facility. Electricity and water are provided free for the building by the Nursing College. The scope of work is the same as for Tambaram. The same team from Tambaram caters to the Ayanambakkam card holders on Mondays, Wednesdays and Fridays. It presently caters to 800 BPL card holders and an average of 1,650 patients in a month.




Emergency Centre, Koyembedu

This was started in 2003 at the request of CMBT to be of service for the passengers utilizing the largest bus terminus in Asia. It has a 24/7 emergency facility with 4 beds. The scope of work is to give First Aid and Emergency treatment to all patients requiring care and coming from the bus terminus, Chennai Metro Rail, Koyambedu Market and neighborhood. The premises are rent free and only the electric charges are borne by the centre. On an average this clinic receives about 1,500 patients per month.



Infant Feeding Rooms, Koyembedu

This was started in 2015 at the request of CMBT to assist breast feeding mothers. Initially 2 facilities having 6 chair-cum-beds each were provided. The scope of work is to assist mothers in breastfeeding their infants. This is a 24/7 facility. It presently operates one facility with 6 chair-cum-beds.




Emergency Cardiac Centre, Tirumala

This centre was started in 2010 at the request of the executive officer of Tirumala Tirupati Devasthanams (TTD). The facility caters to all emergency patients referred by the doctors at Aswini Hospital. This is a 24/7 facility with 9 critical care beds and the entire treatment is free. Being a critical care unit, it has all lifesaving equipment, bedside diagnostics, and other necessities, the expense for which is borne by Apollo. The TTD has agreed to supply medicines and consumables; some may be procured elsewhere. One fully equipped ambulance, manned 24/7, is stationed at the centre for shifting critical patients. On an average this centre treats 125 critical patients every month. Since inception, more than 70% patients have been revived after cardiac arrest.






Total Health

To cater to the growing menace of Non Communicable Diseases (NCDs), Dr Prathap C. Reddy launched a pilot program, 'Total Health', in 2013 in his birth place Aragonda, Thavanampalle Mandal in Chittoor District, Andhra Pradesh. Total Health aims to provide "Holistic Health Care" for the entire community, starting from birth, through their journey into childhood, adolescence, adulthood and in the later years of their life.

The program covers more than 100,000 people of all age groups and supports healthy and happy living through the promotion and protection of health, prevention of diseases, provision of hygienic, nutritious supplements, sanitation, potable water, education, livelihoods, kitchen gardens, protection of ecological balance and need based community infrastructure development. This program also paves the way for identifying diseases at the early stage through screening, facilitating timely treatment to save lives.

Total Health Initiatives

HEALTH




Ayush Wing

Total OPD	3400
Panchakarma Procedure	735

NCD Patients under Management

Under TH Management	2179
FY21 Packages	159

Health Screening Camps

Cancer screening

Women	43
Men (Prostrate)	60

Mobile Clinic OPD Status

Male	5,042
Female	6,910
Children	49

NCDs and Other Diagnosis

HTN	2,929
DM	2,945
Both	1,641
Others	4,583

Satellite Clinic OPD Status

Male	3,224
Female	3,675
Children	138

NCDs and Other Diagnosis

HTN	1,909
DM	1,887
Others	2,402

RNTCP-DMC Centre

Total Health entered a Memorandum of Understanding with Chittoor district tuberculosis department to establish a Designated Microscopy Centre (DMC). Patients screened for the period April 2020 to March 2021:

Total	461
Negative	444
Positive	17

HEALTH

30% Concession at Aragonda Apollo Hospital & Clinic at Chittoor

Total Health has referred 3930 individuals to Aragonda Apollo Hospital during the period April 2020 to March 2021; 3859 as out-patients and 71 as in-patients. All have been treated at a minimum subsidized fee.

General Health Screening

Conducted 3 Mega Health Camps in Chittoor district.

Besthapalli Village	230
Gaajanki Village	218
Thondamanadu Village	200

NUTRITION




GNC Centres (03 Centres)

Since inception till March 2021

Total Beneficiaries	149

Nutrition Centres for Mother and Children (06 and 03 Centres)

Total Mothers (Antenatal and Postnatal): 75

Since inception till March 2021

Total Beneficiaries: 493

Due to COVID-19 temporarily we closed the Centre and ensuring institutional delivery.

WATER, SANITATION & HYGIENE






RO Water Plant

13 plants converted into RO Water Plant, benefitting 35,000+ people.

RSF Water Plant in School

Constructed RSF Water Plant in Z.P.H. Boys & Girls High School, Aragonda

Toilets at Girls School

Constructed Toilets at Zilla Parishad Girls High School, Chittoor

ENVIRONMENT







Polyhouse—English Cucumber

Harvested Cucumber (KGs)	9087
Sold (KGs)	8802
Damaged (KGs)	285

Tree Sapling Distribution

As part of Green INDIA initiative 13,222 saplings were distributed to the community in Thavanampalle Mandal.

Backyard Kitchen Garden Saplings Distribution

A backyard kitchen garden program was started during the pandemic at the Anganwadi Centre to improve the immunity of the community. 11 types of kitchen garden saplings were distributed to 9,700 families in 32 Gram Panchayats of Thavanampalle Mandal.

Garden Support

As part of Green India initiative (Jagananna Pacha Thoranam) Total Health has initiated a garden at AACON.

LIFESTYLE MODIFICATION






Yoga

Yoga was taught in 32 Gram Panchayats of the Thavanampalle Mandal. Links for the recorded videos were shared on WhatsApp groups in the community. A total of 52 videos were recorded and uploaded on the YouTube channel.

Online Classes

Due to the COVID-19 pandemic online classes have been started. 3 batches with 36 trainees for the Yoga Instructor Course and 7 batches with 65 students for the Personality Development Course have completed the training.

Cultural and Sports

Conducted Volley Ball & Shuttle Tournaments, and Rangoli Competitions.

WOMEN EMPOWERMENT & LIVELIHOOD








The Empowerment

Tailoring Course: 468 people have been trained in Tailoring.

Jute: 70 rural women are employed in Total Health for making Jute bags as a means of earning an additional income between ₹5,000/- to ₹10,000/- per month which is paid into their bank accounts.

Apparel: 37 women are employed in Total Health for producing Hospital Linen/Apparel. They earn about ₹5,000/- per month.

Digital embroidery machine installed at AVT unit.

A Mask production program was rolled out during the COVID-19 pandemic at Aragonda Vikas Trust for women. This year 180,000 masks were produced by the AVT women's group. 1,500 PPE kits were also produced.

R&AC Training Course-Partnering

Total Health and Blue Star India Limited got into partnership for providing skill training on Refrigeration and Air Conditioning for the youth of Thavanampalle Mandal. There is an on-going partnership with the Jute Board of India for promotion of jute products. 9 batches, consisting of 128 trainees have completed the training.

Exposure Visit: After completing the course, the students visited the facility at Chennai for an in-person experience. The batch has also manufactured a water cooler which they have donated to Total Health.

COMMUNITY INFRASTRUCTURE



Athletic Track

Athletic Track, 100 meters and 200 meters, developed at the Total Health grounds.

Fight Against COVID–19

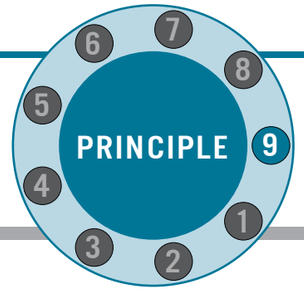
COVID-19 Control Measures Taken during the Year

Awareness session on COVID-19 through IEC materials, mike announcement in convergence with Police, Forest, Health Department, Panchayat Raj Institutions and PHC Thavanampalle	32 Gram Panchayats
Distribution of face masks to the community and front line worriers	195 Villages
Distribution of groceries to the community of Aragonda Panchayat	1,400 Families
Distribution of VITAMIN C tablets to the women's group and Total Health staff	112
Conducted COVID-19 +ve cases survey in Thavanampalle Mandal	472
Conducted online yoga sessions and PDC classes to the community and students	1,960
Health services and NCD camps	32 Gram Panchayats
Supported special incentives to AVT women group	58 members

Chenchu Tribal Rehabilitation Project at Srisailam

Base camp protection watchers, barefoot doctors training workshop in convergence with Hausoos

Scheduled Camp	Place	Attendees	First Aid kit along with Manual distributed
23.11.2020 to 24.11.2020	Mannanur Nagakurnool District ,Telangana	80 (15 Chenchu community + 65 Forest watchers)	138
25.11.2020 to 26.11.2020	Atmakur, Nandyal, Andhra Pradesh	56 (Forest Watchers)	112



Meeting Customer Expectations

Our healthcare service delivery strategy puts the patient at the core of our operations, and safeguarding their health is our top most priority. That is the Apollo Way. Pharmacies form an important part of ensuring patient care. AHEL follows stringent protocols when it comes to the stocking of drugs. We ensure that all our unused drugs are sent back to suppliers three months before expiry.

Measuring Customer Expectations

In the financial year 2020-21 we have served over 4.5 million patients. High quality Patient Care is possible in Apollo Hospitals because of an engaged workforce that takes pride in its day-to-day responsibilities. They are able to alleviate feelings of stress and fear in patients while instilling in them a positive approach towards treatment. Through small acts of kindness, they create a superior patient experience.

Centralized Post-Discharge Calling

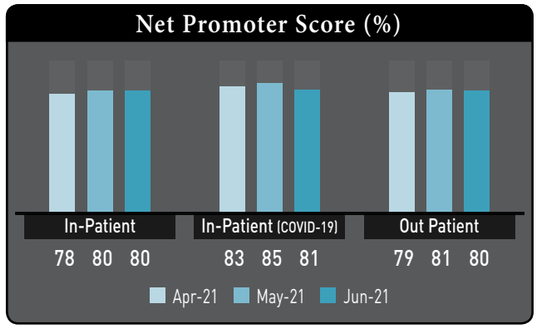
All patients are contacted 72 hours post discharge to get transparent feedback which can facilitate continuous service improvements and innovation. All calls are recorded and directed to the relevant units for proper action and service recovery.

Apollo Instant Feedback System

The user-friendly Apollo Instant Feedback System captures feedback at the moment of service through 200 or more android devices placed conveniently in easy-to-access locations across the hospital network.

Net Promoter Scores

The scores reflect our patient experience and satisfaction during their hospital stay. The feedback is captured through survey questionnaires. The responses peg the hospitals from 0-100 with 100 being the top score.



Google Review

In today's world Google review or rating is the most commonly used platform to share "Moment of Truth" by the guests. This makes or breaks the impression about the brand on the social media platform. A benchmark of 4.5 and above Google rating is set for each Apollo Hospital.

Group Ratings as on Jun-21

(4.5 & above)	(between 4.1 & 4.4)	(4.0 & below)
18 HOSPITALS	15 HOSPITALS	4 HOSPITALS

Our Unique Five Pronged Customer Centric Approach

GUEST RELATIONS

- Apollo has adopted the engagement pathway for Voice of Customer (VOC)
- Partnered with Gallup to benchmark e-customer feedback with best in class hospitals globally
- In-house framework captures VOC from interactions and converts them into qualitative and quantitative feedback for quick follow up action

TENDER LOVING CARE

- Core training module for all nurses
- Inspires the conversion of daily interactions into memorable experiences for patients, resulting in an enhanced courtesy index for nursing
- Tender Loving Care (TLC) training for frontline staffs

HUMAN SIGMA

- Apollo Hospitals is the first in India to adopt Human Sigma by mapping customer engagement to the Gallup "S" Methodology

ADMISSIONS

- Minimizes waiting time for planned admissions
- Dedicated rooming experience that orients patients and attendees to various hospital services

DISCHARGE

- Post discharge calls to patients for suggestions and feedback 72 hours after discharge
- Speedy discharge summary for planned discharges

Apollo Hospitals Enterprise Limited
[CIN : L85110TN1979PLC008035]
Regd. Office: No.19, Bishop Garden, Raja Annamalai Puram, Chennai – 600 028
Secretarial Dept: Ali Towers III Floor, No.55, Greams Road, Chennai – 600 006
E-mail: apolloshares@vsnl.net : Website: www.apollohospitals.com
Phone: +91 044 28290956, 044 28293896 Board: 28293333 Ext. 6681

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