BUSINESS RESPONSIBILITY REPORT

$20\frac{19}{20}$

Apollo HOSPITALS
TOUCHING LIVES



Apollo 24/7

Apollo HOSPITALS

TOUCHING LIVES

Business Responsibility Report
2019-2020

From the Chairman



Dear Members,

The second decade of the twenty-first century will be the decade of Non- Communicable diseases (NCDs). The World Economic Forum and the United Nations have both warned that the world will face a huge NCD crisis in the next ten years in the form of diabetes, heart disease, strokes, cancer, respiratory disorders, infectious diseases and obesity. It is estimated that by the end of this decade, 80% of deaths worldwide will be from NCDs, which will amount to a staggering global cost of USD 30 Trillion, with India's share of that cost being USD 4.8 Trillion. It is a huge threat that no family, corporate or nation can sustain. It has been always our endeavour to work with Governments, corporates and communities in general, to reduce this burden, especially for younger people in the age group of 30-60, who are precious to their employers, their families, and above all to the nation.

In pursuit of the well-being of people at large, we have devised specific programs for diabetes management, detection of risk factors and corrective treatment for heart disease, strokes and cancer. It is important to remember that cancer, if detected early, can be easily controlled through surgery, including robotic surgery. For more advanced cases, we also have state-of-the-art Photon therapy, through Novalis, Tomo and Halcyon machines, and Proton therapy. Our Proton Centre in Chennai, is the first-of-its kind in South East Asia and people from all over the world come here for treatment. Today, we are not only the No. 1 provider of cardiac services, we are marching towards making India the best cancer care center in the world.

As a definitive step towards combating NCDs, and to encourage early-detection and prevention, we have completed over 22 million Preventive Health Checks so far. We have now created a new program Apollo ProHealth, powered by Artificial Intelligence, which will help Predict, Prevent and Overcome NCDs. The program includes personalised healthcare under the supervision of health mentors.

The second decade of the twenty-first century will also see the advent of Artificial Intelligence, Automation, Robotics and 3-D printing in Healthcare. We have already adopted all of these to make a significant impact in the way we manage our patients and their medical conditions, with precision. I am happy to share that the Apollo Hospitals network is performing the highest number of robot-assisted surgeries in the country; we have also started using robots for cardiac procedures now.

Suddenly and unexpectedly, in the month of March 2020, another major health crisis erupted for the world with the COVID-19 pandemic. We launched Project Kavach, an integrated and holistic plan for the fight against COVID-19. Kavach includes modalities for screening, testing, assessment, isolation, treatment, monitoring and follow-up. We have designated close to 2,000 beds across our hospitals for COVID-19. We have been working with the Governments of 16 states where our hospitals are located. We have set up fever clinics in 30 locations.

So far, we have made a positive difference to the lives of over 30,000 patients and we will continue to extend care.

During this time, we also launched our digital healthcare app Apollo 24/7 - agile and digitally connected to the consumer, and we have been humbled by the response - 3.7 million registered users, ~3,200 doctors live on the platform, over 125,000 digital consults till date and over 12.7 million COVID-19 risk scans completed.

While managing COVID-19 as well as other ailments, we have created an iron curtain, in all our hospitals, between COVID-19 patients and non-COVID-19 patients so that the safety of the hospitals for the non-COVID-19 patients is not compromised. We have also fully separated the staff - doctors, nurses, housekeeping staff and others - and are housing them separately. This has helped us to make our facilities completely safe for the treatment of normal medical and surgical procedures as they arise.

Against the backdrop of COVID-19, it has now become abundantly clear that controlling NCDs, especially conditions like hypertension and diabetes is critical for building immunity to protect oneself from infections that can become life threatening.

The prevailing social stigma around COVID-19, coupled with the fear of contracting infections may have made patients rather lax about their health, lifestyle, regular medications and follow-up for their ailments. There is an urgent need to bring in a behavioural shift and ensure that people do not ignore conditions and illnesses, which may become life-threatening if left unattended.

With 71 hospitals with a total of 10261 beds; 3766 pharmacies, and 956 retail touchpoints, and emerging formats of care such as digital healthcare and home healthcare, across the length and breadth of India, I can confidently say no other hospital in the world has the gamut of health services we offer. Our Centres of Excellence continue to differentiate themselves through clinical excellence, high standards of quality, and skilled, experienced doctors. Our COE focus enables us to maintain a leadership position in treatment protocols and outcomes. Our focus on Telemedicine has deepened, facilitating our reach into non-urban geographies to provide access to primary, secondary and tertiary care.

Returns are measured not merely in financial terms alone; we've done so much work beyond just the numbers. But numbers are important for shareholders and I am very pleased to share with you our consolidated FY20 results. Our YOY growth in Revenue is 17% at ₹ 112,468 mio in Healthcare Services which contributes 53% to our Topline, and Standalone Pharmacies contribute 41%. Overall, the EBITDA (Pre Ind AS 116) stood at ₹ 12,880 mio, a YOY growth of 21%. I am delighted to announce a final dividend of ₹ 2.75 per share.

The ultimate goal of innovation in healthcare has always been to find a model which fosters complete convergence and benefits for all stakeholders - investors, consumers, clinicians, employees, governments and society. Ours is a purpose-led model that achieves this balance, and proves that a profitable business can have significant socio-economic impact.

The entire Apollo Family has risen to the challenge of caring for COVID and non-COVID patients. I would at this time, like to acknowledge the efforts of our doctors, nurses and support staff who have shown fierce determination and dedication in performing their duties. This gives me the confidence that we can overcome any challenge that may come our way and enable us to serve the interests of all our stakeholders.

I would also like to thank the Board members for their trust and unfailing support in our journey. I sincerely look forward to that in the coming year as well.

Work of the magnitude that we have done this year was possible only because of the faith and trust, you, the shareholders have reposed in us; helping us move beyond conventional boundaries. I thank you for your support.

We stand on the frontline to assist our country during these difficult times and will continue to partner with Governments - both central and state, as we pursue the dream of building a self-reliant India in the healthcare space.

Let me remind you once again that your body is Priceless and should be preserved with care.

My warm personal regards to all of you,

Stay safe. Stay Healthy.

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

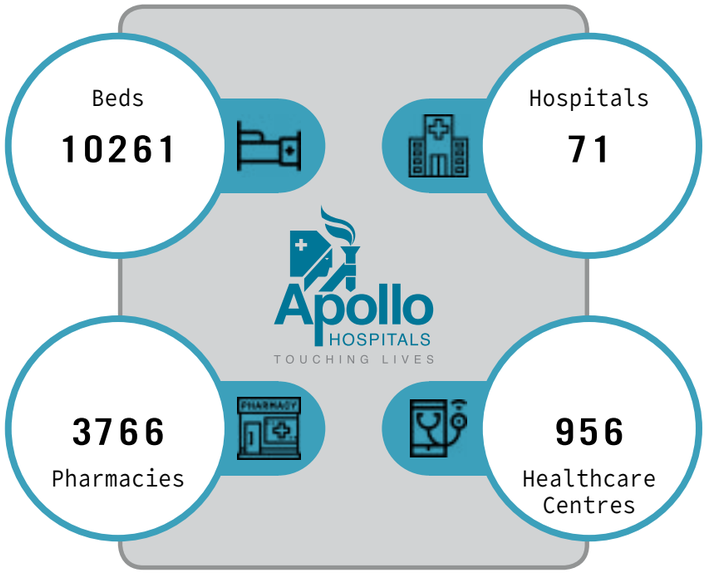
About Apollo

Apollo Hospitals, established in 1983, is the first corporate hospital and the largest private healthcare services provider in India. The Group's offerings span the entire value chain of healthcare services. Apollo Hospitals has a total of 71 hospitals across the length and breadth of India, across 55 specialties. For more than 35 years, the Apollo Hospitals Group has continuously excelled and maintained leadership in medical innovation, world- class clinical services and cutting-edge technology. Our hospitals are consistently ranked amongst the best hospitals globally for advanced medical services and research. The business model is well diversified across specialties, geographies, and maturity levels.

It is no exaggeration to say that Apollo Hospitals has delineated the healthcare landscape in India, authoritatively setting benchmarks in clinical excellence and patient care. The Group has consistently led the way in adopting the latest technology whether diagnostic or clinical, to optimize care and outcomes across various specialties. Clinical Excellence, the fountainhead of the Hospitals' healthcare operations and a derivative of stringent internal standards and quality parameters, delivers clinical performance that can be benchmarked with some of the world's best hospitals. It consistently matches or surpasses the performance of these global institutions, thereby elevating the standards of healthcare services delivered across the network.

To ensure sustainable clinical outcomes, the Group follows an internal quality management process known as the "Apollo Clinical Excellence" program which is referred to as "ACE @ 25". This has been implemented across the entire network of Apollo Hospitals. ACE @ 25 assesses performance based on 25 clinical parameters which are critical to delivering the best possible clinical outcomes. This is further supplemented by the adoption of the International Consortium for Health Outcomes Measurement (ICHOM) measures which help provide evidence-based high-quality care to patients.

The relentless focus of Apollo Hospitals on Clinical Excellence is a key contributor to the rich performance track record of the Group and has helped achieve high success rates even in surgeries of great complexity such as transplants, and in various areas of cardiology and oncology.



Responsible Business Conduct

Incorporating responsibility into business conduct means being responsible toward people and the environment when conducting one's business. There is now a common understanding of the baseline standards for how businesses should understand and address their risks and also promote responsible business practices. Business conduct has to be consistent with applicable laws and internationally recognised standards. Based on the idea that you can do well while doing no harm, it is a broad concept that focuses on two aspects of the business-society relationship: 1) the positive contribution businesses can make to sustainable development and inclusive growth, and 2) the response preparedness and avoidance of negative impacts when they do occur.

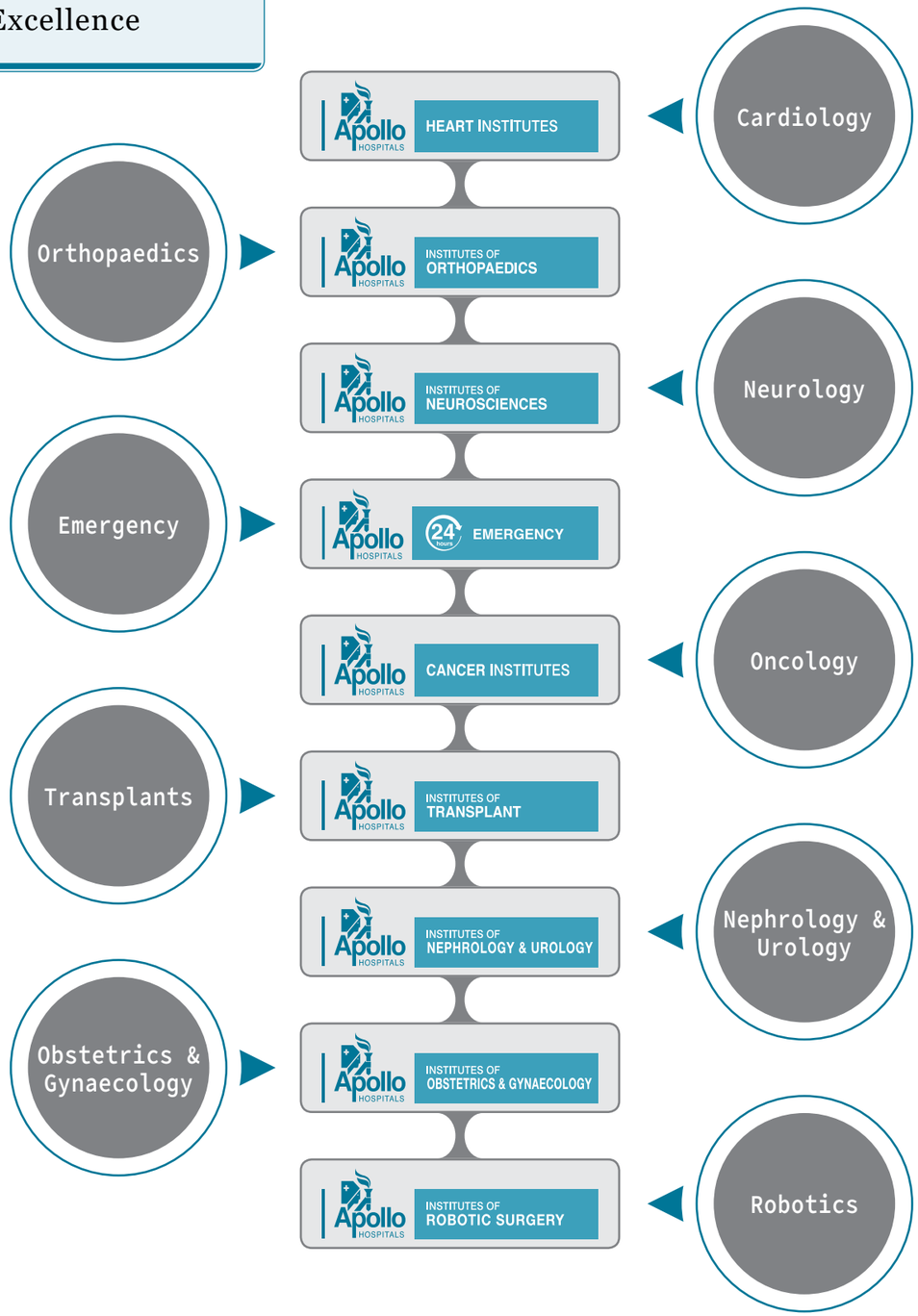
Risk-based due diligence and value creation are at the heart of this process. Responsible Business Conduct entails above all compliance with laws, such as those on respecting human rights, environmental protection, labour relations and financial accountability. It also involves responding to societal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

Being a socially responsible company can bolster a company's image and build its brand. Social responsibility empowers employees to leverage the corporate resources at their disposal to do good. Formal corporate social responsibility programs can boost employee morale and lead to greater productivity in the workforce.A business practice that is economically viable, socially responsible and environmentally friendly, is usually regarded as being sustainable. Corporations that include socially responsible and environmentally sound policies as core elements in their growth strategy very often create 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 towards 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, as well as public health challenges such as antimicrobial resistance. However, new opportunities also arise in this changing context: for instance, technologies such as artificial intelligence can help decrease healthcare coststhrough 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.

Our Centres of Excellence



FY20 at Apollo Hospitals

Admissions	Out-Patients	Preventive Health Checks
470,000+	4,300,000+	450,000+
Heart Surgeries	Neuro Surgical Discharges	Robotic Surgeries
10,000+	35,000+	1,000+
Liver Transplants	Kidney Transplants	Bone Marrow Transplants
260	1,100	250+
Radiotherapy Fractions	Chemotherapy Cycles	Joint Replacements	Countries Medical Value Travel
180,000+	70,000+	6,500+	120

* Data for owned hospitals only. Does not include managed hospitals.

Awards and Recognitions

Apollo Hospitals Group was conferred 88 awards and accolades at various national and international fora in 2019.

Awards

Excellence in Quality Award (2020)

- Apollo Cancer Centre, Chennai has won **Excellence in Quality Award 2020** by FICCI & Department of Health & Family Welfare, Government of Tamil Nadu in the 12th Edition of TANCARE 2020 in Chennai and was recognised as the **Best Cancer Care Hospital among NABH accredited Hospitals**.

The Best Hospital Survey (2019)

- The survey conducted by THE WEEK, ranked Apollo Hospitals, Chennai as the **Best Corporate Multi-Speciality Hospital** in the country.
- Indraprastha Apollo Hospital Delhi was ranked as the **Third Best Corporate Multi Speciality Hospital** in the country.

The All India Critical Care Hospital Ranking Survey (2019)

- Conducted by the Times of India, it ranked Apollo Hospitals, Chennai as the **Best Hospital in India, for the Specialities of Oncology, Cardiac Sciences, Paediatrics, Gastroenterology and Hepatology, Nephrology, Neuro Sciences, Urology, Emergency and Trauma**.

TN Chief Minister's Comprehensive Health Insurance Scheme (2019)

- Government of Tamil Nadu felicitated Apollo Cancer Centre, Teynampet for "**High scores among the empanelled hospitals**" in the TN Chief Minister's Comprehensive Health Insurance Scheme.

FICCI Medical Travel Value Awards (2019)

Medical Value Travel Specialist Hospitals

Kidney Transplant

- Indraprastha Apollo Hospitals, Delhi - Winner

Liver Transplant

- Indraprastha Apollo Hospitals, Delhi - Winner

Oncology

- Apollo Cancer Centre, Chennai - Winner
- Apollo Gleneagles Hospital, Kolkata - Runner up

Bone Marrow Transplant

- Apollo Cancer Centre, Chennai - Winner

Cardiology Cardiac Surgery

- Apollo Hospital, Chennai - Runner up

Best Medical Tourism India Award (2019)

- Apollo Health City, Hyderabad won the **Best Medical Tourism Facility Award**, presented by Shri Prahlad Singh Patel, Honourable Minister of State.

The Week-Hansa Research Best Hospitals Survey (2019)

- Apollo Hospitals in Chennai, Delhi, Kolkata and Hyderabad were ranked as the **Best Hospitals** by The Week-Hansa Research Survey 2019.

FICCI Healthcare Excellence Awards (2019)

Service Excellence for Innovative Internal Patient Transport System

- Indraprastha Apollo Hospitals, Delhi

Skill Development for Skill Training & Enhancement program project (Reskilling & Upskilling training for Government hospital staff)

- Apollo MedSkills

India's Most Admirable Brand Award (2019)

- Apollo Hospitals, Group has been awarded **India's Most Admirable Brand 2019** by The Brand Story.

5S Sustenance Award (2019)

- Apollo Cancer Centre, Teynampet, Chennai has been awarded the **5S Sustenance Award 2019** in "**The Large Scale Service Category**" by the Confederation of Indian Industry– Southern Region.

Best CRM Programme (2019)

- Apollo Health City, Hyderabad has been awarded **Best CRM Programme** at 6th Customer Loyality Awards.

AHPI–Patient Friendly (2019)

- Apollo Health City, Hyderabad has been awarded by AHPI as a **Patient Friendly Hospital**.

Golden Peacock–HR Excellence Award (2019)

- Apollo Health City, Hyderabad has been declared as the winner of the **Golden Peacock - HR Excellence Award**.

Rotary Institute - Super Achiever Excellence in Healthcare Award

Dr. Prathap C. Reddy

- Chairman, Apollo Hospitals Group was conferred with the **Rotary Institute 2019 Super Achiever Excellence in Healthcare Award** for pioneering innovation in accessible healthcare, bringing high quality healthcare within the reach of all and conceptualizing a model for preventive healthcare.

Outstanding Institution Builder Award

Dr. Prathap C Reddy

- Chairman, Apollo Hospitals Group was conferred with the **Outstanding Institution Builder Award** by the All India Management Association.

Effective Succession Planning Award

Dr. Prathap C Reddy

- Chairman, Apollo Hospitals Group was conferred with the **'Effective Succession Planning' Award** at the Economic Times Family Business Awards

Healthcare Transformation Leader's Award Year: 2019

Dr. Sangita Reddy

- Joint Managing Director, Apollo Hospitals Enterprise Limited was felicitated with the prestigious **Healthcare Transformation Leader's Award** for her exemplary role in India's healthcare sector at India's Biggest Event on Innovation in Healthcare – 'Healthcare in today's Digital India'

International Women Entrepreneur

Dr. Sangita Reddy

- Joint Managing Director, Apollo Hospitals Enterprise Limited was awarded the **International Women Entrepreneur 2019 Award** from the IWEC Foundation.

Best Female Healthcare Leader - Mediko Award

Dr. Sangita Reddy

- Joint Managing Director, Apollo Hospitals Enterprise Limited was presented with the **"Best Female Healthcare Leader" Mediko Award** from the prestigious Indian Medical Association Awards.

Recognitions

- The Golden Peacock Awards, instituted by the Institute of Directors (IOD), India is considered the hallmark of Excellence worldwide. The award was conferred on Apollo Hospitals, Ahmedabad for Energy Efficiency.
- ET Now-World HRD Congress - 13th Employer Branding Awards, The Best Employer Award was conferred on Apollo Hospitals Group for the Organizational Category.
- ET NOW-WORLD HRD CONGRESS - Now Dream Company Work for- Apollo Hospitals Group won seven awards in 5 categories, the highest number of awards won by any organization.
- World Health and Wellness Leadership Award was conferred on Apollo Tele Health Services (ATHS) for the categories – Best Telemedicine Company and Best use of Technology in Healthcare
- SKOCH Awards was conferred on Apollo Tele Health Services (ATHS) for the categories – Grand Jury Gold and Order of Merit Gold
- National Human Capital Leadership award was conferred on Apollo Hospitals Group for the category 'Organization Awards for Best Employer Brand'
- The Asian Hospital Management Awards recognizes and honours hospitals in Asia that implement best practices. It is the accepted hospital management awards program for Asia Pacific Region. For the HMA Awards 2019, held at Hanoi, Vietnam, there were 500 entries from 129 hospitals across 17 countries. Apollo

Hospitals Group won ten awards in eight categories, the highest number of awards won by any organization.

- Swachh Bharath Award is an initiative to recognize and encourage top performing organizations in the space of sanitation and cleanliness. The award was conferred on Apollo Speciality Hospitals, Trichy by the Municipal Corporation of Trichy
- Award of Appreciation was conferred on Apollo Loga Hospitals, Karur by the Honourable Minister for Health, Dr. Vijaya Bhaskar, towards Chief Ministers' Comprehensive Health Insurance Scheme
- Kayakalp award was conferred on Apollo Reach Hospital, Karaikudi. This award aims at felicitating health facilities that demonstrate high levels of cleanliness, hygiene, infection control and apply other measures that promote cleanliness in public space.
- All India Lifestyle Hospital and Clinic Ranking Survey 2019 -Times of India ranked Apollo Hospitals, Chennai as the Best Hospital in India for the specialities of Orthopedics and Dermatology. Indraprastha Apollo Hospitals, Delhi was ranked as the Best Hospital in India for the specialities of Trichology, Cosmetic and Plastic Surgery
- Odisha Best Employer Brand Award was conferred on Apollo Hospitals, Bhubaneshwar for Odisha Best Employer
- IMTJ Medical Travel Awards, Berlin was conferred on Apollo Speciality Cancer Hospital, Chennai, as 'International Cancer Centre of the Year'.
- The first place for 'Best TLC Award- for Pediatric Patients' was conferred on Apollo Hospitals, Chennai under Group C category
- CM Scheme Appreciation awards was conferred on Apollo Hospitals, Chennai for performing highest number of cardiac procedures under the Tamil Nadu Government CM Scheme
- CSSD Centre of Excellence awards were conferred on Apollo Hospitals at the 9th International Congress of The Asia Pacific Society of Infection Control. Apollo Hospitals at Kolkata, Chennai, and Mumbai were felicitated at the forum.
- Global Healthcare and Medical Tourism Conclave Awards and Expo was conferred on Apollo Hospitals, Chennai for Organization wide Quality Initiatives, in the category Best Multi-Specialty Hospitals - Southern Region
- National Healthcare Leadership Congress and Awards was conferred on Apollo Hospitals, Chennai by Zee Business for Organization-wide Quality Initiatives, in the category Best Multi-Specialty Hospitals
- Prime Time Media - Global Healthcare Excellence award was conferred on Apollo Specialty Hospitals, Vanagaram for Best Multispecialty Hospital in Tamil Nadu
- The Express Healthcare Excellence Awards serve as platform for healthcare providers to showcase their innovative programmes and solutions for patient satisfaction, operational excellence, and better medical outcomes, reach profitability and improve processes with their organization. The awards were won in three categories by Apollo Hospitals at Hyderabad and Vanagaram
- CII - SR Kaizen Competition awards won in four categories by Apollo Specialty Hospitals at Vanagaram and OMR and Apollo Cancer Institute, Teynempet
- CAHOTECH award was conferred on Indraprastha Apollo Hospitals, Delhi at the 4th International Healthcare Technology Conference of Consortium of Accredited Healthcare Organizations (CAHO) for the project 'Dial 77 - One Touch Button for all Non -Clinical Needs'
- Apollo Hospitals, Ahmedabad was bestowed the CAHO Healthcare Award for the project Conservation of Water.
- Times Health Icon award was conferred on Apollo Hospitals, Ahmedabad for five categories
- Philips Techno Connect Cup Winner 2019, was conferred on Apollo Hospitals, Navi Mumbai in the category Service Excellence for Achieving High Up-Time
- SECONA Shield award was conferred on Apollo Gleneagles Hospitals, Kolkata for the category 'Safe Hospital of the Year'
- QIMPRO Quality Fables Competition award was conferred on Apollo Gleneagles Hospitals, Kolkata for the project 'How a Needle Changed Lives'
- National Tourism award was conferred on Apollo Hospitals, Hyderabad by the World Tourism Organisation (UNWTO) for the category 'Best Medical Tourism Facility'. The forum also recognized the pioneering private healthcare revolution brought about by Apollo Hospitals in the country
- India Book of Records recognized Apollo Hospitals in association with IMA-Women Doctors Wing for their efforts for creating awareness about organ donation. Apollo Hospitals holds the India Book Record for "Maximum Number of People pledge for Organ Donation in One Day". The entire team of doctors approached the students, the teachers and the members of the community for creating awareness and pledging for Organ Donation on August 13, 2019
- Max International Patient Safety Conference awards were conferred on Indraprastha Apollo Hospitals, Delhi for- Paper presentations on -Staff Skilling and Education, Silent Hospital Helps Healing, Poster presentation, Porter Management System, Peace to Panic, Drug Information Centre
- 9th MT India Healthcare award was conferred on Indraprastha Apollo Hospitals, Delhi by Medgate Today for the category Best Hospital in Facility Management and Hospitality
- CSR Health Impact Award was conferred on Indraprastha Apollo Hospitals, Delhi for the category- WASH Initiative
- Green and Clean Award was conferred on Apollo Hospitals, Bhubaneswar by GSK and Bureau Veritaz
- The ABP News Health Care Leadership Awards is a premium forum bringing the best industry professionals who have made significant contributions in the industry. The awards won by Apollo Hospitals were- Apollo Gleneagles Hospital, Kolkata for Best Green Hospital and Apollo Hospitals, Hyderabad for Best Multi-speciality Hospital Region-wise (South India)
- Iconic Summit and Awards was conferred on Apollo Gleneagles Hospitals, Kolkata for the category 'Most Trusted Hospital for the Innovation of the Year' by Iconic Summit and Awards 2019, Topgallant Media
- AHPI Healthcare Excellence Award was conferred on Indraprastha Apollo Hospitals, Delhi for Nursing Excellence and Quality beyond Accreditation
- The Maharashtra Best Employer Brand Award was conferred on Apollo Hospitals, Navi Mumbai
- CII - DX Summit and Awards was conferred on Apollo Tele Health Services (ATHS) in category 'Most Successful Digital Transformation for their project 'Jharkhand Digital Dispensary'
- SIX Sigma Healthcare Awards award was conferred on Apollo Tele Health Services (ATHS) in the category Rural Healthcare Initiative of the Year for their project 'Jharkhand Digital Dispensary'
- At the World Skills Competition, Ms Thasleem Mohideen, Apollo Medskills was conferred the Medallion for Excellence, for the category Health and Social Care at the 45th World Skills competition in Kazan, Russia
- Best PIA Award was conferred on Apollo MedSkills, by Kerala Government Kudumbashree
- Apollo Health & Lifestyle Ltd. was conferred the Gold Winner of the IHF/Austco Excellence Award for the category Quality and Safety and Patient-centered Care at the International Hospital Federation Awards for Apollo Safety Development Model: Building a Culture of Safety at Apollo Specialty Hospitals

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	2019-20
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)	₹ 695.63 million
Total Turnover (INR)	₹ 98,053 million
Average net profit of the Company for the preceeding three financial years	₹ 4,053.72 million
Prescribed CSR Expenditure (two percent of the amount on above)	₹ 81.07 million
Total amount spent during the financial year	₹ 95.67 million
Total spending on Corporate Social Responsibility (CSR) as a percentage of the average net profit of the Company	2.36%
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 2019-20 (please refer pages 63-65).
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

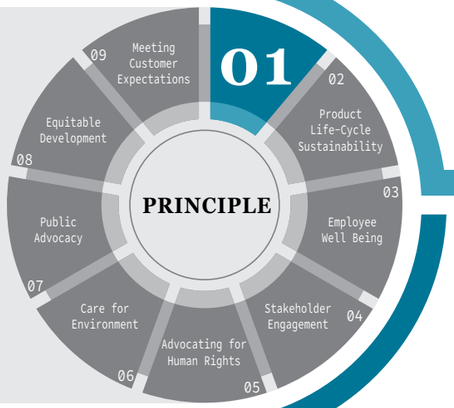
S. No	Questions	Business Ethics P1	Product Responsibility P2	Well Being of Employee P3	Stakeholder Engagement P4	Human Rights P5	Environment P6	Public Policy P7	CSR P8	Customer Relations P9
3	Does the policy conform to any national/international standards? If yes, specify?	AHEL conforms to the following 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

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-2020.pdf

Ethics, Transparency & Accountability



Business Ethics

Ethics refers to a system of beliefs regarding correct behaviour towards other people and society. Ethical behaviour promotes higher positive consumer support; enhanced brand and business awareness and recognition; better employee motivation and talent retention; and an overarching environment of trust, integrity, and excellence. Decision makers within a company are influenced by the culture of the company and their own moral judgements about right and wrong.

A Culture of Open and Honest Communication

At Apollo Hospitals, we want everyone to feel comfortable to speak with respect to ethical concerns. We believe we have a responsibility to create an open and supportive environment where employees feel comfortable raising such questions and we will investigate all reported instances of questionable or unethical behavior, taking appropriate action when required.

Corporate Governance

Corporate governance is 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. It is a process that aims to allocate corporate resources in a manner that maximizes value for all stakeholders, internal and external - shareholders, investors, regulators, employees, customers, suppliers, environment and the community at large and holds those at the helm responsible by evaluating their decisions on transparency, inclusivity, equity and responsibility. Corporate governance is the set of processes, customs, policies, laws, and institutions affecting the way a company is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the corporation is governed. The main external stakeholder groups include shareholders, suppliers, customers and the larger community. Internal stakeholders are the board of directors, executives, and other employees. Corporate governance involves balancing the interests of a company's many stakeholders.

Since corporate governance also provides the framework for attaining a company's objectives, it encompasses practically 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.

Benefits of Corporate Governance

A company's board of directors is the primary force influencing corporate governance.

Strong corporate governance ensures:

- corporate success and economic growth
- it maintains investors' confidence, as a result of which, the company can raise capital efficiently and effectively
- lowers capital cost
- exerts positive impact on the share price

Poor corporate governance, on the other hand, can cast doubt on a company's reliability, integrity,

and transparency, which can impact its financial health.

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.

Development of matrix of core skills / expertise of the BOD

With its constant endeavour to maintain high levels of corporate governance, Apollo Hospitals Enterprise Limited ('AHEL') wishes to effectively address all regulatory requirements, by determining and developing a matrix of:

- List of core skills / expertise identified by the Board;
- Those actually available within the Board; and
- Names of directors who have such skills / expertise

Understand & Analyze

- Review public domain information and hold discussions with management to broadly understand the businesses, structure and operations of AHEL.
- Hold discussions with management to broadly understand the areas and topics covered by the Board and its committees for review and decision making.
- Analyze the profile of AHEL's Directors, with respect to educational qualifications, professional experience, skills/competencies, sectoral knowledge, corporate exposure, management/leadership experience, diversity, etc.

Develop

- Hold discussions with management to understand expected core skills and expertise in the Board.
- Benchmark the profile of the Board of comparable listed companies, within the same & different sectors.
- Based on above, identify and define a list of core skills and expertise in various areas such as business strategy, operations, technology, finance, risk management, etc., that AHEL's Board needs in order to operate effectively.
- Develop a draft matrix of identified core skills, expertise and competencies of the Board and map those actually currently available in the Board (including names of current directors possessing them).
- Hold discussions with management and finalize the draft matrix of identified core skills, expertise and competencies of the Board.

Present

- Present the matrix of core skills / expertise / competencies (along with mapping of those currently available), to the NRC for evaluation and adoption. This can also be factored by the NRC for appointment, evaluation and upskilling of Directors.

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

Code of Conduct

A code of conduct is a set of organizational rules or standards that describe a business' values, beliefs, and ethical standards to which the business and its employees must adhere. A well-written code of conduct clarifies an organization's mission, values and principles, linking them with standards of professional conduct. As a result, written codes of conduct or ethics can become benchmarks against which individual and organizational performance can be measured. A company's code of conduct protects the business and informs the employees of the company's expectations. It outlines how employees are supposed to approach problems, the ethical principles based on the organization's core values, and the standards to which the employee is assessed.

The success of any business is dependent on the trust and confidence earned from employees, customers and shareholders. Credibility comes from adhering tocommitments, displaying honesty and integrity and achieving goals solely through honorable conduct.

When considering any action, the questions we ask are: 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 iscommitted to creating a work environment where everyone is treated with dignity and respectbecause 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.

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.

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 a company's enterprise risk management (ERM) protocol. Risk management refers to the practice of identifying potential risks in advance, analyzing them and taking precautionary steps to reduce/curb the risk. This allows the company to set up procedures to avoid the risk, minimize its impact, or at the very least help cope with its impact. Essentially, the goal of risk management is to identify potential problems before they occur and have a plan for addressing them. Risk management looks at internal and external risks that could negatively impact an organization.

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 with management's directives. An effective internal control system provides reasonable assurance that policies, processes, tasks, behaviours and other aspects of an organisation, taken together, facilitate its effective and efficient operation. The Internal Audit function carries out risk based financial, commercial and technical auditing as per the annual audit plan approved by the Audit Committee.

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

Ethics and Integrity

Integrity is one of the fundamental values that employers seek in the employees that 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 therefore 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 Prevention of Insider Trading in dealing with the securities of the Company and 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, AHEL also has a robust vigilance mechanism with which to curb corrupt practices that may arise in the course of its business for which we have zero tolerance. In addition to the Code of Conduct, the Company also has 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 behaviour, 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

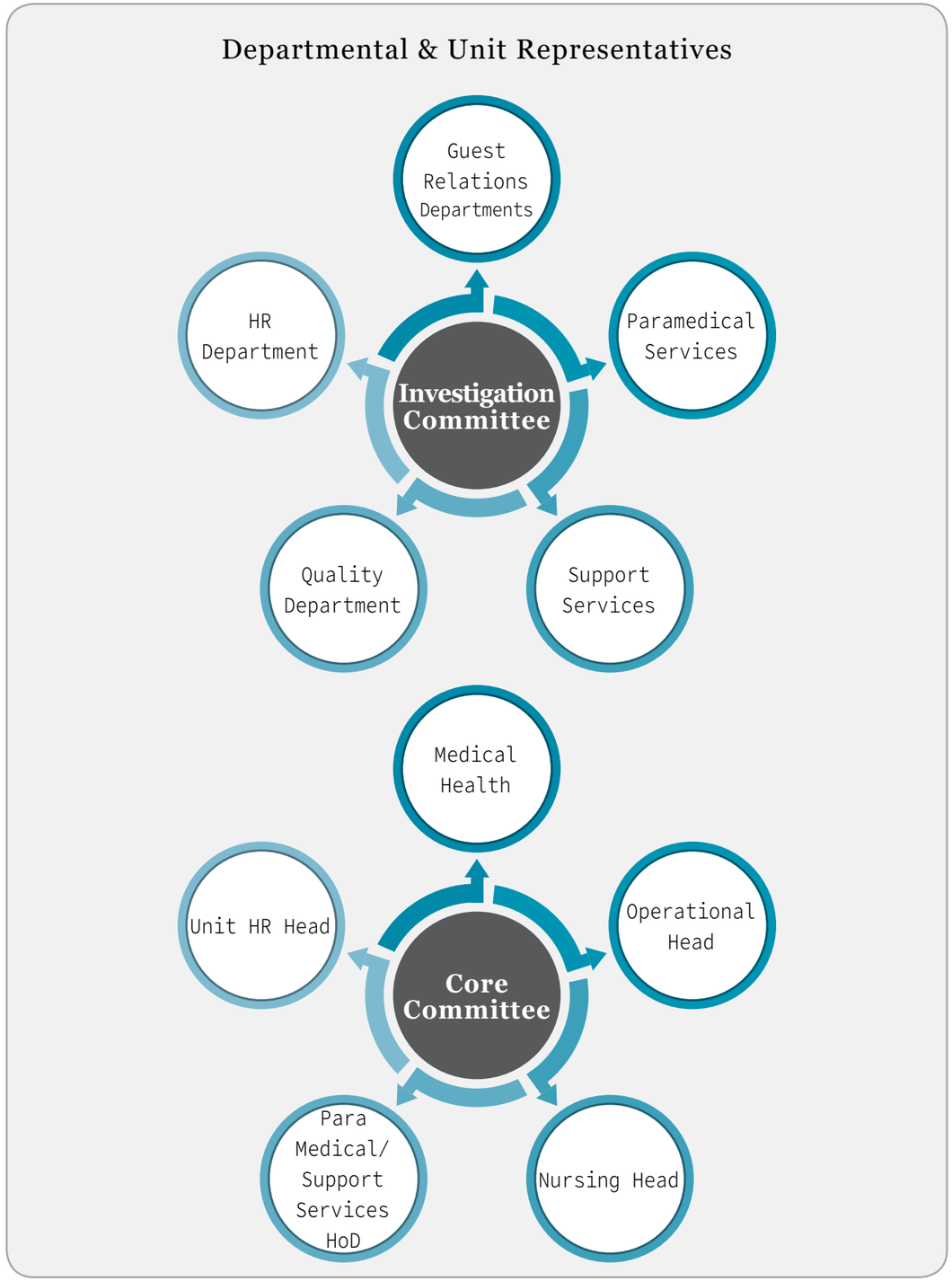
in the services it provides in accordance with the highest standards of corporate governance and business ethics. However, if due to any unprecedented reason, stakeholders find that there is / are reason(s) to improve, they are encouraged to report the same.

The 'Stakeholders Relationship Committee' formulated by the Company, specifically looks into 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. The status on complaints and share transfers is reported to the Committee periodically.

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

In the financial year 2019-20 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 (21,958) were resolved. We also received 121 concerns/complaints from our shareholders and all of these concerns have been resolved. This is testimony to the fact that we look at and take up all complaints conscientiously and meticulously work on resolving 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



A life cycle approach allows us to make informed choices as everyone in the whole chain of the product's life cyclehas a responsibility and a role to play, taking into account all the relevant impacts on the economy, the environment and the society.

We also have a Sustainable Sourcing and Purchase Policy to ensure good Environmental, Social and Governance (ESG) practices in our entire value chain. The focus is on conducting business in an ethical manner and abiding by all legal and regulatory requirements and other applicable best practices. All our purchases and contracts are executed in compliance with our procurement policy. We endeavour to develop the capacity of local suppliers while ensuring there is no compromise on quality so as to promote local sourcing and reduce our carbon footprint.

The 'Guiding Principles' of our Sustainable Sourcing/Purchase Policy include the following:

Enable High Patient Care Standards

To procure quality goods and services which enable the highest standards of patient care.

Encourage Competitive Process

To support and encourage meaningful participation of suppliers in a competitive process prior to the establishment of a business relationship or the awarding of contracts.

Process for Awarding Contracts

Founded on the highest standards of professionalism and ethical conduct, to invite tenders or proposals for awarding a purchase order or contract. The process of competitive bidding, negotiation and the awarding of contracts will be made without bias and the most appropriate vendor for the related requirement will be chosen. The process will be auditable.

Risk Management

Transparent risk management policies which can reduce or mitigate business risks and potential internal and external conflicts of interest.

Dealing with Suppliers

- To treat suppliers with courtesy, fairness, respect, honesty and professionalism and to ensure that no supplier has an unfair advantage over his competitors.
- To respect and not disclose suppliers' confidential information.

Our Strategy (Sourcing - Disposal)

The procurement cycle in our company follows specific steps for identifying a requirement or need of the company through the final step of the award of the product or contract. Responsible management of public and corporate funds is vital when handling this necessary process, whether in strong or weak economic markets. Following a proven step-by-step technique will help management successfully achieve its goals.

Our Purchase / Sustainable Sourcing policy clearly defines the environmental and social risks to be considered during the procurement of any products/materials. Before purchase, each product is given an environmental significance rating (ESR) based on environment and safety parameters.

We ensure safety and optimal use of our resources over the life-cycle of our equipments and services in all our day-to-day operations. We also ensure that all our suppliers, employees, recyclers, and others, are aware of their responsibilities.

We encourage our suppliers to adopt processes and technologies that are resource efficient and sustainable. We regularly review and support new technology development so as to deliver the best quality treatment to our patients but we stay committed to social, ethical and environmental considerations in pursuit of this goal.

AHEL follows a strict scrap disposal policy whereby we ensure that all medical and non-medical scrap which is generated inside the hospitals are collected, stored responsibly and disposed at regular intervals in compliance with all necessary rules and regulations.

AHEL has a strong buy back policy with its suppliers when it comes to purchasing medical equipments.



Employee Well Being

As a healthcare provider who strongly believes in providing patients value-based care, we place a high priority on continuously monitoring and improving clinical processes,to ensure asuperior quality patient experience-an outcome highly dependent on the commitment, dedication, and engagement of our employees. We are therefore proud to support a healthy communication culture with all our employees. People at all levels are committed, engaged, and focused. We embrace a culture where employees have opportunities to continually learn and work independently. They are committed to adding value through superior care to our patients, leading to enhanced outcomes.

We consider our employees to be an extended family, and our biggest asset. We are committed to their success and prosperity and thank them for their support in all aspects of our business. As key contributors to our success, we believe we have to engage them meaningfully and empower them to provide the ideal gateway to welcome our consumer into our hospitals. We believe, that superior customer experience starts with them as they are the first touch-point in our care delivery value chain. Our Apollo family is therefore uniquely positioned to understand customer needs and expectations. We value

their input which helps us at an organizational level to provide high quality services that are relevant and meet customers' needs and expectations.

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.

Health Checks for Employees

Our Chairman, Dr. Prathap C Reddy has expressed serious concern over the spread of Non-Communicable Diseases (NCDs) which poses a great challenge to India's socio-economic development. it is estimated that NCDs will cost India USD 6 trillion by 2030.

He said, "The new challenge that we will face in terms of NCDs - Diabetics, Heart Disease and Cancer are severe and we at Apollo Hospitals will take several steps in the coming years to address it."

As part of the employee welfare program, around 99% of our employees had an annual health check.

- One-on-one with Doctors
  - HR function will arrange one-on-one sessions with the required Specialists and Consultants for the employees falling into the Red band & Yellow band
  - Employees will be made aware of their existing health status, and counselled on necessary medications, possible invasive interventions, preventive measures for further deterioration and improvement in health.

Retention of prognosis by HR function for future reference:

- The HR function will retain a copy of the prognosis (prescription) and maintain an individual Health dossier for every Apollo Family member
- The individual dossier will be checked every six months to evaluate the respective family member's health status

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

Number of Male Employees	30,832
Number of Female Employees	15,592
Number of Male Employees with Disabilities	37
Number of Female Employees with Disabilities	6
Total Number of Employees on Roll	46,467
Total Number of Contract Employees	9,787

New Hires in FY 2019–20

Total No. of New Hires (2019-20)	17,369
Total No. of New Hires - Male	11,265
Total No. of New Hires - Female	6,104

Employee Turnover

Total No. of Separated Employees	12,638
Total No. of Separations - Male	7,524
Total No. of Separations - Female	5,114

Performance Appraisal

The promotion system in AHEL is systematic. The KRAs based on the Unit / Organizational Goals are drawn and submitted in the beginning of the financial year. The employees undergo half- yearly and annual appraisals based on the KRAs. We believe in keeping the appraisal system very transparent and reward & recognize deserving employees.

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.

Rating for the employees is totally based on the individual's performance. Based on the Unit Performance and normalization of ratings, increments are rolled out.

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 role, 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.

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

All new incumbents undergo a comprehensive orientation program to understand our organizational work culture. Senior experienced personnel from established hospitals are located in newer hospitals to ensure effective implementation of corporate standards across different hospitals. On the job training is conducted to ensure that employees perform their job safely and efficiently in their respective work environments.

Clinical Training and Quality of Education

Superior Quality of Apollo Nursing Care

We differentiate ourselves by the quality of our nursing and the tender loving care our nurses are trained to provide patients. Our nurses focus on patient safety and the prevention of harm to them. This is evident through the metrics captured in the ACE and RACE surveys under parameters like Infection Rates and Medication Errors, Falls and VOC. These are then 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.

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.

Protecting Human Rights

We respect Human Rights and prevention of Child Labour and Forced Compulsory Labouracross 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 FY20, we received 4 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.

Stakeholder Engagement



At AHEL we remain committed to our stakeholders and aim to grow in a transparent and accountable manner. Engaging with our key stakeholders and the materiality process helps us to decide which issues to focus onin order to mainstream sustainability into our operations.

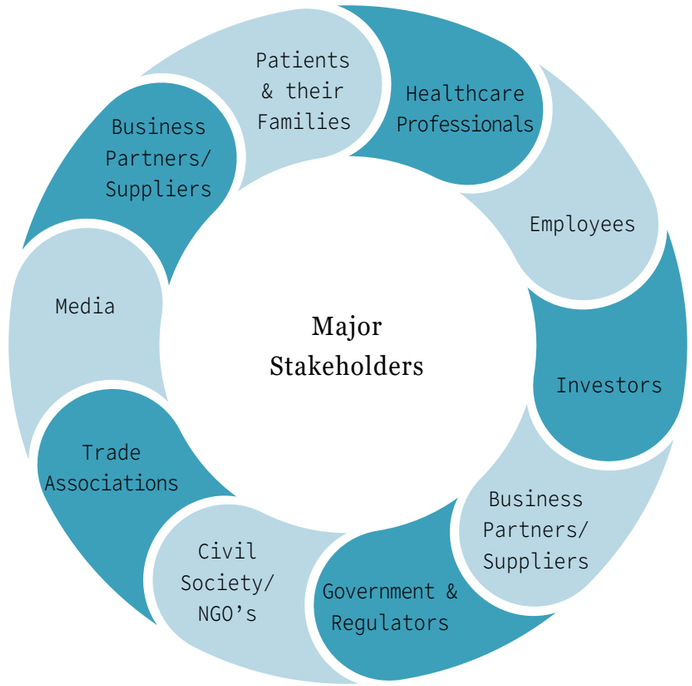
Stakeholder engagement is about managing relationships with our stakeholders in an efficient and effective manner. This helps us both in identifying opportunities and assessing emerging risks with potential to grow in magnitude in the future.

Stakeholders include individuals, groups and organizations that affect or are affected by our business. We have defined specific roles and responsibilities of the key departments in AHEL to address concerns and ensure they are addressed in a satisfactory and timely manner.

Engaging with stakeholders is crucial to the success of any organisation. To succeed, an organisation must have a clear vision derived from an effective strategic plan or marketing plan arising from meaningful stakeholder engagement. We believe that effective engagement will help translate stakeholder needs into organisational goals, and provide us the basis for effective strategy development leading to meaningful outcomes.

Engagement is an umbrella term that covers the full range of an organization's efforts to understand and involve stakeholders in its activities and decisions. Engagement can help organizations meet tactical and strategic needs ranging from gathering information and spotting trends that may impact their activities, to improving transparency and building the trust of the individuals or groups whose support is critical to the organization's long-term success. It can also spark innovation and organizational change as needed, to overcome new challenges and capitalize onopportunities.

AHEL seeks to measure its performance based on the value that it brings to stakeholders.



Mode of Engagement with Key Stakeholders

Key Stakeholders	Engagement Team	Mode of Engagement
Patients & their families	Guest Relations Department	◆ VOC process, which measures patient experience rather than satisfaction among both in-patients and out-patients ◆ Structured in partnership with Gallup World Wide ◆ It captures qualitative & quantitative feedback on 27 attributes across all patient touch points in all the units
Employees & Healthcare Professionals	Human Resource Department, Corporate Operations & Maintenance team	Satisfaction surveys, Grievance Redressal, Open forums, Various committees, Emails, Journals, Meetings with employee associations and unions; and events like Celebrations, Department Day, etc.
Investors	Company Secretariat, Finance & Investor Relations	Annual General Meeting, Investor Meets, Investor Conferences, Conference Calls
Business Partners/ Suppliers	Marketing, Procurement, and Projects Department	Creditors' meeting, Redressal of Grievances through emails, One-on-one meetings and annual meets
Local Communities	CSR Committee, Corporate Social Responsibility Team, HR Department	Community Meetings, Project Meetings, Conducting awareness program, Free camps, Impact assessment, skill development etc.
Government & Regulators	Legal Department, Project, Company Secretariat	Hearings and other Meetings, MoU's, Interaction with Regulators, Initiatives for Public private partnership with regulators, etc.

We believe it is our corporate responsibility to not only to protect the environment, but to uplift the lives of the marginalized sections of the communities we operate in. We are engaged in many initiatives in this regard.

Our work in rural development is carried out through Total Health, a non-profit organization incorporated under Section 8 of the Companies Act, 2013. Total Health provides holistic healthcare for the entire community in Thavanampalle Mandal in the Chittoor district of Andhra Pradesh. The activities carried out include the provision of safe drinking water, establishment of sanitation facilities, the setting up of nutrition centers, vocational training centers and mobile clinics.

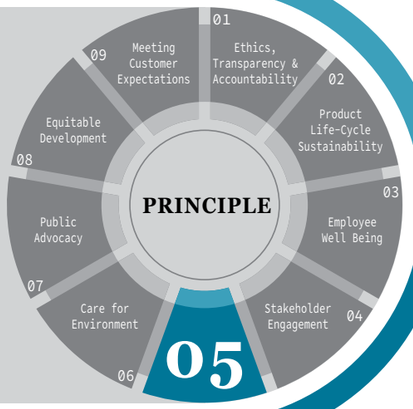
In the field of education, the Aragonda Apollo Medical Educational Research Foundation (AAMERF) has been running a primary school under the name of "Apollo Isha Vidhya Niketan" at Aragonda village, Chittoor District, Andhra Pradesh, in association with the Isha Foundation since June 2012. The school is recognized as one of the best schools in Chittoor district and provides quality education to the rural community.

We have healthcare initiatives in place to provide free medical treatment to the needy and poor in the community. Apart from this, we have undertaken certain special initiatives such as Save a Child Heart Initiative (SACHi) (for pediatric cardiac care and child heart surgery), and SAHI for the hearing challenged children.

A detailed description of our community development initiatives appears under Principle 8.

At AHEL, we also provide equal employment opportunities to all without any discrimination, thereby ensuring inclusion of vulnerable and marginalized citizens. We have employed 43 differently abled people in our hospitals.

Advocating for Human Rights



"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."

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

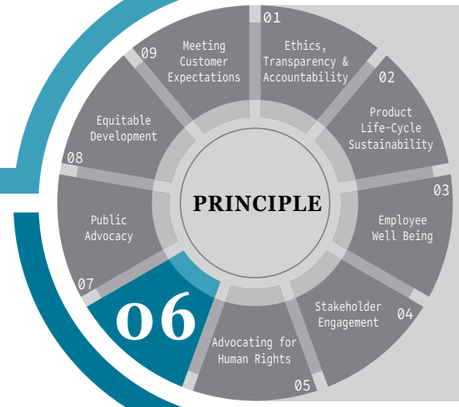
We believe that effective, compassionate health care systems are critical for a nation's well-being. Such systems are centered on the needs of individuals, and offer equitable access to quality healthcare.

Our Chairman first set up Apollo Hospitals with the firm conviction that every person has an undisputed fundamental right to quality healthcare regardless of geographic location or economic status - a principle that is stated in the Universal Declaration of Human Rights. Providing health care services is only part of that commitment. We are constantly working with all our partners and stakeholders to improve availability, accessibility, affordability and quality of care nationwide (and also globally) to help as many people as possible live their lives to the fullest.

We ensure commitment to human rights in all our operating units through strong governance policies. Oversight of the Human Rights policy and practices is managed by the relevant corporate and business group functions. Our Board has always been diligent in implementing laws and guidelines to ensure the safety of resources and stakeholders.

We encourage our business partners to commit to respecting human rights as outlined in our policies, and also motivate them to develop similar standards of their own. We follow a tender process to provide quality goods and support services at cost- effective prices. Suppliers are screened for compliance with relevant legislations including environmental and human rightslegislations. Multi-disciplinary consultative forums and various doctor interactions form the framework for decision making. The process is finalized with approvals from senior management and procurement executives. The Procurement Policy and processes are reviewed regularly and endorsed by the procurement executives.

In FY 2019-20, there were no Human Rights violation related complaints concering child labour/forced labour/involuntary labour and discriminatory employment in our Company.



Care for Environment

The environment that surrounds us-the air, soil, water and ecosystems-is important for our health and the health and well-being of others. Environmental protection means conserving natural resources and the existing natural environment and, where possible, repairing damage and reversing trends. 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 which has spawned a number of action plans as well as industrial and scientific partnerships. Necessary arrangements have also been made with authorised vendors for the disposal of e-waste, solid waste and hazardous waste. Training is provided to employees about compliance with these.

Protection and preservation of the environment is not only restricted to legal compliance but is a matter of priority for the Company.

To achieve this, 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 waterdischarge from our hospitals
- limiting the environmental impacts of our business operations
- carrying out environmental risk assessments
- encouraging and supporting the proper use of medicines
- contributing to' take-back' programs for the collection and safe disposal of unused medicines

Environmental Risk Assessment

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.

Waste Management System

The commitment towards waste management is reflected in our waste disposal policy that lays emphasis on improving waste management practices. The focus is on bio-medical waste. 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 function 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 in 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. We have established a stringent "Buy Back policy" with vendors for e-waste and old medical equipment.

The Human Resources department and Hazmat team members in co-ordination with the radiation safety officer are responsible for orientation training of staff handling hazardous material and waste. Appropriate type and an adequate number of Personal Protective Equipment have also 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.

During the last financial year, there were no major chemical spills reported at any of our hospitals.

Water Harvesting

Water for all the hospitals is sourced from local municipal sources. The water quality is tested to ensure that it is potable. Few of the key initiatives taken by us to conserve and re- use water, include the following:

- Rain water harvesting - Increasing the ground water level by channeling the excess rain/storm water into harvesting pits across the premises and ensuring effective utilization with proper filtration.
- Conservation of water by reuse of dialysis RO rejected water and drinking RO rejected water.
- Water conservation in western toilets by removing single push button.
- Reuse of water generated from sanitary and house-keeping for gardening purpose.

Energy Efficiency

Energy conservation has been adopted as an integral part of our Operations and Maintenance 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.

AHEL sources electricity for hospitals from the grid. However, diesel generators are provided as back-up in case of power cuts/ emergency.

The important factors contributing to reduction in energy consumption and internal consumption apart from reduction in carbon footprint are:

- Phasing out of CFL lamps to LED lights in Apollo Hospitals, Navi Mumbai achieved a savings of ₹2.29 million.
- 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.
- Installation of timers to switch off/on the A/c units and switching on the altemate lights at corridors, to reduce the power consumption thereby achieved a savings of ₹4.01 million by Apollo Hospitals, Navi Mumbai.
- Optimization of fuel consumption in boiler operations.
- Phasing out of conventional AHU blowers into EC plug fans.
- VFD installation for AHU motor in a phased manner.
- 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.
- Fixing retrofit blowers in AHUs and fixing pressure regulating water tap to conserve water.
- The Company sourced power generated from alternate sources like wind mills, solar energy etc. thereby achieving substantial savings.

Management Systems

We have developed and demonstrated our expertise in managing hospitals over 35+ years and have been recognized for best practices in hospital management on par with international standards. We have implemented international certifications such as ISO 9001 at Chennai and Joint Commission International (JCI) accreditation for 8 hospitals including the hospitals at Delhi, Chennai, Mumbai, Hyderabad, Bangalore, Kolkata, Ahmedabad and the recently commissioned Apollo Proton Therapy Centre in Chennai.

Apollo Hospitals, Chennai, has been accredited in accordance with the Standard ISO 15189:2003 “Medical Laboratories - particular requirements for Quality & Competence” for its facilities in the field of Medical Testing. The Chennai Hospital was also the first to be awarded the ISO 9001:2008 certification. The ISO22000 - HACCP certification by the British Standards Institution has recognized Apollo’s high standards of quality and food safety measures. In addition, many hospitals have been accredited by the National Accreditation Board for Hospitals (NABH) and the laboratories by the National Accreditation Board for Laboratories (NABL). Even in those hospitals, which are not yet certified for an accreditation, we ensure that the requirements for these systems are integrated into the design and operations. Corporate level policies, guidelines, checklists and MIS have been developed and implemented for this purpose.

AHEL has not received any show cause / legal notice from the CPCB / SPCBs. This is a testimony to the fact that we approach the aspect of environmental safety with utmost seriousness and commitment.

Public Advocacy



As a healthcare provider with many physicians, we play a crucial role in promoting human rights. Such rights, as enunciated in the Universal Declaration of Human Rights, include fundamental civil and political rights; the right to free speech and the right not to be tortured, as well as social and economic rights, including a right to health and health care. Our knowledge, expertise, and contact with patients-especially those from vulnerable populations, enable us to be involved in advocacy efforts for policies that promote human rights at the local, national, and international levels.

Health and human rights are interrelated. When human rights are promoted, health is promoted. When human rights are violated, there are devastating health consequences for both the individual and the community. Implicit in the concept of human rights is the principle of dignity and worth of every human being. Health is a critical element in sustaining human dignity. Historically, in medicine and in medical education, we have all too often focused solely on a disease-oriented model of health and illness. By considering the interrelationship between health and human rights, we are challenged to examine health within a broader context, such as that reflected in the World Health Organization's definition of health as a "state of complete physical, mental, and social well-being".

Under a value-based care system, physicians rely on a results-oriented approach that incentivizes positive patient outcomes instead of the number of procedures performed. Customer satisfaction is also a key part of the 'outcomes' formula.

A focus on disadvantage reveals evidence that those who are exposed to greater rates of ill-health face significant obstacles in accessing quality and affordable healthcare, including indigenous populations.

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

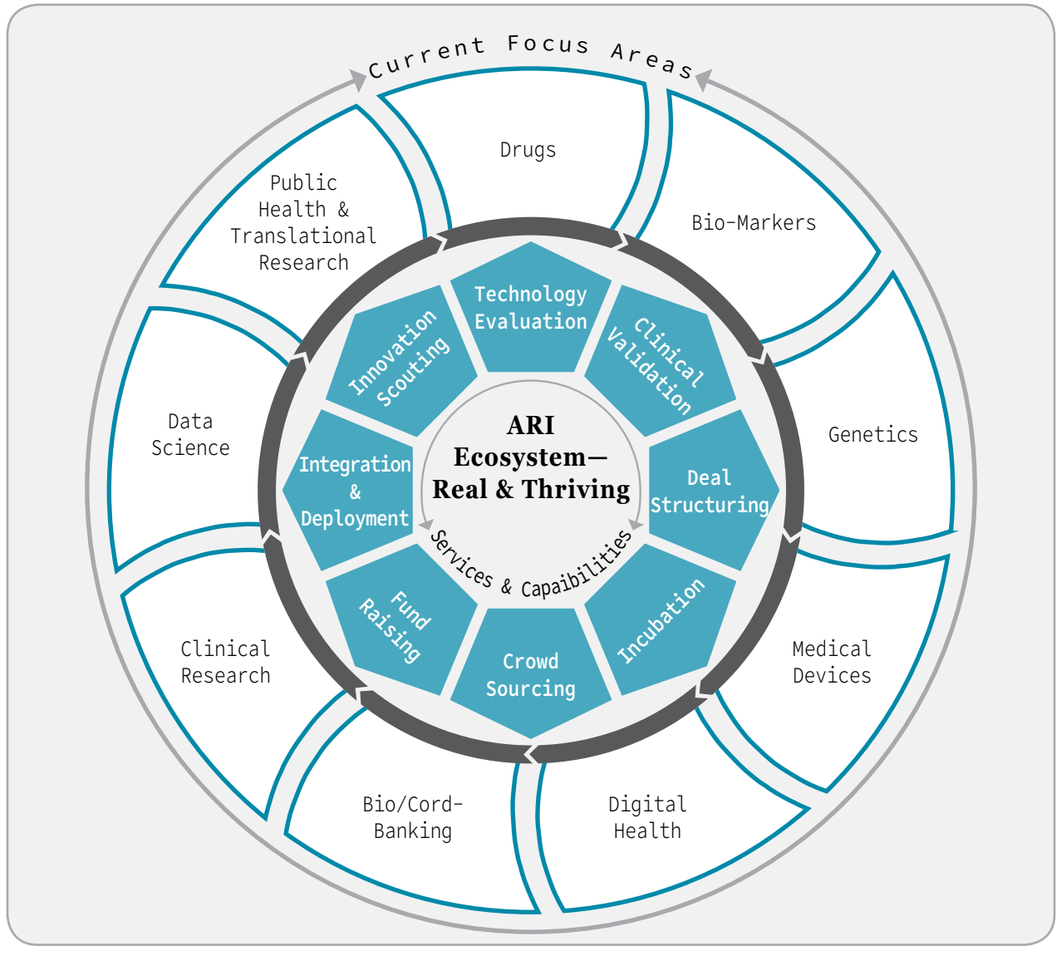
The clinical studies are of various therapeutic disciplines to evaluate the safety and effectiveness of new molecules for specific indications as per protocol specifications.

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.



Experience of 900+ clinical studies; 80% multi centric

150 trials on ground at any point

17 operational sites

19+ years of site management experience

SPOC for research JVs/ Collaboration

Experience & Capabilities

Founded in 2000 by the Apollo Hospitals Group, ARI is India's first & single largest Site Management Service Provider & is mandated to lead Clinical Research & Innovations for Apollo Hospitals

200+ GCP certified active clinicians

Uniform SOP's across sites

60+ GCP certified CRCs

Full AAHRPP accreditation– gold standard

NABH accredited, DCGI registered Ethics Committees

Trials across 6 leading therapeutic areas

80+ professionals- Clinical, Science, Research, Business

High Focus on Quality Assurance

AAHRPP accreditation of 13 hospitals across 5 locations – Delhi, Chennai, Hyderabad, Ahmedabad & Madurai

NABH accredited EC's at – Delhi, Chennai, Hyderabad, Madurai, Ahmedabad & Bhubaneswar

8 JCI accredited hospitals across the Apollo Group

NABL accredited labs

08 Equitable Development



Apollo Hospitals Group

The commitment of Apollo Hospitals towards social responsibility through inclusive healthcare has inspired the plan for the establishment of the Apollo Foundation. The focus is on bringing quality healthcare within the reach of all people regardless of their geographic location or economic status.

With an aim to upgrade the standards of 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.

Through the following CSR initiatives run by different Apollo Hospitals' units across India, Apollo Hospitals aspires to make timely and quality healthcare available to all:

- Billion Hearts Beating Foundation
- SACHi: Saving A Child's Heart Initiative
- Total Health
- Apollo Aushad
- Indraprastha Apollo Hospitals, Delhi, CSR
- Apollo Hospitals, Hyderabad, CSR
- Apollo Hospitals, Bangalore, CSR

- Apollo Hospitals, Chennai, CSR
- Other CSR Initiatives

Billion Hearts Beating Foundation

The Billion Hearts Beating Foundation (BHB) is a not-for-profit organization that works with the objective of prevention of heart disease and its contributing risk factors in India. To combat the core issues pertaining to heart disease through a sustained program of action and awareness, BHB has identified 5 simple solutions: Eat Healthy, Get Active, Quit Smoking, Beat Stress and Get a Regular Heart Check. BHB provides basic healthcare and reaches out to the elderly and the under privileged children through its Old Age Home Program for the elderly and School of Heart Program for children.

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 health care through health checks and medications, free of cost. Various senior citizen healthcare program has been conducted in Delhi, through which around 366 residents benefitted. Medicines prescribed by doctors have been provided free every month to over 500 residents.

School of Heart Programme

The School of Heart Programme aims to spread awareness and develop healthy living for children from economically weaker sections of the society. During the year around 1,500 basic life support demos were conducted, benefitting around 2,000 members. The program also organized general health checkup; first-aid workshops; anti-tobacco awareness programs; ENT checkup; diet & nutrition awareness programs; and communicable diseases awarness programs. Around 3,000 children benefitted from these programmes.

Save A Child's Heart Initiative

SACHi works for the detection and treatment of congenital heart diseases for children from the disadvantaged sections of the society. The condition is detected through free monthly clinics, health camps, heart screenings. Children with heart diseases are provided free or subsidized treatment.

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 is 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.Dr Prathap C Reddy, the visionary Founder & Chairman of Apollo Hospitals, is widely credited as being the architect of the modern Indian healthcare system. Dr. P.C. Reddy had pledged access to health of international standards for each and every citizen of India. Today the 71 Apollo Hospitals, spread across the length and breadth of India aspire to achieve this goal.

Total Health

But there is a wide gap between the different regions of the country and the different economic strata in terms of healthcare affordability and reach. To close this gap and cater to the onset of new lifestyle diseases or Non Communicable Diseases (NCDs), Dr Prathap C. Reddy launched Total Health in 2013.

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 has been piloted in the Thavanampalle Mandal of Chittoor District, Andhra Pradesh, the birth mandal of Dr Prathap C Reddy. The program will cover more than 100,000 people of all age groups and will support healthy and happy living through the promotion and protection of health, prevention of diseases, provision of hygienic, nutritious supplementaries, sanitation, potable

water, education, livelihoods, kitchen gardens, protection of ecological balance and need based community infrastructure development. This program will also pave the way for identifying diseases at the early stage through screening. It will facilitate timely treatment to save lives.

The program also envisages providing health related infrastructure development in terms of “Potable water of high standards” (reverse osmosis has been replaced by rapid sand water filters), Individual Sanitation Latrines (ISLs) (catering to the needs of pregnant and lactating mothers), enriching the diets of children and the geriatric population with nutritious food supplements and periodical medical check-ups and health education at the “Nutrition Centres”. “Kitchen Gardens” to promote low cost, unadulterated nutritious food are being cultivated. School health, sanitation and hygiene are being monitored for the holistic development of children between 0 and 16 years of age. “Value added livelihood creation” through skill based vocational training centres is another initiative. Total Health also provides “Sports, Yoga, Meditation and Gymnasium” facilities for the community at the Total Health Premises, Government schools and in the villages.

A Scalable and Sustainable Model for Public Health

Mission Statement

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

Our Focus

Our focus is on ensuring physical, mental, social & spiritual wellbeing along with ecological & economic upliftment

– Dr. P.C. Reddy

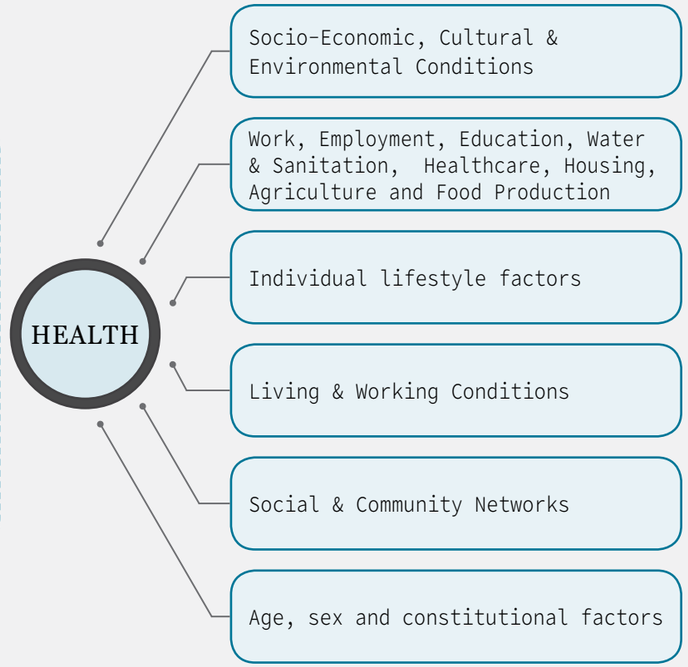
Our Way

Our way being individual-centric is not a goal, it is the core of our existence

Tender loving care is our way of life

Health is dependent on our genes, lifestyle, environment and healthcare, age, sex and constitutional factors individual lifestyle factors social and community network general socioeconomic, cultural and environmental conditions

Dahlgren and Whitehead (1993)



Initiatives of the Total Health

Household Survey

- Total People: 31,207



Mobile Clinics

- Total People: 15,435
- DM: 2,383
- Total Villages: 93
- HTN: 2,409
- Others: 10,381



Aragonda Apollo Hospitals (30% Concession)

- Referred Individuals: 4,791
- In-Patients: 111
- Out-Patients: 4,680

Satellite Clinics

- Total People: 9,926
- DM: 2,088
- Total Villages: 63
- HTN: 2,002
- Others: 4,745



Non-Communicable Diseases & HbA1C Packages

- Packages: 197
- Patients: 1,947



Diabetic Special Camp

- Members Benefitted: ~220



Cancer Screening (Cervix , Oral and Breast)

- Total women screened: **5,391**
- MODT colposcopy and pap smears: **1,969**
- Cervix cancer patients successfully operated: **13**
- Surgical interventions for breast cancers: **4**



Ayush Wing

- Total patients: **5,688**
- Panchakarma procedures: **2,911**



Swarna Bindu Prashana

1,837 children were administered this vaccine from the Centre from April 2019 to March 2020. It is administered only on Pushyami Nakshatram Day, as it is considered as an auspicious day for the administration of the same as per Ayurveda.





Eye Camps

- Total people screened: **2,220**
- IOL surgeries for elderly patients: **247**
- Free corrected eye glasses: **1,222**

Outreach camps

1,487 patients received free screening and medicines



School Health camps

- Total screened: **1,707**
- Total schools: **14**

Children were de-wormed, their anemia treated and corrected eye glasses provided to the needy children



4th Ayurveda day celebrations

Members attended free camp

250



Nutrition Centres

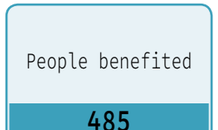
People benefited

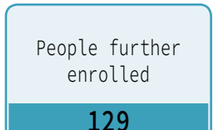
485

People further enrolled

129

About **11** nutrition supplementation centers were set up for Pregnant and Lactating Mothers, Adolescents Girls, children under 5 years and Geriatrics population. 'Kitchen Gardens' was introduced in pilot phase to promote low cost, easily available, unadulterated nutritious food.





Elderly Day Care Centre

Inaugurated Elderly day care Centre at Aragonda with facilities of Indoor Games, TV and News Paper reading Room



Water & Sanitation

Potable water of high standards (Rapid Sand Water Filters) though 13 Sand Filtration Plants for more than 60,000 people in and around Aragonda Villages of Thavanampalle Mandal, Chittoor, Andhra Pradesh



Tree Saplings Distribution

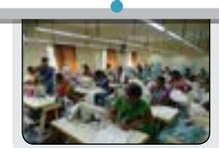
Total 8,000 saplings distributed to 2,000 families in Thavanampalle Mandal





Women Empowerment, Skill Building & Livelihoods Support

Initiated Women Empowerment though Jute, Tailoring and Apparel Units where close to **350** women were trained out of which, **65** women are working. These working women not only feel empowered but also support their children for getting better education and their family in day-today domestic expenses.



Yoga

"Integrated Yoga Program for Stop Diabetes Mellitus Movement" was initiated in convergence with S-VYASA University, Bangalore.

This year expanded the Yoga Program to all **32** Gram panchayts and **22** Govt schools.



Special Programs / Highlights of this Year

Arogya Rakshak Project Launched at Taj Hotel, Chennai





Chairman and Indra Prastha Board of directors visit

Chairman visited Total Health along with the Board of Directors, Indraprastha Apollo Hospitals, New Delhi on 7th Nov 2019





Founders Day Celebrations

Dr.Prathap C Reddy, Executive Chairman of Apollo Hospitals is widely acknowledge as the "Architect" of modern Indian Health care was born 5th Feb 1932. His birthday is celebrated as Founder's day. On this auspicious occasion Total Health celebrated Founder's Day in its premises in a grand manner along with the participation of community elders and Total Health staff.







COVID-19 Awareness Program

Awareness at Community

Support given to Government departments (masks and hand wash distribution)

Masks and Vitamin C tablets distribution to Total Health staff to promote COVID-19 awareness







Awards

Hospital Management Asia 2019–Received the Hospital Management Asia 2019 award under community involvement category in Hanoi, Vietnam on 12th Sep 2019





Mahatma 2019 CSR Excellence awards–Received the prestigious Mahatma 2019 CSR Excellence awards on the auspicious occasion of 150th year Birth celebrations of Mahatma Gandhi in Gurgaon from Mrs. Rajashree Birla and Mr. Amit Sachdeva



Six Sigma Health Care Excellence Award 2019–Received Six Sigma Health care Award under Rural Development category in New Delhi.





Meeting Customer Expectations

We value our patients the most. They are at the core of our operations, and safeguarding their health is our 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 for its pharmacies. We ensure that all our unused drugs are sent back to suppliers three months before expiry.

Measuring Customer Expectations

In the financial year 2019-20 we have served over 4.7 million patients. We have an exclusive online customer redressal mechanism, “Voice of Customer” (VoC). A dedicated team “Guest Relations” addresses all concerns/complaints of the customers, through this system. This is evidence that we take complaints seriously and work on resolving them on a priority basis. In our endeavour to digitize the customer-feedback process, we have launched the Apollo Instant Feedback System. Our pharmacies ensure that all medicine packaging has relevant labelling as required under relevant regulations. No case has been filed by any stakeholder against our Group regarding dishonest trade practices and/or anti-competitive behaviour during the last five years.

We have instituted a stringent feedback mechanism for our patients to enable continuous improvements. The feedback is collected post discharge also.

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.

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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