Apollo HOSPITALS

SUSTAINABILITY
REPORT 2020

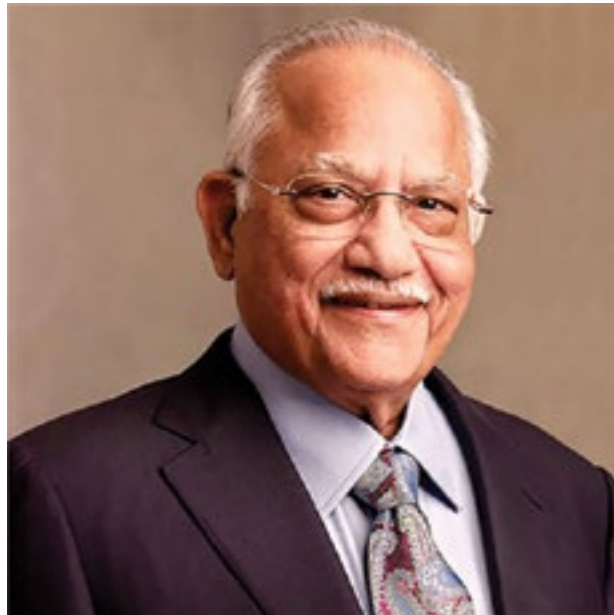Published April 2021

About the Report

This report contains information and validation about Apollo Hospital Group's sustainable and responsible business strategy and operations. It covers material sustainability factors that could influence the value we create for our stakeholders. The scope of the report is financial year ending March 2020 and the data contained herein reflects this period.

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SUSTAINABILITY REPORT 2020

Apollo
HOSPITALS
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MESSAGE FROM THE CHAIRMAN

Our approach to healthcare is shaped by one powerful truth — that life is Priceless. The value we place on the miracle of human life is our defining legacy and it inspires us to stretch our boundaries to the maximum, while providing us the moral compass to do things as best as we possibly can for our patients.

Our core values are built around the three pillars of Clinical Quality, Service Excellence, and Technological Prowess. The Apollo Standards of Clinical Care (TASCC), which is a review of care against stringent quality criteria, aims to enhance patient care and outcomes. In the last thirty six years, our hospitals have touched the lives of several million people in India and overseas. The rationale behind setting up our

first hospital in Chennai in 1983 was a burning passion to bring healthcare of international standards to every Indian. This was our mission and driving force. Today we have grown from that one hospital to 71 across the length and breadth of India without losing sight of that mission. It has influenced our strategy and shaped our growth story over the years. Very few would have believed at the time, that we would one day reverse the trend of Indians going abroad for medical care, and instead draw people from around the world to our hospitals for treatment in cardiology, oncology,

> Our approach to healthcare is shaped by one powerful truth – that life is Priceless. The value we place on the miracle of human life is our defining legacy and it inspires us to stretch our boundaries to the maximum, while providing us the moral compass to do things as best as we possibly can for our patients.

orthopedics, neurology, gastroenterology, and transplants. Today our Group has matched or surpassed notable institutions across the world in several important criteria, including patient volumes and clinical outcomes. Our 3 Es, Empathy, Excellence, and Experience, make us one of the largest and most trusted healthcare providers globally.

Environmental, Social and Governance factors have always been fundamental to the way we run our business. Our framework for keeping the nation healthy includes our patients, employees, the local communities, corporates, the disadvantaged and underserved, and the environment. Several of our initiatives over the years in these areas underscore our business purpose.

The Business Roundtable, USA, has only recently taken a broader, more complete view of corporate purpose. They recommend that companies should focus on creating long-term value for all their stakeholders – the best-run companies, they say, put the customer first. Since the set-up of the first hospital in Greams Road Chennai in 1983, our Hospitals have been delivering value to all our stakeholders. We always adopt a Patient First approach in our medical practice and through innovation and clinical excellence, give them world class clinical care. We compensate our employees fairly, treat them with dignity, and support their development through training programs. We respect the people in our communities and through several initiatives support their health and wellbeing. We protect the environment by embracing sustainable practices across our businesses. And we are committed to generating long-term value for shareholders through sustained growth and strong operational performance.

> The Apollo Hospitals Group is the only global institution with presence in every facet of the healthcare eco-system, encompassing preventive health and wellness, diagnostics, curative health, pharmacies, retail health, tele-health, home health, medical education and skill development, and over 3,700 pharmacies and 956 neighborhood clinics.

Our foremost duty is to deliver safe and exceptional service to our patients. This commitment defines and drives all our activities, whether clinical or operational. It ultimately determines our financial health as well. We are uncompromising in the standards of ethics, clinical excellence and patient safety which we follow in our hospitals. Industry accreditations and certifications which our hospitals have received stand testimony to our quality of care. Our clinical protocols and pathways have proven best in class outcomes. Tender Loving Care, which is our signature and a revolution in caregiving, makes our hospitals warm and friendly for patients and their families.

I have always been outspoken about how important early detection and timely treatment are for long term health and wellness. Poor

nutrition, physical inactivity, long working hours, increase in stress levels, and changes in food habits, are some of the rising negative trends of increased urbanization and lead to various lifestyle diseases - Non-Communicable Diseases (NCDs) such as diabetes, heart disease and cancer. Our integrated healthcare offerings through increased patient touch points and multiple healthcare formats including digital, have boosted healthcare

> **Apollo's integrated healthcare offerings through increased patient touch points and multiple healthcare formats including digital, have enabled greater access to quality healthcare.**

availability. It has made it easier for people to pursue wellness, schedule heath checks, and seek early treatment if needed. It allows us to participate in multiple stages of the patient care process resulting in better outcomes and an enhanced value proposition for the patient. Most important, 'on-time' care arrests complexity of an ailment.

Health, disease, and disability are dynamic processes which begin long before individuals realize they are affected. Preventive Health Checks help one take measures for disease prevention, as opposed to disease treatment and is a key feature of wellness. NCD related deaths are preventable. We offer

comprehensive 'preventive' health packages that can diagnose, prevent the threat of NCDs and safeguard the health of our people. One does not have to succumb to a stroke, diabetes, or increasingly, even to cancer. Health can be protected and healthcare made affordable by simply catching disease early.

Apollo Hospitals Group is the only global institution with presence in every facet of the healthcare eco-system, encompassing preventive health and wellness, diagnostics, curative health, pharmacies, retail health, telehealth, home health, medical education and skill development, and over 3,700 pharmacies and 956 neighborhood clinics. Our clinical excellence is underpinned with superior technology in every discipline, comparable to any hospital in the world. Our most recent addition, the multi-room Proton Centre in Chennai serves patients not just in India, but also from other countries where this treatment is not available.

Driven by the commitment we give our patients, that we will strive to give them the best possible care, we keep pace and invest in the latest medical technology for diagnostics and treatment. We also ensure that our systems and processes are optimized and updated with the latest advances in information technology. Our digital strategy is therefore strong and effective, increasing patient outreach and access, while enhancing customer experience and loyalty. We have thus been able to create innovative service delivery models for primary, secondary, and tertiary care through initiatives like TeleHealth and TeleMedicine. Our partnership with the State Government of Andhra Pradesh in a PPP model to set up 164 Electronic Urban Primary Health

> **Our single most important competitive advantage is our staff, comprising doctors, nurses and other employees. They best embody our values and our Patient First approach to care delivery. None of our achievements would have been possible without their dedicated service. Our ability to generate long-term sustainable value for our stakeholders is incumbent on our skills to cater to the needs of our patients and the communities in which we operate.**

Centers addresses the healthcare needs of over 60,000 Panchayats. We piloted our efforts in population health and well-being in Aragonda village in Chittoor district (AP) in 2013 to fight the onset of Non-Communicable Diseases. The initiative, Total Health, provides "Holistic Health Care" for the community, starting from birth, into childhood, adolescence, adulthood and in the later years of life.

When the COVID-19 pandemic erupted globally in the month of March 2020, we worked closely with the Government of sixteen states where our hospitals are located, to fight the scourge.

We launched Project Kavach, an integrated response plan that includes modalities for screening, testing, assessment, isolation, treatment, monitoring and follow-up. We had designated close to 2,000 beds across our hospitals for COVID-19. We set up fever clinics in 30 locations. We launched our digital healthcare App Apollo 24/7, which connects the consumer to us digitally. Within a short three months of the launch, we had 3.7 million registered users and ~3,200 doctors live on the platform. We created an iron curtain, between COVID-19 patients and non-COVID patients in all our hospitals so that safety was not compromised. We also separated staff, including doctors and nurses and housed them separately. We ensured that our facilities were completely safe to carry out normal medical and surgical procedures.

The effects of the pandemic will linger on the economy for some time. Through these tough times and moving into the future, our single most important competitive advantage is our staff, comprising doctors, nurses and other employees. They best embody our values and our Patient First approach to care delivery. None of our achievements would have been possible without their dedicated service. Our ability to generate long-term sustainable value for our stakeholders is incumbent on our skills to cater to the needs of our patients and the communities in which we operate. It inspires us to nurture an inclusive workplace where the best talent from diverse backgrounds can work together and grow.
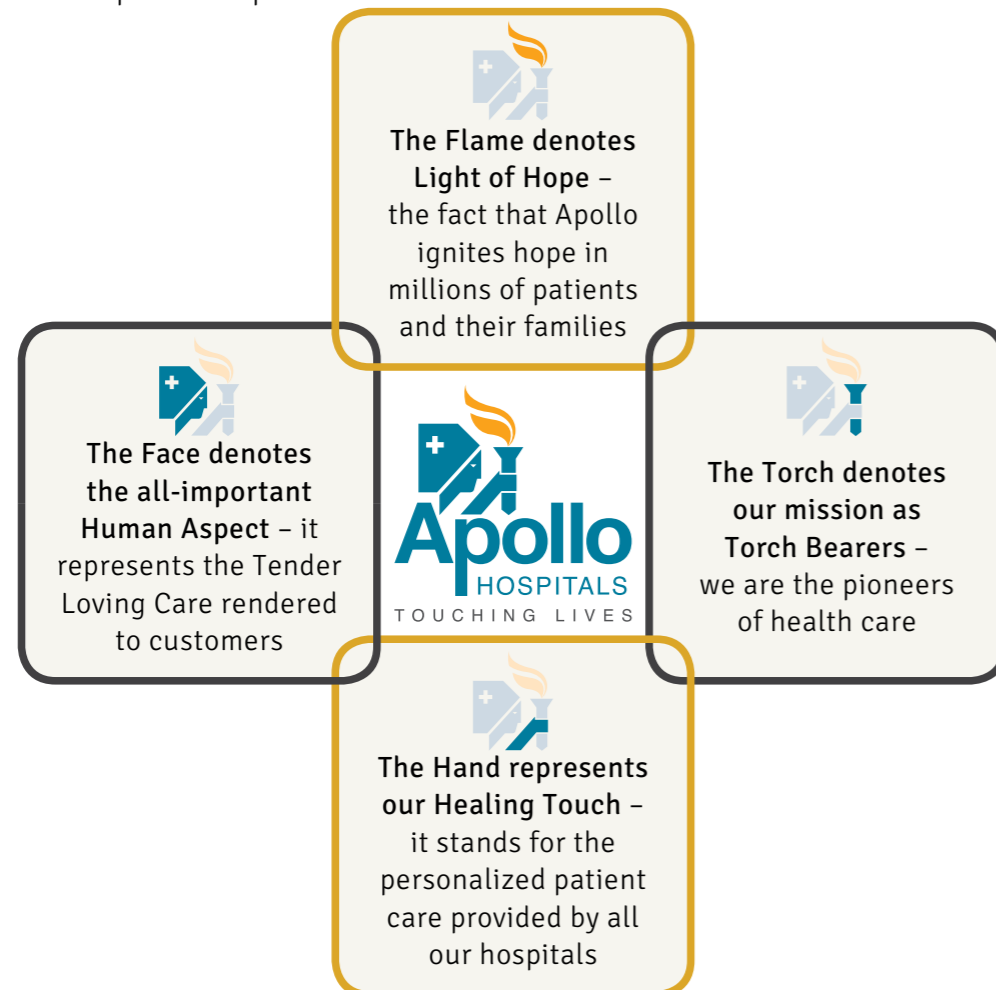
Stay safe. Stay Healthy.

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

WHO WE ARE

The largest private healthcare services provider in India, our geographic footprint now includes 71 hospitals across 55 specialties. The first Apollo Hospital was established in Chennai in 1983, giving us an experience of 36 years in patient care. Our offerings span the entire value chain of healthcare services and are delivered through different entities with their own specialist experience. Together they form India's largest integrated healthcare ecosystem.

The DNA of our Brand

The Apollo logo remains firm at the heart of our brand. Every element of the logo is emblematic of a core value of the Apollo Group.

The Flame denotes Light of Hope – the fact that Apollo ignites hope in millions of patients and their families

The Face denotes the all-important Human Aspect – it represents the Tender Loving Care rendered to customers

The Torch denotes our mission as Torch Bearers – we are the pioneers of health care

The Hand represents our Healing Touch – it stands for the personalized patient care provided by all our hospitals

Apollo HOSPITALS
TOUCHING LIVES

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 Mission

Our Conviction

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

LIFE IS PRICELESS

LIVE HEALTHY, INDIA

Our Footprint

~53%*
of Consolidated Revenues

Largest hospital network in India

	Beds	Hospitals
Owned	8822	45
Day Surgery/ CRADLE	530	21
Managed	909	5
Total	**10261**	**71**

(Tertiary, Super Specialty & Secondary Care)

Employed + "Fee for service" Doctors
11000+

Nurses
13000+

Paramedics
5000+

Healthcare Services

~41%*
of Consolidated Revenues

Largest pharmacy platform in India

3766 outlets

across

21 states

and

4 union territories

Pharmacy Distribution

~6%*
of Consolidated Revenues

Leading retail health-care network in India

Primary Clinics	**148**
Sugar Clinics	**25**
Dental Clinics	**64**
Birthing Centres – "CRADLE"	**12**
Spectra Facilities	**15**
Diagnostic Centres	**650**
Dialysis Centres	**42**

Other Businesses

* Including proforma for Kolkata (50% holding), Delhi (22% holding) and Medics Lucknow (50%) whose Revenues are not consolidated under Ind AS due to joint control.

The Apollo Way

At the top end our focus remains steadfast on clinical, service and execution excellence. The cornerstone of the people at the ground level is team spirit, the community and fail proof delivery. The Apollo Way is the natural outcome of the efforts at the two ends of the spectrum.
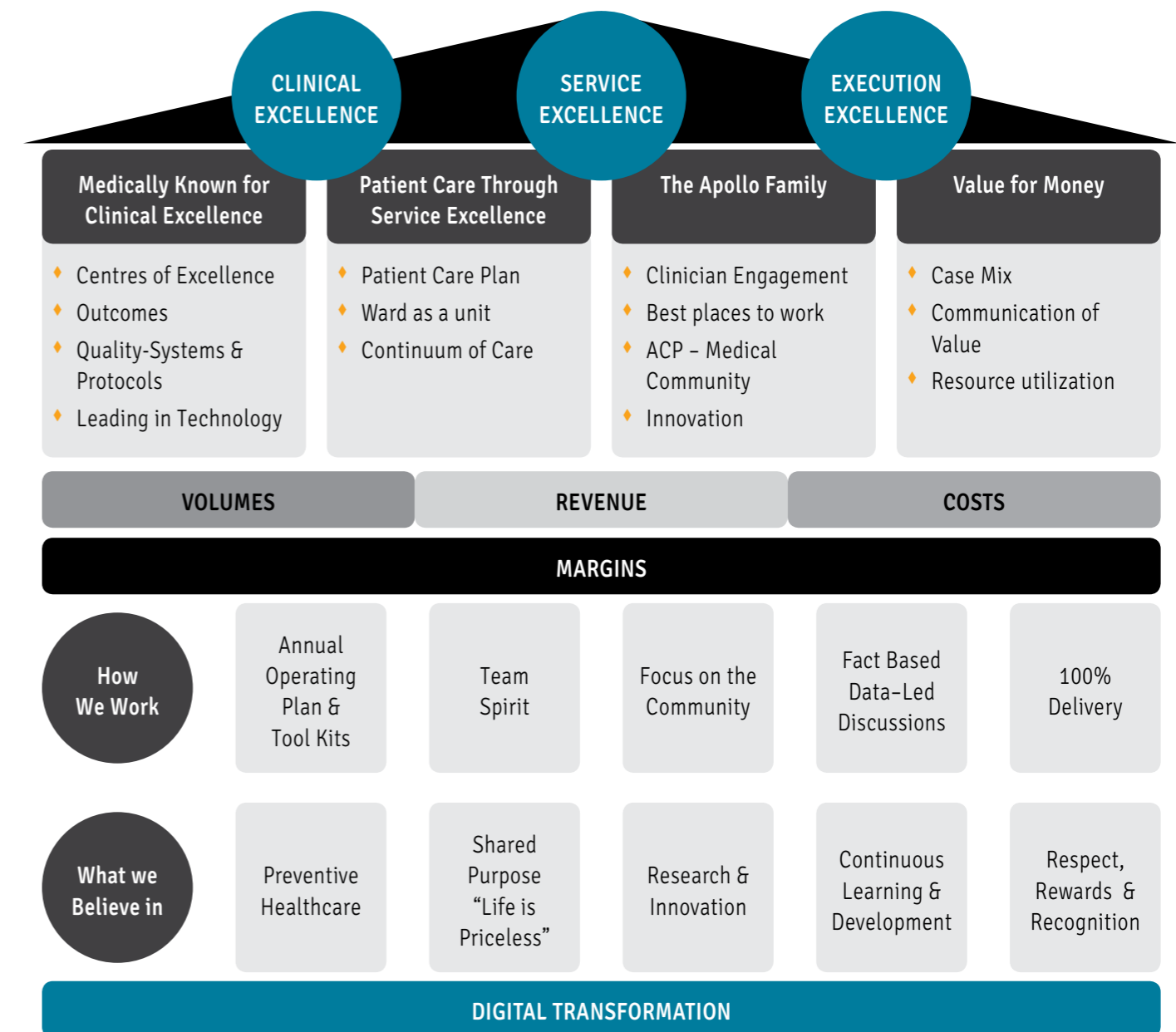
CLINICAL EXCELLENCE   **SERVICE EXCELLENCE**   **EXECUTION EXCELLENCE**

Medically Known for Clinical Excellence	Patient Care Through Service Excellence	The Apollo Family	Value for Money
◆ Centres of Excellence ◆ Outcomes ◆ Quality-Systems & Protocols ◆ Leading in Technology	◆ Patient Care Plan ◆ Ward as a unit ◆ Continuum of Care	◆ Clinician Engagement ◆ Best places to work ◆ ACP – Medical Community ◆ Innovation	◆ Case Mix ◆ Communication of Value ◆ Resource utilization

VOLUMES	REVENUE	COSTS

MARGINS

How We Work	Annual Operating Plan & Tool Kits	Team Spirit	Focus on the Community	Fact Based Data–Led Discussions	100% Delivery
What we Believe in	Preventive Healthcare	Shared Purpose "Life is Priceless"	Research & Innovation	Continuous Learning & Development	Respect, Rewards & Recognition

DIGITAL TRANSFORMATION

Centers of Excellence (COEs)

We make concerted efforts on an ongoing basis to enhance clinical excellence, and embrace innovative processes and technologies. We have, as a result, been able to produce better outcomes for our patients, earning their trust while enhancing our brand credibility.

We have dedicated Centers of Excellence for several key specialties and superspecialties. These COEs are unique in terms of their service spectrum and are spread across the various Apollo Hospitals locations.

CARDIAC SCIENCES   ORTHOPAEDICS   NEURO SCIENCES   ONCOLOGY   TRANSPLANT   EMERGENCY

Key differentiating factors for our CoEs

Academics & Research
A learning institution with focus on Academics & Research

Experience
Trust of several million patients built with 35 years of Experience

Expertise
Expertise of over 11000 clinicians in 55 specialties

Clinical outcomes
World class outcomes comparable to the best globally

Safety through system & protocols
We understand how to keep you safe as we know that "Life is Priceless"

Apollo HEART INSTITUTES

CARDIAC SCIENCES

~375
clinicians across network

10,000+
heart surgeries in FY20

Services offered at **34** units

Clinical Expertise

Minimally Invasive Coronary Artery Surgery ✦ Mitral Clip ✦ TAVI ✦ Heart failure assist devices ✦ Hybrid Procedures ✦ Heart Transplant/Heart-Lung Transplant (En-bloc) ✦ Off-pump and beating-heart surgeries

Apollo INSTITUTES OF ORTHOPAEDICS

ORTHOPAEDICS

~300
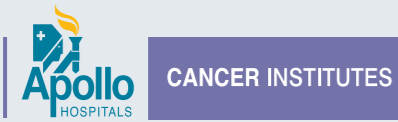clinicians across network

6,500+
Joint Replacements in FY20

Services offered at **40** units

Clinical Expertise

Bilateral minimally invasive knee surgery ✦ 3D Robotic knee replacement (Unicondylar) ✦ Cell Therapy ✦ Small Joint Surgery ✦ Eazy-AIM — Electronic digital targeting system ✦ Rehabilitation Centre — ApoKos ✦ Renaissance Spine Robot ✦ Joint Navigation ✦ Robotic rehabilitation – Lokomat

ONCOLOGY

Apollo HOSPITALS — **CANCER INSTITUTES**

~225
clinicians
across network

180,000+
Radiotherapy Fractions
70,000+
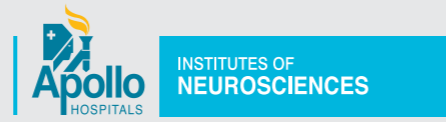Chemotherapy Cycles
250+
Bone Marrow Transplants

Services offered at
18
units

Clinical Expertise

Robotic surgery ✦ Limbo salvage surgery ✦ HIPEC ✦ TACE ✦ RFA ✦ Bio bank ✦ Cancer genetics ✦ Liquid biopsy ✦ Vaccine therapy ✦ Immunotherapy and targeted therapy

NEUROSCIENCES

Apollo HOSPITALS — **INSTITUTES OF NEUROSCIENCES**

~250
clinicians
across network

35,000
Neuro surgical
discharges in FY20

Services offered at
38
units

Clinical Expertise

Micro – Neurosurgery ✦ Complex Spinal Surgeries/Minimal Access Spine Surgery ✦ Surgery for Spinal Cord Tumors ✦ Surgery for Acute Head Injury and Spinal Injuries ✦ Stroke prevention / Stroke treatment ✦ Epilepsy Surgery ✦ Skull Base Surgery ✦ Surgery for Parkinson's disease ✦ Neuro-Endoscopic Surgery for Pituitary Tumors/CSF Leaks ✦ Endovascular Coiling of Aneurysms/ Vascular Malformations ✦ Vertebroplasty

TRANSPLANT

Apollo HOSPITALS — **INSTITUTES OF TRANSPLANT**

19,000+
transplants since
inception

~1,400
Solid Organ Transplants
in FY20

Busiest Solid Organ Transplant Program in the world since 2012

Services offered at
21
units

Clinical Expertise

Haemodiafilteration ✦ Everling ✦ Liver Transplants in very small infants (<5kgs) ✦ Multi-organ/Small bowel transplants ✦ ABO incompatible transplants ✦ Transplants in individuals with Situs

EMERGENCY

Apollo HOSPITALS — 24 hours **EMERGENCY**

1066
national
emergency number

200,000
emergency
footfalls
annually

24-hour
emergency
service

National Emergency Network

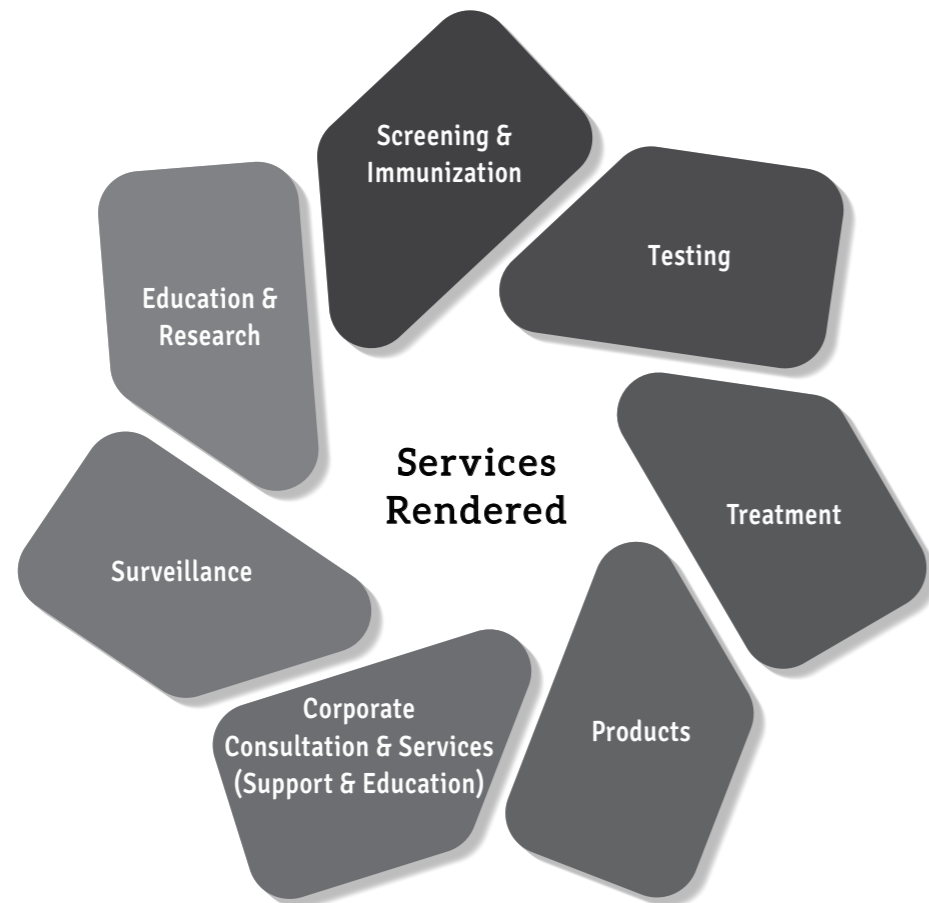Single number access to pioneering emergency services across the country

Air Ambulance

Fixed wing aircrafts and helicopters to fly in patients on demand from remote corners

INSTITUTE OF INFECTIOUS DISEASES

The COVID-19 outbreak has shown us that infectious diseases should be handled with skill and specialized care. We have therefore established the Apollo Institute of Infectious Diseases, a CoE with a comprehensive service offering. The Institute focuses on diseases that are caused by a pathogen, such as a virus, bacteria, fungus or parasite, which are infectious. These diseases are contagious and have the potential to spread amongst the population. Covid-19, Ebola, SARS, Tuberculosis, H1N1, Measles, Chicken Pox, etc., are some of the clinical conditions which fall under this category.

Special clinics offer consults related to Infectious Diseases in all Apollo Hospitals & primary care formats and can be easily scheduled at the click of a button from an individual mobile phone through the 24/7 App without visiting a hospital. A round of tests are used to evaluate the risk to any infectious disease and relevant advise is given. The tests and evaluation can also be conducted at the convenience of a patient's home.

Services Rendered

- Screening & Immunization
- Testing
- Treatment
- Products
- Corporate Consultation & Services (Support & Education)
- Surveillance
- Education & Research

OUR RESPONSE TO THE NOVEL CORONAVIRUS — COVID-19

We are proud to be a partner in the nation's fight against the pandemic by contributing our facilities, healthcare services – doctors, nurses, and paramedics, medical equipment, training facilities, and medicines. We tried, as far as possible, to keep people out of the hospital through Out Patient consults, Stay I, and Home Care. We are proud of the courage and tenacity demonstrated by our health practitioners, health workers and support staff who have been the real backbone of all our efforts.

Shoulder to shoulder with State and Central Governments

Our infrastructure and healthcare resources proved compelling in the country's fight against the pandemic. Across our network we worked closely with State Governments and the Central Government to tackle the pandemic. Project Kavach included preventive measures, online self-assessment for risk, testing, isolation/quarantine rooms, to treatment, hospital beds, and ICU facilities for critically ill patients.

Our partnerships with several hotel chains and other organizations helped us to set-up quarantine facilities in Hyderabad, Chennai, Mumbai, Kolkata, Bengaluru and Delhi. The partnerships pooled ~5,000 isolation rooms across the cities in proximity to our hospitals.

The diagnostic laboratories in several of our hospitals were authorized by the Indian Council of Medical Research to conduct COVID-19 tests in India. Apollo 24/7 has a round-the-clock doctor helpline and online consultation with Apollo certified doctors. We had dedicated more than 2,000 beds for the treatment of COVID-19. Additionally, our hospitals supported an initiative by the Medical Council of India and Telemedicine Society of India to sensitize and train doctors around the country for deploying tele-health services on a wide scale to meet the healthcare needs of people during the crisis.

Project Kavach

To augment the various initiatives of the Government, we launched 'Project Kavach' with a mission dedicated to identify, fight and defeat the pandemic COVID19 with clinical expertise, and an overarching multi-level, multi-stakeholder involvement to help India overcome the scourge.

Apollo Kavach, signifying the armoured shield to protect us from this deadly disease, is a comprehensive and integrated response plan by the Apollo Group, which consists of 3 robust sections (defined as rings). These rings address all aspects of COVID19 from information, assistance, healthcare service delivery, screening, assessment, testing and readying the infrastructure for isolation, quarantine, and treatment (as per Government directives).
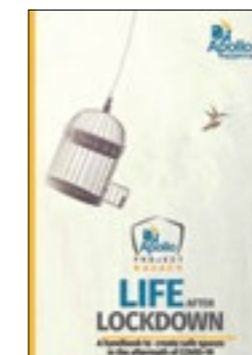
The Approach

- Driving Information & Awareness
- Encouraging Physical Screening
- Enabling Digital Screening
- Ensuring Care Continuum

- Enhancing protocol driven testing capabilities
- Increasing accessibility via fever clinics
- Ensuring Isolation stays at medically supervised accommodations
- Providing support to vulnerable patients

- Clinical preparedness and cross-sectional training

INFORMATION

Information & Awareness
- Credible and expert information
- Compliant to Govt guidelines
- Multi-channel
- Multi-Stakeholder
- Multi-lingual

Round the clock Helpline
- 1860 500 1066
- Engaging with stakeholders

EDUCATION

Apollo 24/7
- Online Doctor consultation
- Online booking of medicines
- Online booking for diagnostics
- Doorstep delivery of medicine
- Doorstep sample collection
- Online reports

COVID-19 Scan
- COVID risk assessment tool available to download from Google play store, Apple store

3700+ pharmacies
- Across 21 states
- Home delivery

Testing
- Certified centres for swab testing
- Drive-through testing at select cities
- Report available online
- Home testing

Fever clinic
- Specialized clinics
- Infectious disease experts
- Screening of patient with Flu like symptoms
- Multi-location

Stay I
- Social impact initiative for Isolation care
- Medically sanitized individual rooms across the country
- All clinical protocols driven by Apollo Ecostsyem
- 24/7 Clinical monitoring
- Round the clock e-Consult
- Door step delivery of Medicine, Sample collection
- Door step delivery of F & B in contacteless tamper proof packing

Treatment
- Specialized & dedicated team in treating Infectious disease
- International Infection control protocol
- Close to 2,000 dedicated beds
- Isolated quarantine treatment facilities which are away from the main unit
- High quality PPE for hospital personnel
- Appropriate stocking of required consumables and disposables
- e-ICU service to monitor patients in remote acute care using Telemedicine
- Advanced treatment intensive care
- Research education data analytics
- Support to Government

TELEMEDICINE

UPDATING PROTOCOLS

DATA COLLECTION FOR ACTION AND FUTURE RESEARCH

SCALING

Sample initiatives

Apollo Corona E-book
https://bit.ly/2UNE0Mi

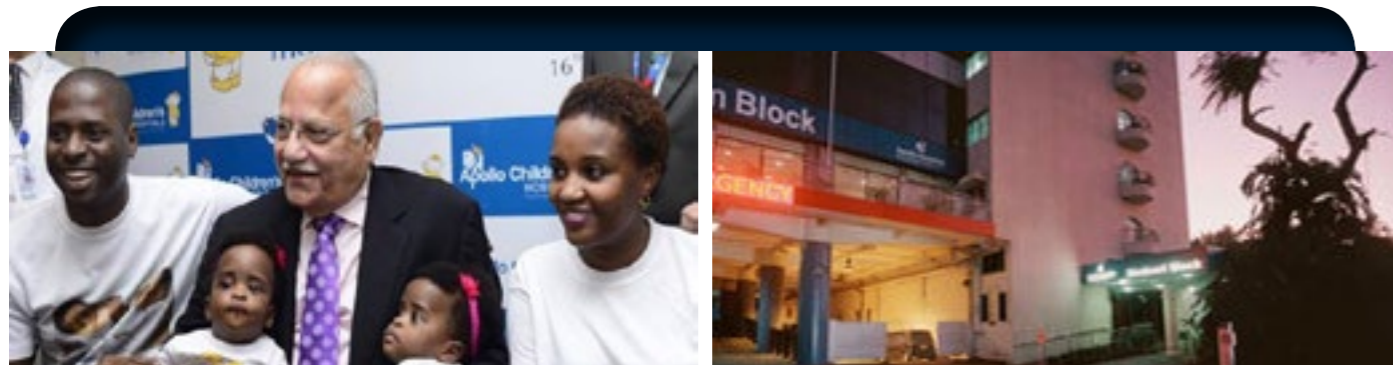**Corporate Handbook COVID19**
https://bit.ly/2W0pznt
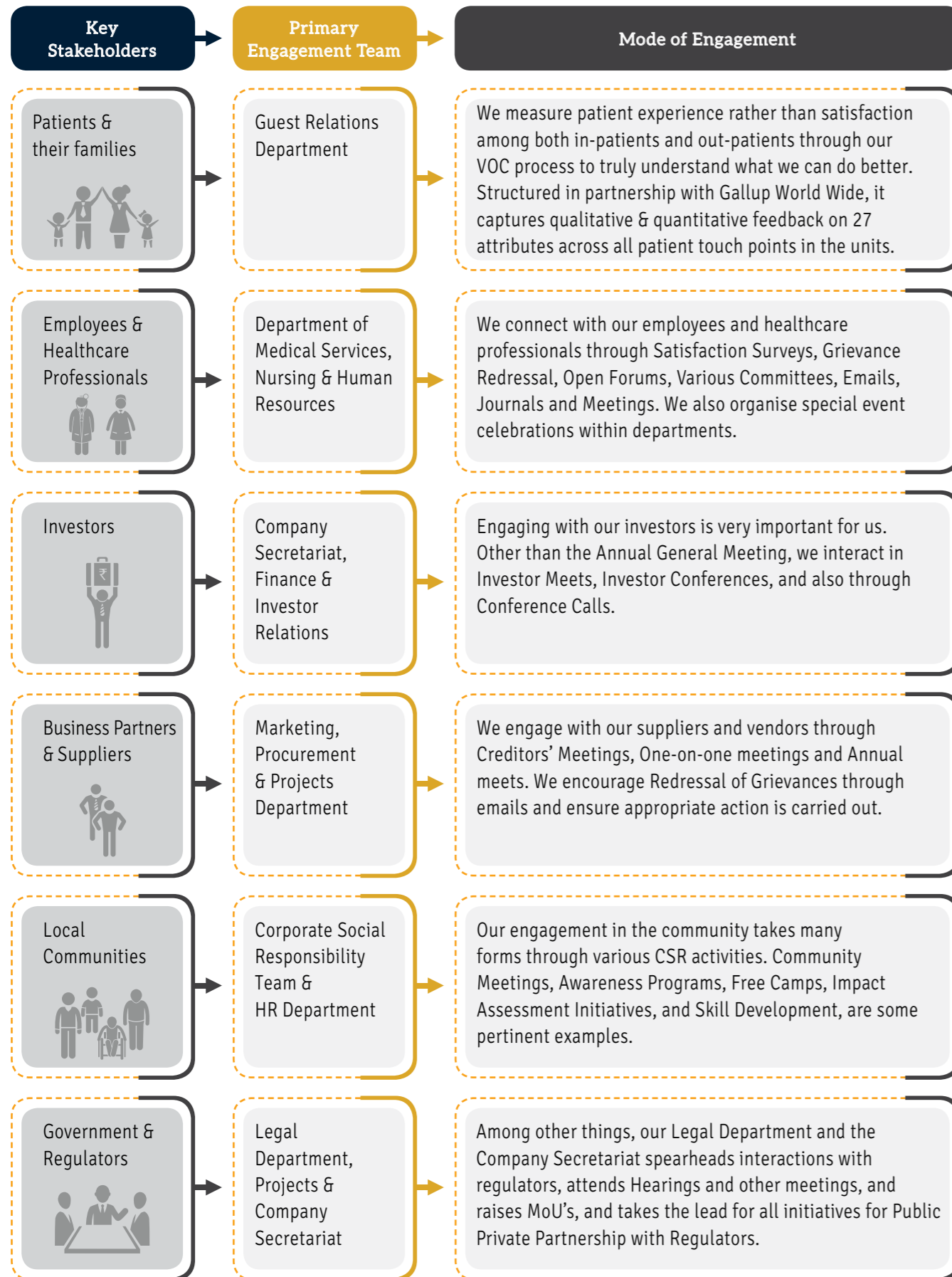
OUR ESG PRIORITIES

Apollo Hospital's Sustainability Report has been developed in line with the principle of materiality, as described in the Global Reporting Initiative (GRI) Standards and with reference to materiality as set out in the Sustainability Accounting Standards Board's (SASB) framework for the Health Care Delivery industry. We reviewed what is relevant for our Company and our stakeholders and also analysed global reporting frameworks. We have ranked a list of ESG topics of importance to the Company and key stakeholders. Lastly, we also identified relevant UN Sustainable Development Goals (SDGs) for each topic that is addressed in this report largely covering equitable healthcare of international standards for all people in the country, health and well-being as a way of life, and developing a scalable model for holistic community development. These align closely with our business objectives and impact. This subjective assessment is based on a qualitative assessment and is not based on any formal financial or legal definitions of materiality. We will review a list of the most relevant ESG topics on an annual basis to ensure they are consistent with the current priorities of our stakeholders while also continuously improving our practices and disclosures.

Stakeholder Engagement

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

Our Major Stakeholders: Local Communities, Government & Regulators, Suppliers, Business Partners, Investors, Healthcare Professionals, Employees, Patients & their Families

18

19

Mode of Engagement with Key Stakeholders

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

ESG Materiality Assessment

Impact on Key Stakeholders

	Moderate (1)	Significant (2)	Major (3)
Major (3)		• Affordability of Healthcare • Access to Healthcare • Customer Relationship Management	• Quality of Care and Patient Safety • Patient Privacy, EHR and Cyber-security
Significant (2)	• Diversity and Inclusion • Community Development	• Labour Relations • Employee Health & Safety • Employee Training & Talent Development	• Doctor Credentialing • Technology and Innovation • Good Governance • Business Ethics and Compliance
Moderate (1)	• Climate Change • Water Management • Energy Management • Green Design and Construction	• Waste Management	• Procurement

Impact on Apollo Hospitals' success

PROMISE TO OUR PATIENTS

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

Materiality topics covered in this section

- Quality of Care and Patient Safety
- Procurement and Supply Chain
- Doctor Credentialing
- Customer Relationship Management
- Affordability of Healthcare
- Access to Healthcare
- Patient Privacy, EHR and Cyber-security

Quality of Care and Patient Safety

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

We remain uncompromising in our quality practices

We offer differentiated patient care across our facilities

We invest in cutting-edge technology to enhance clinical outcomes

We benchmark our outcomes to international standards

We are responsive to our patients' needs

| We will treat you with respect and dignity | We will do whatever it takes to restore your health and wellbeing | We will value your right to privacy and safety | We will personalize your care according to your needs | We will be regular and open in our communications with you | We will care for you regardless of race, color, nationality, religion, age or gender |

Quality of Care

Clinical Excellence

The Apollo Standards of Clinical Care (TASCC)

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

TASCC

25 Clinical Quality Parameters

ACE 1 & ACE 2
Clinical balanced score card

RACE
Balanced score card for COEs

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

Monitoring Systems

ACPPP
Apollo Clinical Policies, Plans & Procedures

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

AMR
Apollo Mortality Review

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

AIRS
Apollo Incident Reporting System

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

20 Parameters Monitoring Dashboard

AQP
Apollo Quality Programme

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

Apollo Quality Program

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

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

Key Performance Indicators

CLINICAL

Clinical Outcomes - ACE 1 & ACE 2

Mortality

ALOS

Infection Indices

Medication Management Indices

Undesired Outcomes & Variations

OPERATIONS

Patient Satisfaction like Net Promoter Scores

Process Outcomes

Process Efficiency like TAT

Facility Safety

QUALITY

Safety Culture

Incidents & Sentinel Events

Trainings

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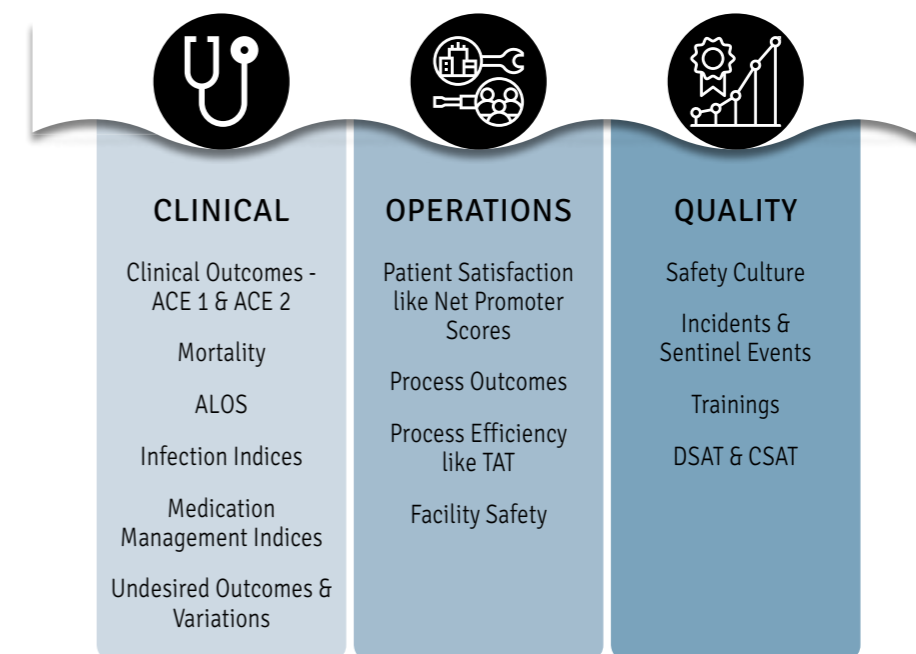
We monitor and evaluate clinical, operational, and quality care indicators through data collected from three key sources:

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

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

Centralized Post-Discharge Calling

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

Apollo Instant Feedback System

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

Patient satisfaction rates (FY20)

Attributes	Satisfaction %
Overall satisfaction	96%
Taste & Quality of Food	97%
Overall Satisfaction with Nursing Care	97%
Waiting time for Admission	98%

Net Promoter Scores (FY20)

The scores reflect our patient experience and satisfaction during their hospital stay. The feedback is captured through survey questionnaires. The responses peg the hospitals from 0-100 with 100 being the top score.
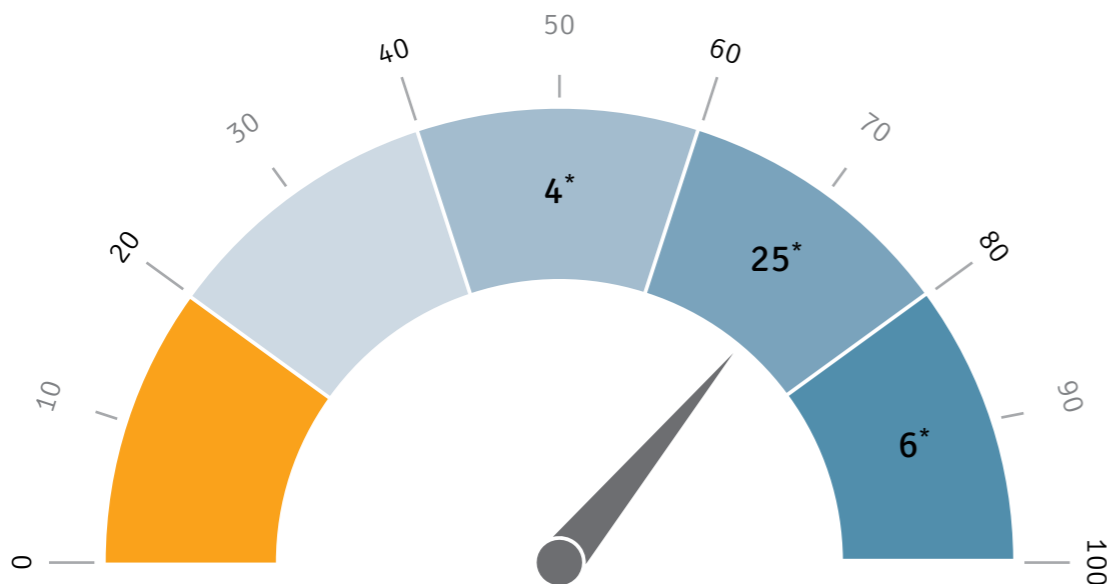
* Signifies number of hospitals within that range of NPS scores

Average TASCC Scores - Group A

310	430	438	439	453	453	453
2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
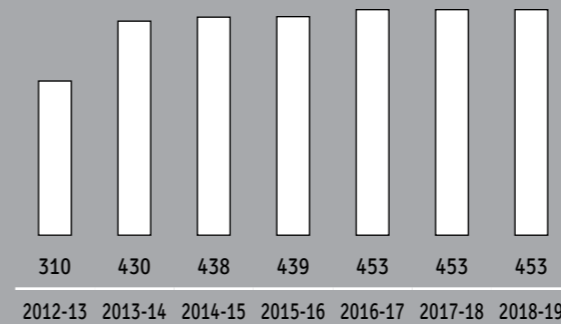
Maximum achievable score: 500

Average TASCC Scores - Group B

227	250	254	289	356	367	367
2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
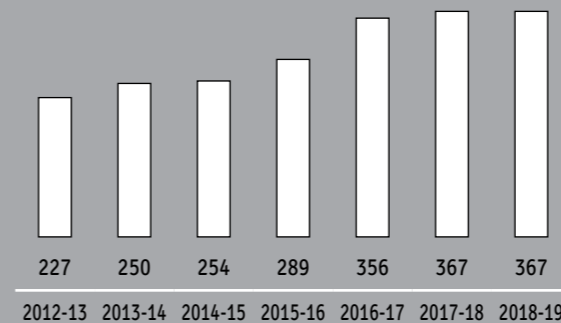
Maximum achievable score: 400

Average TASCC Scores - Group C

189	209	232	251	311	322	334
2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
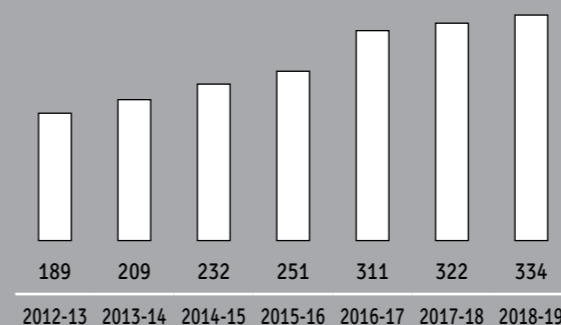
Maximum achievable score: 400

Apollo Clinical Excellence Scorecard – ACE 1 and ACE 2

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

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

Apollo Gleneagles Hospital, Kolkata, reporting Group A parameters, Apollo BGS Hospitals, Mysore, reporting Group B parameters and Apollo Reach Hospital, Karaikudi reporting Group C parameters had the highest scores and were declared ACE 1 Champions. They were awarded trophies and cash prizes.

Group Annual Average ACE 1 Scores

72	75	80	80	80	82	85	86	86	88
2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
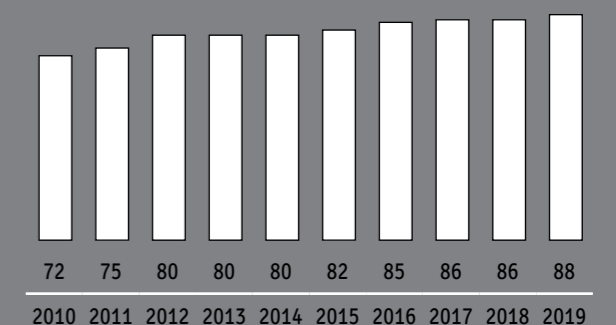
Clinical Outcomes

Our relentless focus on clinical excellence helps us achieve exceptional clinical outcomes in our various Centres of Excellence; ones which match or surpass international standards. The Apollo Hospitals Group was the first corporate hospital in India to start benchmarking and monitoring clinical performance. We have been measuring outcomes from 2005. These sample outcomes show how we measure against best-in-class industry benchmarks.
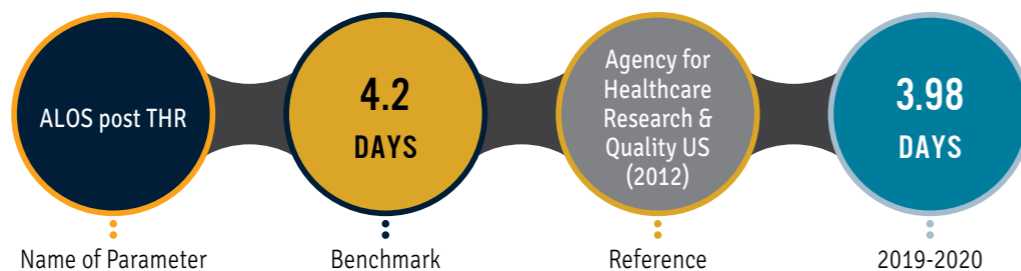
Complication rate post Coronary Intervention [after an Angioplasty procedure]

Complication rate post coronary intervention	2%	Cleveland Clinic 2013	0.20%
Name of Parameter	Benchmark	Reference	2019-2020
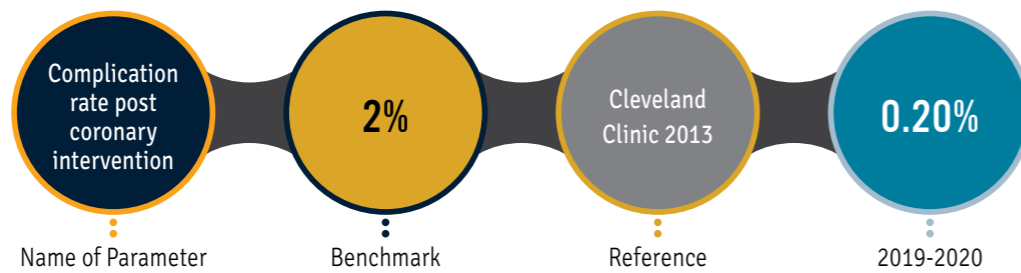
Average Length of Stay (ALOS) in the hospital post Angioplasty

ALOS post angioplasty	2.5 DAYS	US National Average 2011	2.69 DAYS
Name of Parameter	Benchmark	Reference	2019-2020
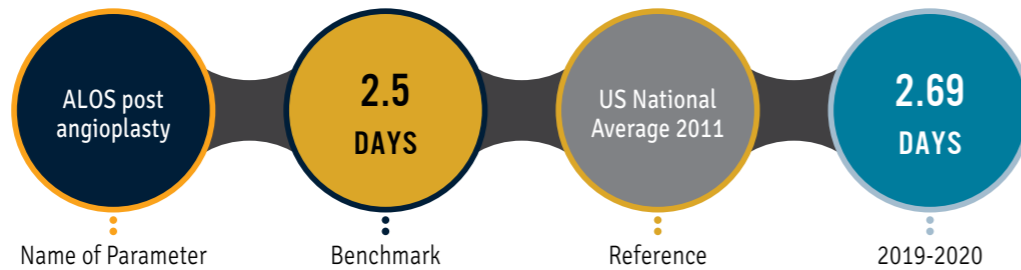
Average Length of Stay (ALOS) in the hospital post Total Hip Replacement surgery

ALOS post THR	4.2 DAYS	Agency for Healthcare Research & Quality US (2012)	3.98 DAYS
Name of Parameter	Benchmark	Reference	2019-2020

Complication rate post Total Knee Replacement surgery

Complication rate TKR	0.60%	CIHI 2016	0.00%
Name of Parameter	Benchmark	Reference	2019-2020
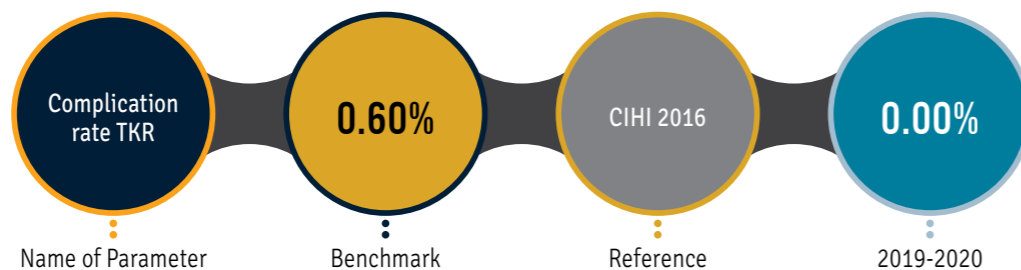
Door to CT or MRI time in Stroke in the Emergency Room

Door to CT or MRI time in stroke in ER	45 MINUTES	Internal Apollo	32.01 MINUTES
Name of Parameter	Benchmark	Reference	2019-2020

Catheter Related Blood Stream Infection (CR-BSI)

Catheter Related Blood Stream Infection (CR-BSI)	1	National Healthcare Safety Network 2012	0.58 PER 1000 CENTRAL LINE DAYS
Name of Parameter	Benchmark	Reference	2019-2020

Ventilator Associated Pneumonia (VAP)

Ventilator Associated Pneumonia (VAP)	0.9	National Healthcare Safety Network 2012	0.73 PER 1000 VENTILATOR DAYS
Name of Parameter	Benchmark	Reference	2019-2020

Catheter Related Urinary Tract Infection (CR-UTI)

Catheter related UTI (CR-UTI)	2	National Healthcare Safety Network 2012	0.65 PER 1000 CATHETER DAYS
Name of Parameter	Benchmark	Reference	2019-2020
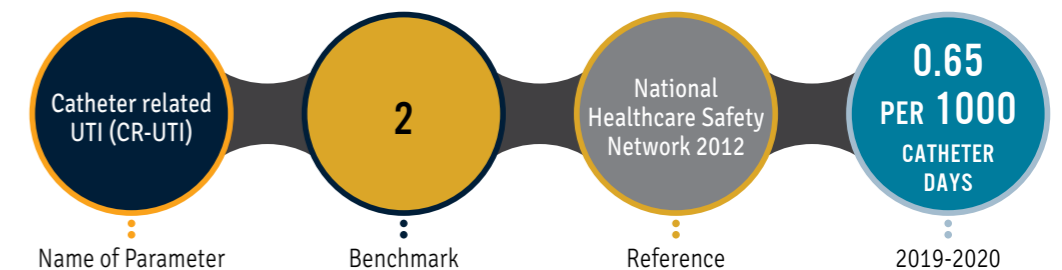
A Focus on Wellness

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

Preventive Health & Wellness

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

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

450,000
FY20

Number of Healthchecks done

306,839
FY20

Number of community healthchecks done as part of outreach efforts, through 3292 'Community Outreach Programs'

22 Mn
Health Checks completed as on date
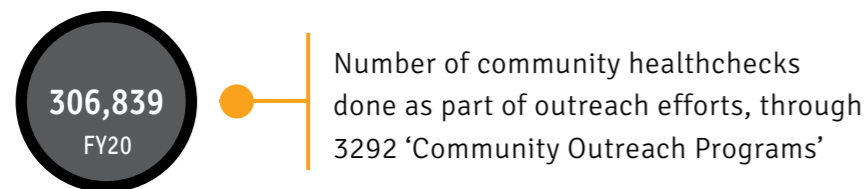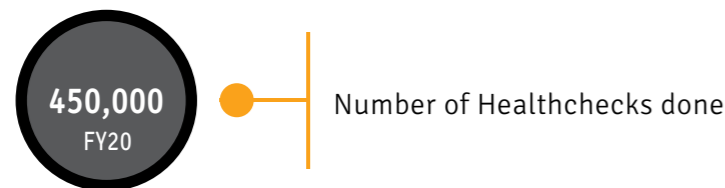
ProHealth Program

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

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

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

Annual Health Check
▸ Health Goals
▸ Diagnostic Tests
▸ Speciality Consultation
▸ Lifestyle Modifications

Doctor Feedback
▸ In-hospital guided navigation
▸ Dynamic queuing

Condition Management
▸ Health Coaching
▸ Preventive Care
▸ Disease Management

Patient Follow-up
▸ Physician Consultation
▸ Diagnostic Checks
▸ Medicines
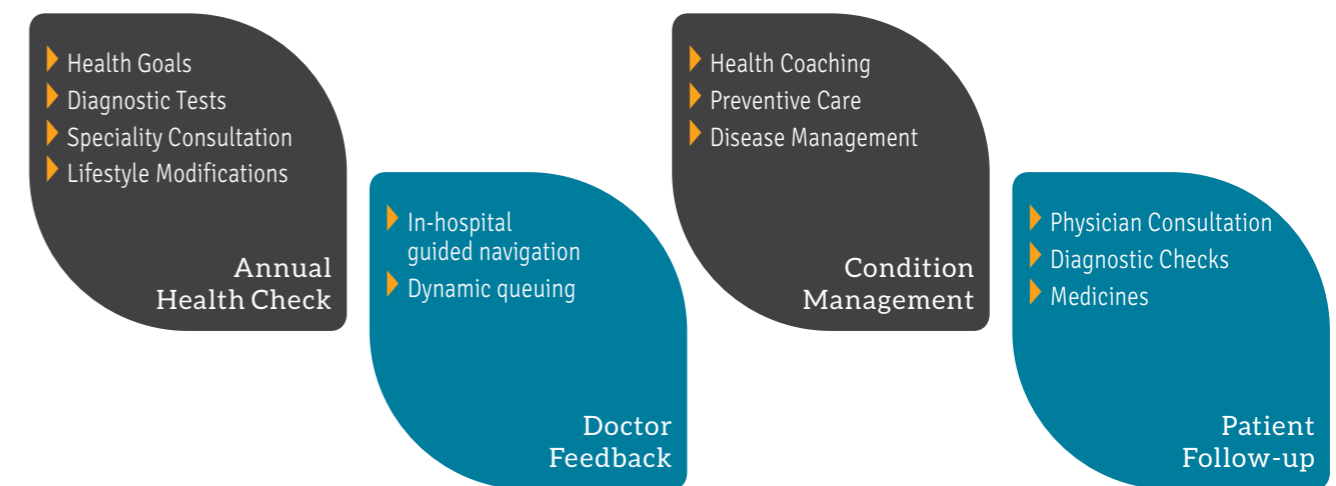
SAMSUNG Apollo Mobile Health Clinic

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

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

Patient Safety

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

- Identify patients correctly with 2 identifiers — Name and UHID

- Ensure effective communication:
  - Critical Lab Values — A routinely asked test which has an abnormal value
  - Critical Tests — A test that requires urgent communication of results to the doctor, i.e, normal or abnormal
  - Handover Communication — Effective handovers between doctor to doctor, Nurse to Nurse between shifts will be evaluated for effectiveness

- Ensure safety of high alert medications — those with red colour caution sticker on them — and also that standardized protocols are followed for electrolyte replacement therapy, whether adults or children. The High Alert Medications list is reviewed annually by the Hospital's Drug and Therapeutic Committee.

- Ensure correct site, correct procedure, and correct patient for surgery together with adherence to check lists as per hospital policy:
  - Safe procedure check list for all invasive procedures
  - Safe surgery check list for all Surgical procedures

- Reduce the risk of health care associated infections

- Reduce and prevent patient falls to alleviate the risk of patient harm

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

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

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

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

Apollo Incident Reporting System (AIRS)

The online AIRS, which tracks all incidents that pose a safety risk, did not report non-compliance in FY20 with regulations concerning safety of products and services. Training programs that stress quality and service safety measures are conducted for members of all units annually.

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

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

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

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

360 Degree Review

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

Objective				
To ensure there is 100% compliance with the Annual Operating Plan – ground implementation	To identify and prevent any fraudulent or unsafe practices, and address patient specific concerns	To continuously upgrade quality processes, ensuring we achieve best-in-class outcomes	To spot behaviors that exhibit insufficient knowledge, negligence, and misrepresentation of information	An early warning system – a forensic root cause analysis mechanism

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

Sections
Theme 1: Clinical Excellence
Functioning of committees
Feedback of Consultants on the functioning of committees
Transplant
Theme 2: Nursing Excellence
Overall theme compliance
Theme 3: Service Excellence
Ward as a Unit
Patient interviews

Audit Process

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

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

Clinical Governance Committees and Meetings

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

Committee	Frequency (at least)	Function
Mortality Review Committee [#,1]	Monthly	• Review all death cases during the month that require investigation • Audit cases of unexpected deaths
Code Blue Committee [#]	Quarterly	• Lay down policies and procedures for an effective patient resuscitation service • Review and analyze all cases of code blue • Identify any shortcoming in the existing system and ensure corrective actions • Maintain records on emergencies
Infection Prevention & Control Committee [#]	Quarterly	• Review prevailing infection control practices • Review infection control data • Reduce preventable nosocomial/hospital acquired infections • Implement and review Antibiotics stewardship program*
Quality Steering and Safety Committee [#]	Quarterly	• Provide direction to Quality initiatives • Define and track performance of quality metrics in Apollo Quality Program • Define and track performance of clinical outcomes - ACE dashboards • Implement and review Apollo Quality Plan 2.0 • Collaborate on implementing lean processes/WOW • Review the Disaster Management Plan • Review all safety related incidents, data • Review safety audit reports • Review AIRS data, clinical pathways • Review risk mitigation plan • Review mock drills, safety preparedness, initiate corrective actions • Ensure resources for safety

Committee	Frequency (at least)	Function
Drug and Therapeutics Committee	Quarterly	• Recommend policies on medication management in the organization as per the medication management plan • Review Hospital Formulary and incorporate or delete drugs as necessary • Review audits of medical prescriptions, right dosage, drug interaction, etc. • Review medication errors and adverse drug events and near misses, and advise corrective actions • Review compliance to medication management • Review practices related to prescription, storage, dispensing, transcription, administration, monitoring • Review antibiotic utilization
Medical Audit Committee [#,1]	Monthly and As and when	• Conduct audit of the clinical management of the case for which complaint has been received • Deliberate on points raised in the complaint and seek an explanation • Recommend remedial action, lessons learnt • Give recommendation for disciplinary action if required
Medical Audit and Mortality Review Committee [#,2]	Monthly	• Conduct audit of the clinical management of the case for which complaint has been received • Deliberate on points raised in the complaint and seek an explanation • Recommend remedial action, lessons learnt • Give recommendation for disciplinary action if required • Review all the death cases falling in category 4 and 5 during the month • Audit cases of unexpected deaths • Clinical Audit Functions
Authorization Committee for Transplant [#]	As and when	• For transplant related approvals as mandated by the government • Ensure that there is no monetary transaction involved in organ donation • Ensure compliance to the requirements as mandated by law
Patient Experience Committee	Weekly	• Discuss patient feedback, NPS, complaints, all service excellence related initiatives & outcomes • Discuss Root Cause Analysis and Corrective Action & Preventive Action for each complaint • Discuss NPS, service excellence initiatives at all major locations

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

*   Implementation of Antibiotics stewardship program is mandatory for JCI hospitals

[1]   For JCI Hospitals

[2]   For NABH & Non-accredited Hospitals

Responsible Procurement

Medtech Devices and Consumables

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

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

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

Equipment and New Technology Introduction

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

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

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

Hospital Procurement
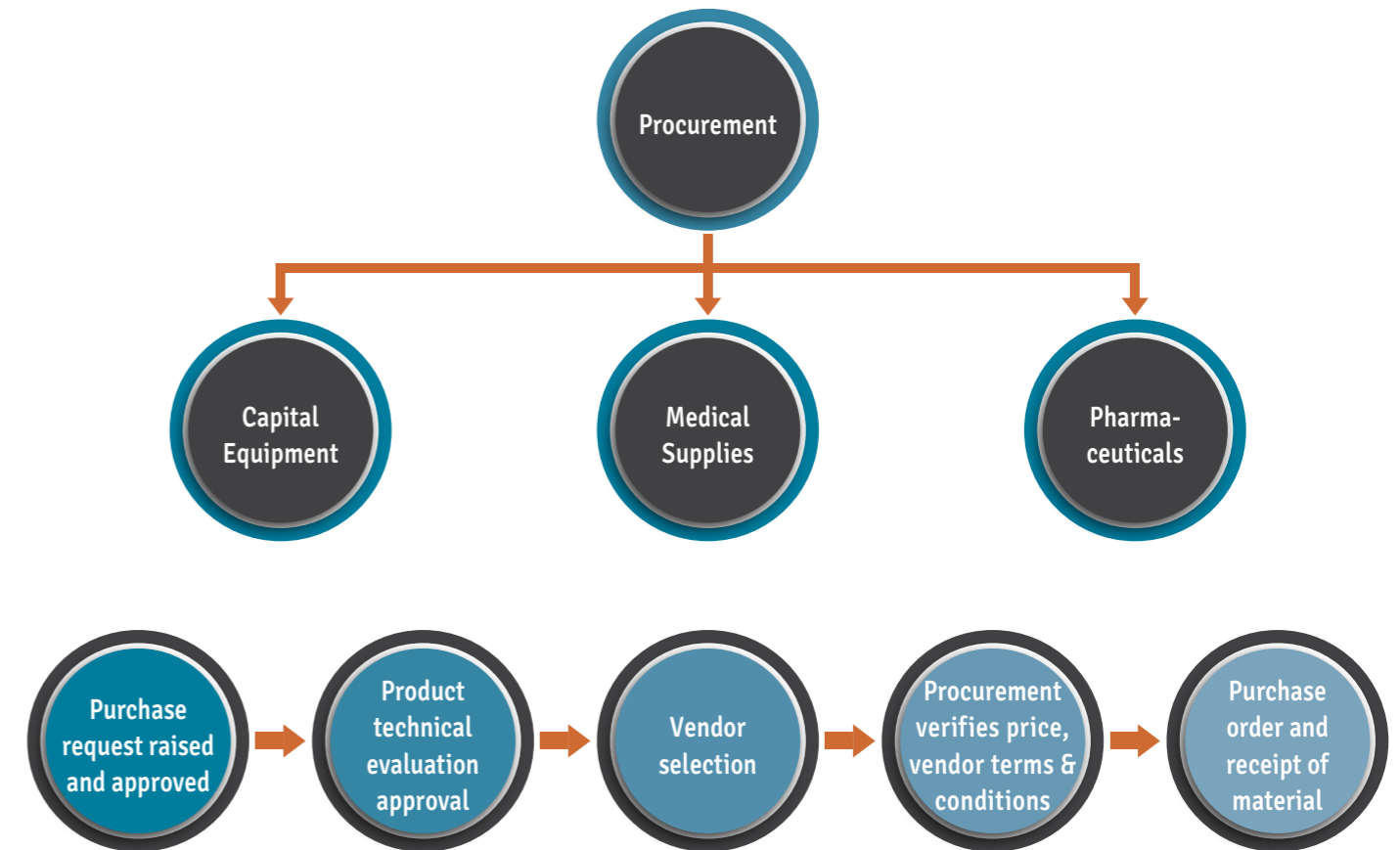
Vendor Performance Tracking

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

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

Our Accreditations and Certifications

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

JCI

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

8
Hospitals

NABH

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

30
Hospitals

NABL

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

AAHRPP

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

Certifications

Hospital	JCI	NABH	NABL	ISO	AAHRPP
Apollo Hospitals, Chennai (Main)	✓	✓	✓	ISO 9001 22000	✓
Apollo Hospitals, Jubilee Hills, Hyderabad	✓		✓		
Indraprastha Apollo Hospitals, Delhi	✓	✓	✓		✓
Apollo Hospitals, Kolkata	✓	✓ Blood Bank Institutional Ethics Committee	✓	ISO 22000	
Apollo Hospitals, Navi Mumbai	✓		✓		
Apollo Proton Cancer Centre, Chennai	✓				
Apollo Hospitals, Ahmedabad	✓		✓	ISO 9001 18000	✓
Apollo Hospitals, BG Road	✓		✓		
Apollo Cancer Institute, Teynampet		✓		ISO 22000	
Apollo Hospitals, Bhubaneshwar		✓	✓		
Apollo Specialty Hospitals, Madurai		✓	✓		
Apollo Specialty Hospitals, Nellore		✓	✓		
Apollo BGS Hospitals, Mysore		✓	✓		
Apollo Hospitals, Noida		✓	✓		
Apollo Hospitals, Guwahati		✓ Blood Bank Entry Level	✓		
Apollo Hospitals, Lucknow		✓ Pre Entry Level	✓		
Apollo Hospitals, Kakinada		✓			
Apollo Specialty Hospitals, Vanagaram		✓			
Apollo Children's Hospital		✓			

Certifications (continued)

Hospital	JCI	NABH	NABL	ISO	AAHRPP
Apollo Women's Hospital		⊙			
Apollo Specialty Hospitals, OMR		⊙			
Apollo Medical Centre, Karapakkam		⊙ SHCO			
Apollo Hospitals, Karur		⊙			
Apollo Reach Hospitals, Karaikudi		⊙			
Apollo Specialty Hospitals, Trichy		⊙			
Apollo Hospitals, Nashik		⊙			
Apollo Hospitals, Vizag New		⊙			
Apollo Hospitals, Secunderabad		⊙			
Apollo Hospitals, DRDO		⊙			
Apollo Hospitals, Hyderguda		⊙			
Apollo Hospitals, Jayanagar		⊙			
Apollo Hospitals, Sheshadripuram		⊙			
Apollo Hospitals, Bilaspur		⊙			
Apollo Hospitals, Indore		⊙			
Apollo Hospitals, Tondiarpet		⊙ Full Level (Awaiting Final Assessment)			
Apollo First Med Hospitals		⊙ Entry Level (Recommended for Certification)			
Apollo Hospitals, Karimnagar		⊙ Entry Level			

Doctor Credentialing

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

The credentialing policy also ensures that the hospitals comply with applicable Indian Laws, the requirements of the Joint Commission International and other certifying agencies and organizations, that relate to the smooth operation of the Hospital with regard to the recruitment of its professional staff. Other than doctors, this process also includes Nurses and Allied Health Professional Staff), all of whom are hired only with relevant Certification, registration and/or license that is valid and current. Apollo Hospitals ensures that at least every three years, re-credentialing is carried out based on the ongoing monitoring and evaluation. As an outcome, consultants' re-appointment and clinical privileges are continued with or without modification.

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

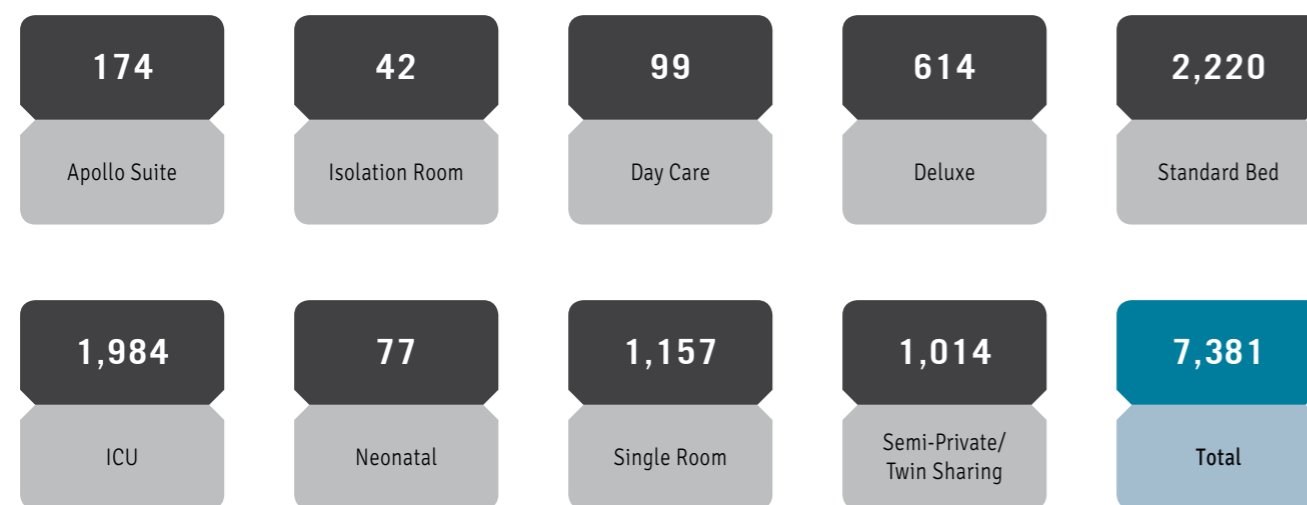# Customer Relationship Management

Affordability of Healthcare

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

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

Assured Pricing

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

Operating beds grouping for AHEL - FY 20

174	42	99	614	2,220
Apollo Suite	Isolation Room	Day Care	Deluxe	Standard Bed

1,984	77	1,157	1,014	7,381
ICU	Neonatal	Single Room	Semi-Private/ Twin Sharing	Total

Subsidized Patient Financing

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

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

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

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

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

₹4 Cr+ Raised by ImpactGuru through Crowdfunding for Apollo patients	→	250+ Patients and Families Benefitted

April 2019 – March 2020

Enhanced Financial Performance

Improved Geographical Access

Impact Guru's contribution to Apollo's ESG Objectives

Enhanced Clinical Outcomes

Enhanced Affordability
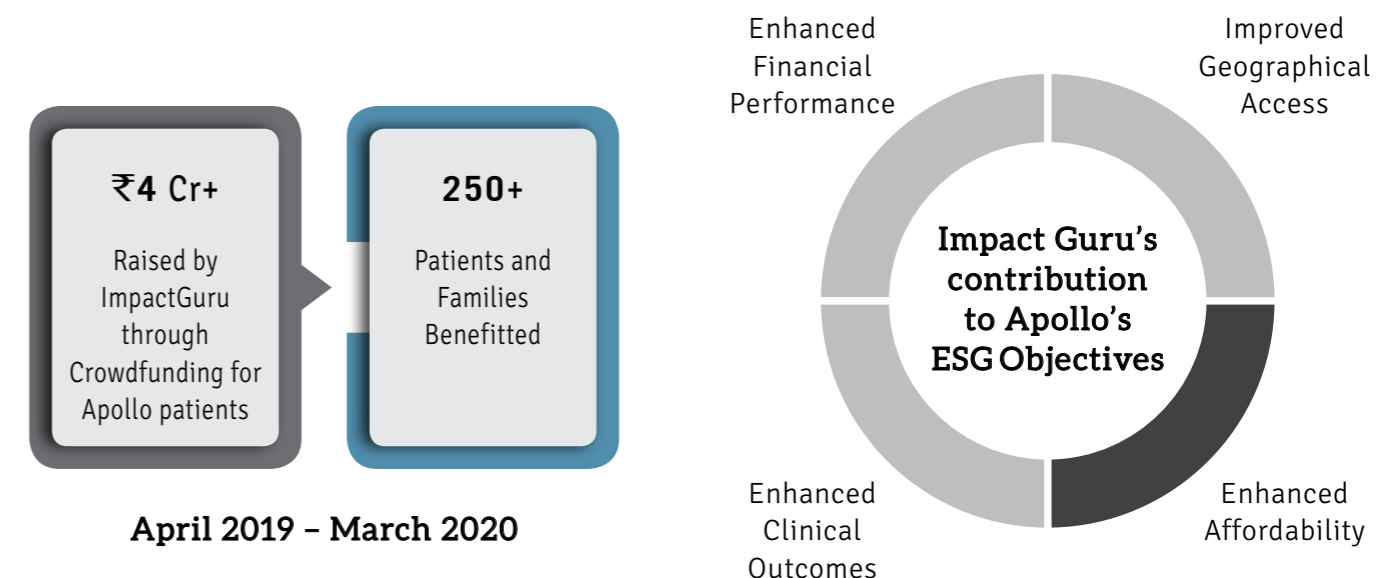
Service Excellence

Tender Loving Care

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

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

Standardization of Basic Standard Operating Procedures (SOP)
65 basic SOPs have been created in collaboration with nursing heads across the Group and are institutionalised. We focus on evidence-based best practices to support patient safety.

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

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

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

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

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

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

Ensuring Care Continuum

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

During these trying times we have supplemented community healthcare infrastructure in the country by establishing a contactless care program even at some remote locations in India. We have deployed a robust, monitored home isolation program focusing on healthcare needs, mental health, lung rehab, and treatment of issues like loneliness during home isolation. We have been able to accomplish this because of the rapid adoption of technology by patients and a paradigm shift in the consumption of healthcare through the use of technology.
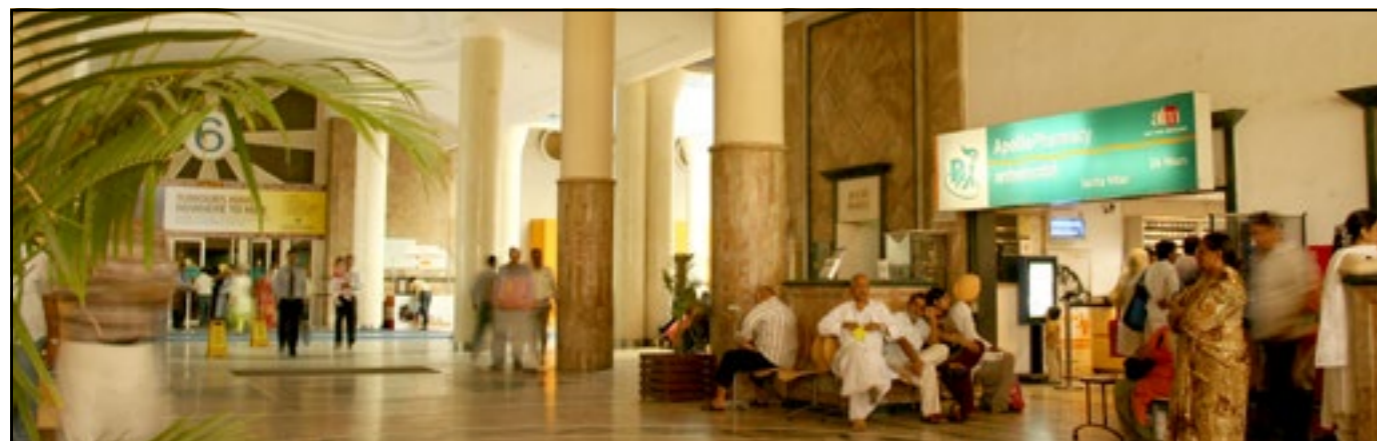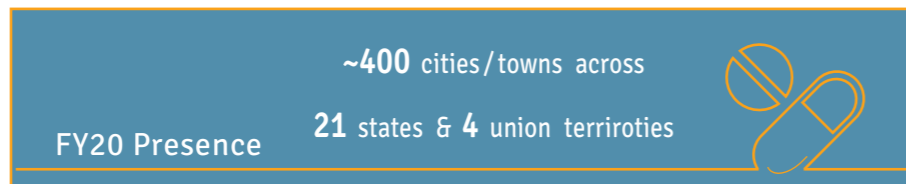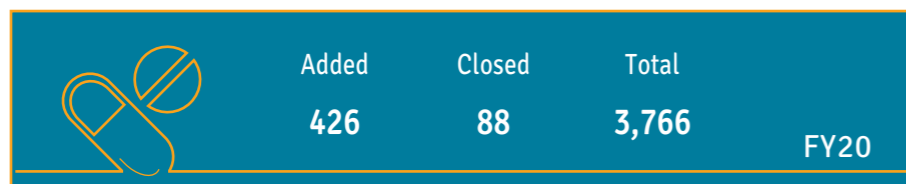
- Shifts of Home Nursing care: +0.6 Mn
- Lives Touched: +0.18 Mn
- Hours of Home Nursing Care: +7.5 Mn
- Physiotherapy Sessions: +0.1 Mn
- Patient care Episodes: +0.95 Mn
- Transaction Visits: +0.16 Mn
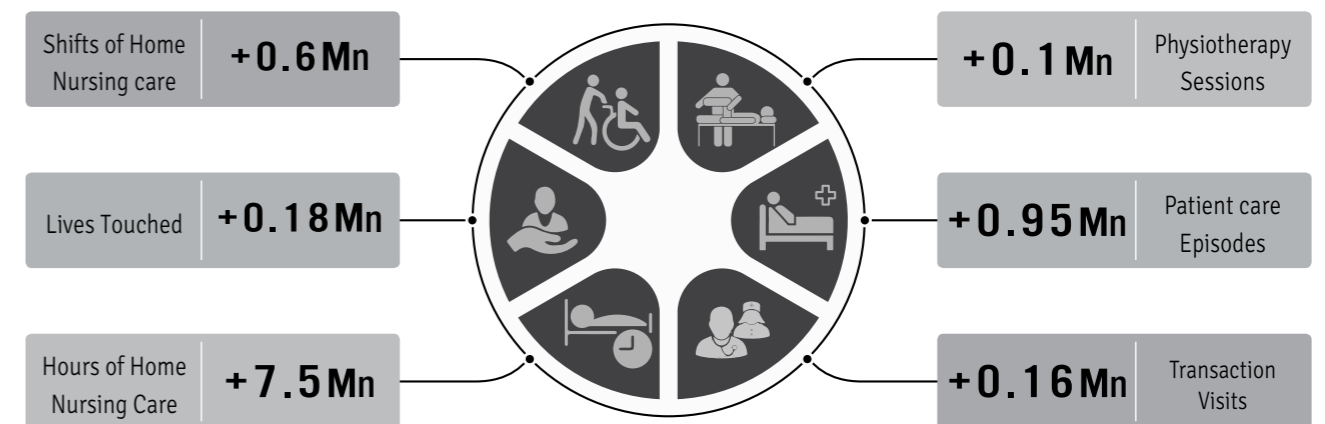
Access to Healthcare

Partnering in Patient Care — Standalone Pharmacies

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

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

Added	Closed	Total	
426	88	3,766	FY20

~400 cities / towns across
21 states & **4** union terriroties
FY20 Presence

26,000 people serving
~450,000 customers a day
365 x 24 x 7

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

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

Apollo Clinic — Multi specialty clinics that extend Apollo's expertise to the neighbourhood — **148** centres

Apollo Spectra — Expertise across specialties — **15** planned surgery centres; **431** room beds; **1700** surgeries / month

Apollo Diagnostics — B2C focused pathology business; Hub-and-spoke model. — **650** centres

Apollo Sugar — Provides treatment solutions for Diabetes — **25** clinics

Apollo Cradle — Women and children focused hospital; **12** centres; **205** room beds — **95** NICU/PICU beds; **530** deliveries/month; **80** IVF cycles/month

Apollo Dialysis — Dialysis services — **42** centres; **340** room beds; **15700** sessions/month

Apollo WHITE dental — Combination of stand-alone, in-hospital & in-clinic models. — **64** clinics; **121** chairs

PATIENT PRIVACY & CYBER-SECURITY

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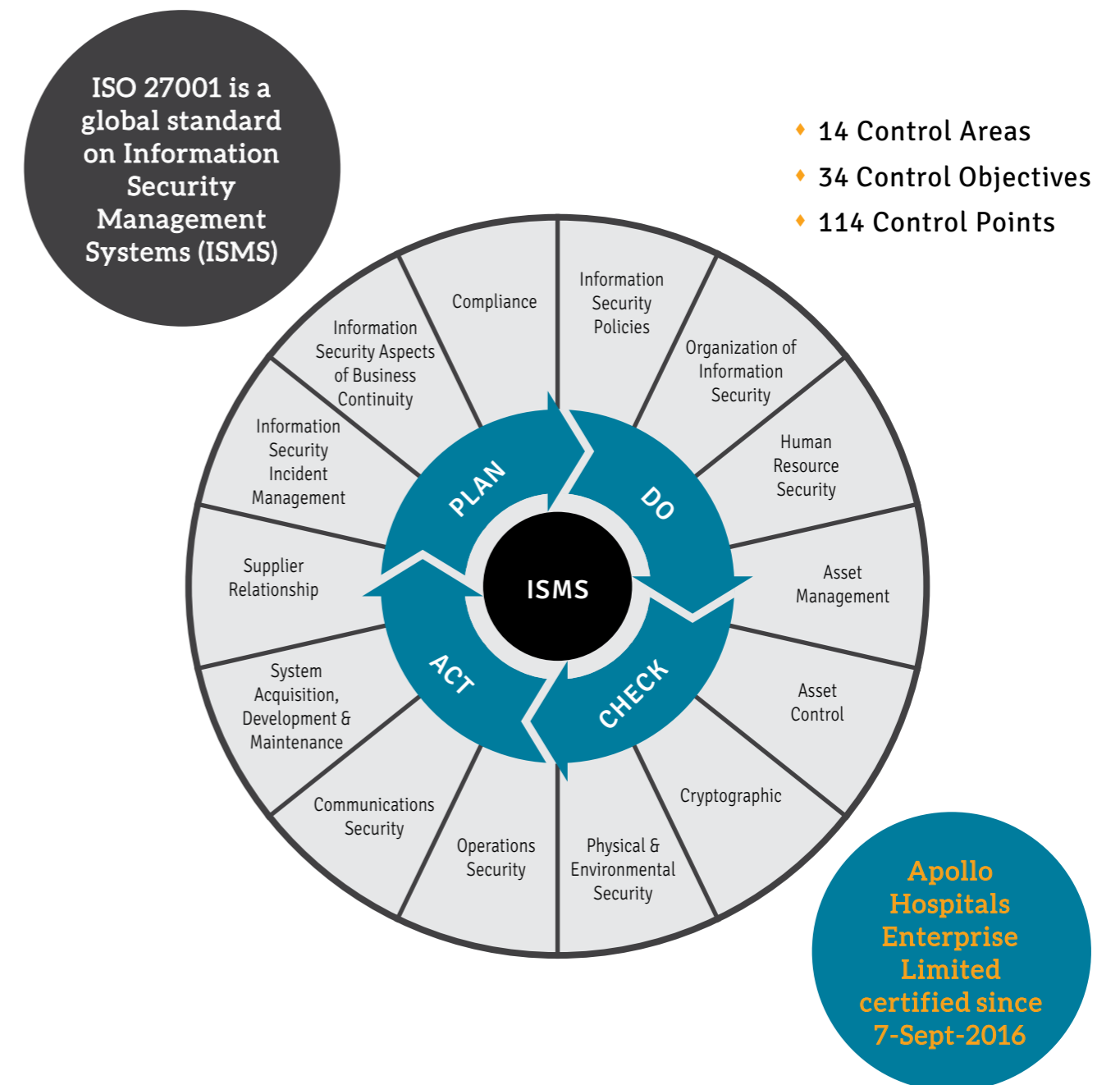
Apollo Security Protection Layers

Standards, Manuals	1
Proximity cards, personnel, Fire safety, power backup	2
Anti spam, ATP, URL filtering, Firewall	3
ATP	4
ATP, Patch Management, Logging	5
Access control, Whitelisting, Menu permission	6
DLP, Encryption	7

In Depth Defense Layers
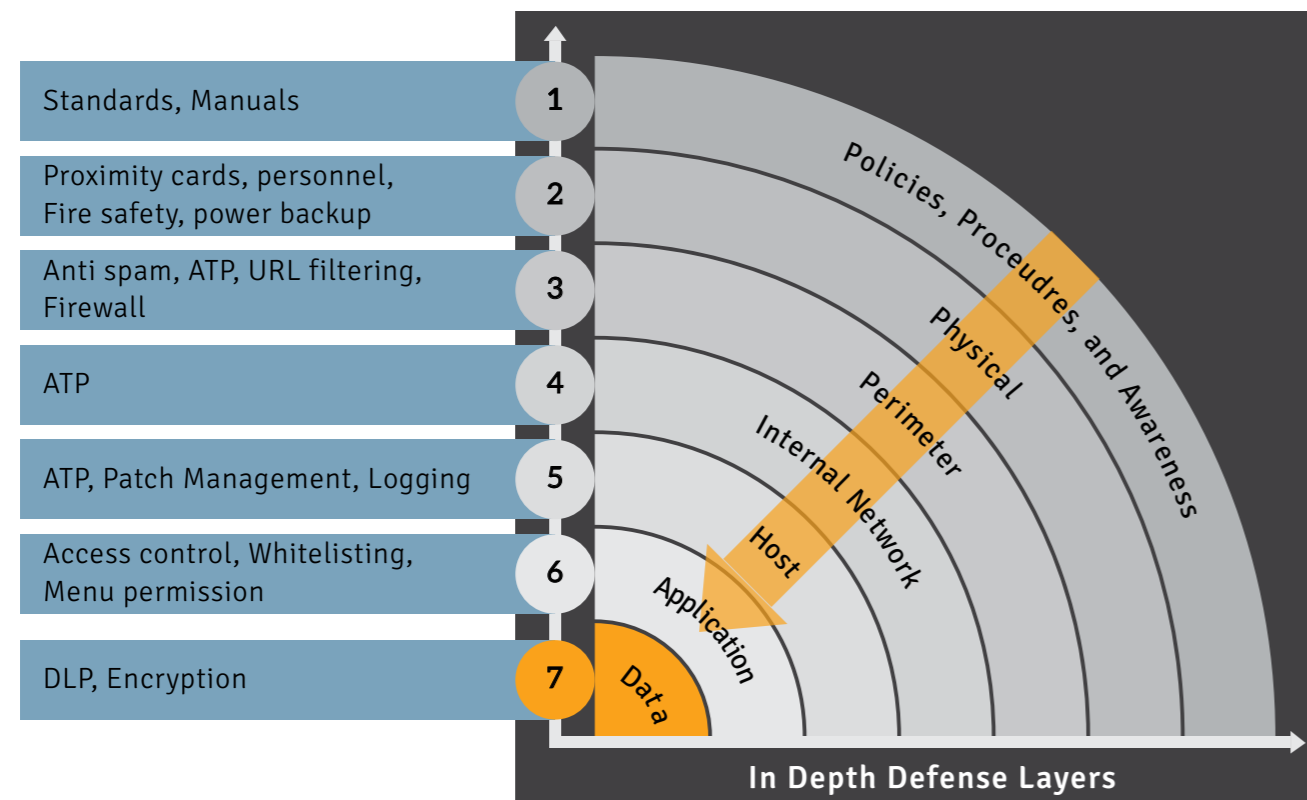
Data Privacy

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

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

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

Information Security – ISO 27001 Framework

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

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

Apollo Hospitals Enterprise Limited certified since 7-Sept-2016

Apollo Enterprise Security Maturity Model

ISO/IEC 27001:2013 Controls:
- Total Controls 114
- **105 Actively Managed – Wave 1 complete**

Wave 2: SAFE Technology Controls
- **Total Controls 305**
- **251 Being Implemented – EDC – March 2022**

SAFE Quality – Combination of ISO 27001, HIPAA, NIST, and GDPR

We are here and aim to reach Level 5 in the next 18 months

Managed (Level 5)
Management of control implementation based on quantitative metrics

Measured (Level 4)
Determine the effectiveness of controls through testing on a continuous basis rather than yearly audit

Implemented (Level 3)
Implementation of standard operating procedures to all applicable organizational units

Procedure (Level 2)
Existence of documented operating procedures or processes developed from the Information security policies or guidelines and its applicability to organizational units

Policy (Level 1)
Existence of current documented security policies or standards in the organization information security program

SAFE

SAFE is Security Assessment Framework for enterprises from Lucideus that embeds AI and ML algorithms for effective threat management, which is both proactive and reactive. SAFE enables an organization to predict cyber breaches in their environment while contextually aggregating signals from existing cybersecurity products, external threat intelligence and business context. This data is fed into a supervised Machine Learning Bayesian Network-based breach likelihood prediction engine that gives scores, prioritizes actionable insights and the Dollar Value Risk, the organization is facing. There has been no violation of patient privacy rights or Data Security over the last 5 fiscal years.

SAFE Score Achieved

Accepted Failed   Not Applicable

4.20
Total Controls: 305

Qualified
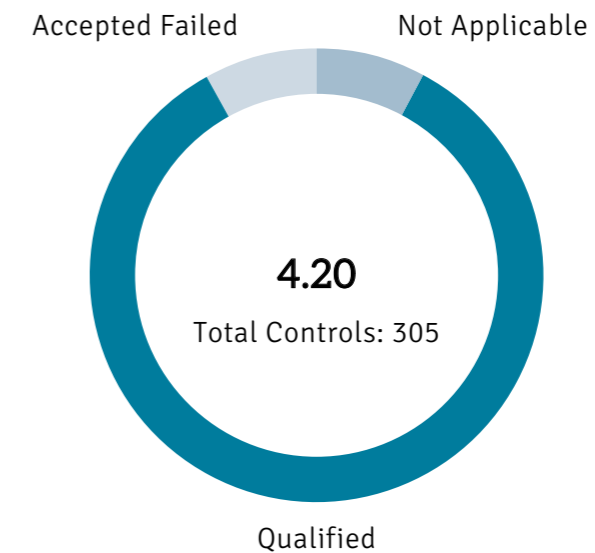
Electronic Health Record – EMR Adoption Model

HIMSS Analytics developed the EMR Adoption ModelSM in 2005 as a method for evaluating the progress and impact of electronic medical record systems for hospitals in the HIMSS Analytics® Database. Hospitals can review the implementation and utilization of information technology applications and track progress in completing the eight stages (0–7). Stage 7 represents an advanced electronic patient record environment, paperless healthcare environment and capability for meaningful healthcare information exchange within local and/or international medical communities. AHEL stands at Level 6.

Apollo Hospitals achieved HIMSS STAGE 6 in 2013

HIMSS Analytics STAGE 6

EMRAM

We have been awarded Level 8 in the Digital Health Most wired by College of Healthcare Information Management Executives (CHiME). Only 13 hospitals out of a sample size of 30,500 hospitals across the world have been recognized at Level 8. Organizations in levels 7 and 8 meet the criteria for being designated as Most Wired. These organizations deploy technologies and strategies (e.g., population health/cost-of-care analytics, HIEs/integration engines, and patient portals) to help them analyze their data towards achieving meaningful clinical and efficiency outcomes. Telehealth is one such example. At Apollo we have enhanced reach and advanced population healthcare through Telehealth.

Measures taken for Data Security

Microsoft Defender for Office 365 safeguards against malicious threats posed by email messages, links (URLs), and collaboration tools. Multi-factor authentication increases the security of user logins for email and cloud services above and beyond just a password. With Multi-Factor Authentication for Office 365, users are required to acknowledge a phone call, text message, or an app notification on their smartphone after correctly entering their password.

Compliance to 3 International Standards

The only hospital in Asia Pacific that received Level 8 Award in FY21

Apollo Hospitals Most Wired Overall Level 8

Total Participants Worldwide 30,000

CHiME
Digital Health
most wired
Survey

ISO 27001:2013

NIST SP 800-53 R4

HIPAA Administrative ...

2578 control measures validated

Training on Cyber Security and Data Privacy

Different trainings are provided to management and all employees on information security awareness at different intervals. Employees are given training towards acquiring Cyber Security Strategist Certification - Provided by Data Security Council of India (DSCI), which is the de facto security body of NASSCOM and MEiTY. Training is also provided on Cybersecurity and Privacy by SAFE Me, Lucideus. SAFE Me is a cybersecurity assessment platform, where employees can learn the essentials of cybersecurity through video courses. Email and Data Security Awareness training is provided by Microsoft. They also train on Data Protection and Advanced Threat Protection for the cloud environment.

Management Information Security Forum (MISF)

MISF plays a key role in achieving information security objectives with respect to 'Confidentiality', 'Integrity', and 'Availability'. The MISF structure ensures:

♦ Higher management involvement

♦ Segregation of duties

♦ Allocation of responsibilities to individuals

♦ Accountability

The MISF comprises the following members and the information security responsibilities for these members are clearly defined below:

Business Designation	MISF Role
Chief Information Officer-Group	Chairperson
Vice President	CISO
Chief Risk Officer	Chief Risk Officer
Director of Medical Services	IS Team Member
GM- Operations	IS Team Member
GM - Safety and Engineering	Lead Internal Auditor
Assistant Manager - IT	Information Security Lead
DGM - QSO	IS Team Member
QSO	Lead Internal Auditor
Assistant Manager - IT	IS Team Member / Lead Internal Auditor
Manager - IT	IS Team Member / Internal Auditor
Manager - IT	Lead Internal Auditor
DGM-IT	Lead Internal Auditor
Head Security	Lead Internal Auditor
DGM - Materials	IS Team Member
Sr Manager - Operation	IS Team Member
OP Services	IS Team Member

The MISF undertakes the following activities:

♦ Ensuring that information security goals are identified, organizational requirements are met and are integrated in relevant processes.

♦ Initiating plans and programs to maintain information security awareness on a continuing basis.

♦ Ensuring adequate resources are available for information security when required.

♦ Ensuring that the implementation of information security controls is coordinated across all AHEL locations in scope.

♦ Reviewing and approving Information Security policies and overall responsibilities.

♦ Monitoring significant changes in the exposure of information assets to major threats.

♦ Reviewing and monitoring major security incidents; and

♦ Authorizing any new information processing facilities after

  ▪ Ensuring all appropriate information security controls are implemented.

  ▪ Reviewing the facility to ascertain if it meets the security requirements as mandated by ISMS.

♦ Approving major initiatives to enhance information security.

♦ Reviewing the effectiveness of the implementation of the information security policy.

♦ Providing clear direction and visibility to management with respect to security initiatives.

The MISF identifies the need for internal or external specialist information security advice, and reviews and coordinates results of the advice throughout the organization. The MISF meets at least once a quarter to assess the security requirements of the Company. The Review Output details is circulated to all the members of MISF along with actionable items.

Independent Review of Information Security

Audits and review of Information Security is also conducted by an Independent auditor on a half yearly basis, which report is given to the MISF forum for appropriate action.

HARNESSING TECHNOLOGY & INNOVATION TO ENHANCE PATIENT CARE

We Invest in Cutting-edge Technology to Enhance Patient Care

We have since inception focused on bringing technological superiority in our care delivery, thereby giving our patients the best possible clinical care. For example, our Proton Centre in Chennai is the first of its kind in Asia and the Middle East. We have also invested in the 640-Slice CT, the first in India. It is our ongoing focus to keep abreast of advancements in medical technology and invest in the latest and most advanced equipment. We also give equal importance to innovation in the field of healthcare. This has enabled us to attract renowned doctors from India and overseas to practice in our hospitals. It has also helped make our hospitals the preferred treatment destination for patients from India and various countries around the world.

Materiality topics covered in this section

◆ Technology and Innovation

First Proton Centre in South Asia

This is the only Proton Therapy system available in Asia and the Middle East. It offers advanced organ specific radiation treatment with state-of-the-art pencil beam Proton therapy for removing malignant tumors from the head, neck, brain, pancreas, and prostate. The treatment provided is highly precise and the radiation is focused directly into the tumor, without causing any harm to the adjoining tissues. Tumours in difficult to access areas can be targeted. Paediatric cancer patients will also benefit greatly from this technology.

640-Slice CT

We have India's first state-of-the-art Aquilion One PRISM 640 Slice CT Scanner – a new paradigm in non-invasive cardiology assessment with one-stop cardiac examination of heart function, cardiac blood supply, and heart muscle function.

The 640 CT Aquilion Prism is one of the most advanced CT scanners in the world. Armed with a fast speed of 0.27 seconds for the heart, it provides sharp images of coronary arteries and the plaques in their walls. The percentage of stenosis is accurately assessed. Its advanced Intelligent Clear-IQ Engine offers an opportunity at performing scans with reduced doses with preserved image quality.

Radixact-The Latest Generation Tomotherapy System

In order to augment the multiple radiotherapy technologies available in the Apollo Group, Radixact has been ordered for the Apollo Proton Center. This system comes with higher dose rate for better efficiency, higher gantry rotation for quicker imaging and a treatment delivery console for easier navigation through patient treatment and QA for machine and patient. The unique feature of Tomotherapy is the helical treatment delivery and seamless integration of image-guided and intensity modulated radiation therapy. Side effects are often minimized since less radiation reaches healthy tissues and organs.

Mazor Robotics' Renaissance System

Surgeons plan and implement with the utmost precision during the procedure, providing consistent results and optimal outcomes for patients. Surgical treatment of the spine requires planning and precision; and each patient's anatomy has unique challenges. Spine surgery with the Renaissance system provides increased safety and precision for a wide variety of spine procedures, and in some cases, enables minimally invasive surgery. Such surgery with Mazor Robotics technology increases accuracy with less radiation, lowers complication rates, reduces pain and enables faster recovery and return to daily activities.

da Vinci XI® Robotic Surgical System

We have acquired the latest model da Vinci Xi® Robotic Surgical System which provides a natural extension of the surgeon's eyes and hands. Highly-magnified 3D HD Vision ensures that surgeons can see the surgical site with true depth perception and crystal-clear vision. Wristed instruments bend and rotate far beyond the human hand.

The system supports fluorescence imaging. Firefly Fluorescence Imaging provides real-time visualization and assessment of vessels, bile ducts and tissue perfusion. Tremor filtration and Intuitive® Motion technologies allow the surgeon to operate with a steady, natural motion. Re-designed arms offer greater range of motion. The laser targeting system positions the boom and ensures optimal configuration for the procedure.

The da Vinci Xi Surgical System is designed to seamlessly integrate future innovations, such as advanced instrumentation, surgical skills simulation, software upgrades, and other advancements, in one dynamic platform.

Digital PET/CT system

The system has the highest sensitivity and reduces scan time and injected dose. Targeted for use in the Proton Centre for patients, the system delivers results with faster throughput, reduced radiation exposure and lower cost of radioisotope. The system features a unique flow motion for whole body dynamic imaging with continuous bed motion.

Philips Digital Pathology Solutions

Digitization of tissue slides offers the pathologist ease of diagnosis and detection of disease. In this emerging technology, glass slides containing specimen samples are converted into digital images for easy viewing, analysis, storage, and management of the collected data. This is enabled in part by virtual microscopy, a technology that enables successful image posting and transmission over a connected network. The data-rich image forms the base for maintenance of electronic health records of the patient population and compile the distributed information to build a central database. Digitized tissue can be analyzed by computer algorithms. This results in less human error and high efficiency. Minimum chances of error in observation and interpretation makes it the most sought after technology in the pathological segment.

Pediatric Cathlab Suite

A dedicated Pediatric Cathlab Suite with state-of-the-art ceiling-suspended Azurion Cathlab and integrated 3D Echo has been installed at Apollo Children's Hospital, Chennai. This is a first in India. 12" flat panel detector provides high resolution imaging over a large field of view, to detect heart chambers and structural defects. CLARITY IQ enables high quality imaging at ultra low x-ray dose levels for all patients and configurable low dose settings for pediatric patients. 3D rotational angiography is beneficial for managing interventional procedures and it optimizes the radiation dose, contrast dye and procedure time. The unique Echonavigator feature automatically fuses live 3D TEE and fluoroscopic images in real time adding clinical value in treating structural heart disease.

The First Biplane Interventional Suite—Philips Allura Clarity 20/15

This latest biplane cathlab, the first in the Apollo Group has been installed in Chennai. With frontal and lateral detectors, the biplane cathlab is ideally suited for advanced 3D imaging for vessel maps, soft tissue and high resolution stent imaging. The unique lateral double C-arc design of the biplane allows free projections and freedom in viewing any desired projection.

CLARITY IQ enables high quality imaging at ultra low x-ray dose levels. Unique advanced interventional tools like Aneurysm Flow (industry first interventional tool that visualizes & quantifies flow patterns inside aneurysm sacs), 2D Perfusion, XperCT, VasoCT, and Stent Boost Subtract, make this interventional suite a truly comprehensive solution for clinicians.

Apollo TeleHealth Services — Breaking Geographic Boundaries

Apollo TeleHealth Services (ATHS), has a two–decade experience in Telemedicine Services with presence across 25 states in India. With close to 700 Teleclinics, we have the largest telemedicine network providing specialized solutions like Tele-consults, Tele-radiology, Tele-cardiology, Tele-condition management, e-ICU and others.

ATHS breaks geographic boundaries and enables even remotely located populations across the globe to access medical expertise through this state-of-the-art technology. Within the country it enables quality healthcare service delivery to India's remote pupulations in rural and distant communities who otherwise do not have access to these services, by eliminating distance barriers. This is invaluable to a patient in emergency or critical care situation, especially when it is not feasible to physically move them. With on-going advancement in technology and the enhanced use of connected medical devices, the bar on care delivery is bound to rise significantly.

Platforms that Enable Care and Foster Patient Engagement

Health Record

The electronic Health Record is an important initiative under Apollo's patient engagement platform and disease management strategy. We collate the Patient Health Diary by collecting all patient centric information that exists within the hospital EMR—lab results, discharge summaries, demographic information, contact details, and hospital administrative data such as billing and insurance. Patients can also add to their health data by uploading information from unconnected providers. They can extract their medical record within minutes by using a simple button feature on the portal. This feature helps multiple caregivers as the complete records can be viewed in real time on a single platform.

eAccess

Managing critical care patients in the ICUs requires round the clock monitoring and interventions by clinical specialists, which often poses a challenge in remote or Tier III towns. The longer a patient stays in the ICU, the greater the risk of cross infections, complications and even death. eACCESS is an innovative idea to enable best of critical care for patients even where specialists are hard to find. It leverages the capabilities of various technologies – two-way audio-visual communication, equipment data interface and representation of clinical data in various formats along with the added functionality of trends and alarms to facilitate quality care to the patient by a remotely located intensivist. The technology infrastructure is also automated to measure outcomes, track performance, and monitor resource utilisation.

eACCESS enables the critical care team sitting at a command center to complement the physical activities within an ICU ensuring patients are monitored 24X7. The care team at the command centre can effectively monitor multiple patients across many ICUs. Deviations in patient condition are relayed immediately to the on-site team for initiating appropriate action. eACCESS provides instant access to over 1000 multi-specialty medical specialists in the Apollo group.

Dial 30

Dial 30 is a unique solution that increases nursing bandwidth for pure clinical work by capturing all non-medical requests from patients and attenders. More than 5,000 requests are built into the system with TAT & auto-escalation pathways. This increases effeciency as the operations team is able to capture all requests before they become a complaint.

Video, Telephone & Email Consults

It is sometimes difficult for patients to get a personal consultation with the doctor. Therefore we have provided the convenience of geography agnostic video calls which can be scheduled at a mutually suitable time for doctor and patient. Clinical evaluations are made based on patient history and care continuum records. Patients can also access consultants through telephone and email.

Apollo 24/7

Leveraging our physical network, we have now created India's largest omni-channel healthcare platform which supports a patient centric healthcare ecosystem. The app Apollo 24/7 offers a full suite of distinctive and dedicated digital healthcare offerings that are fully integrated to track a person's complete medical health and wellness journey. From virtual consultations to using a platform that can leverage on-line and off-line records to making AI based health predictions, it is available literally 24/7 to a consumer. Be it testing, diagnostics, consultations, or treatment, Apollo never sleeps. This assurance goes beyond the physical hospitals, transcending geographic boundaries through the use of technology and digital innovations.

Vision

To be the leading consumer-centric health ecosystem of the future, anchored in world class health care assets, innovative technologies, ubiquitous access, and trusted brand

Distinctive digital ecosystem coupled with a formidable physical network & capabilities
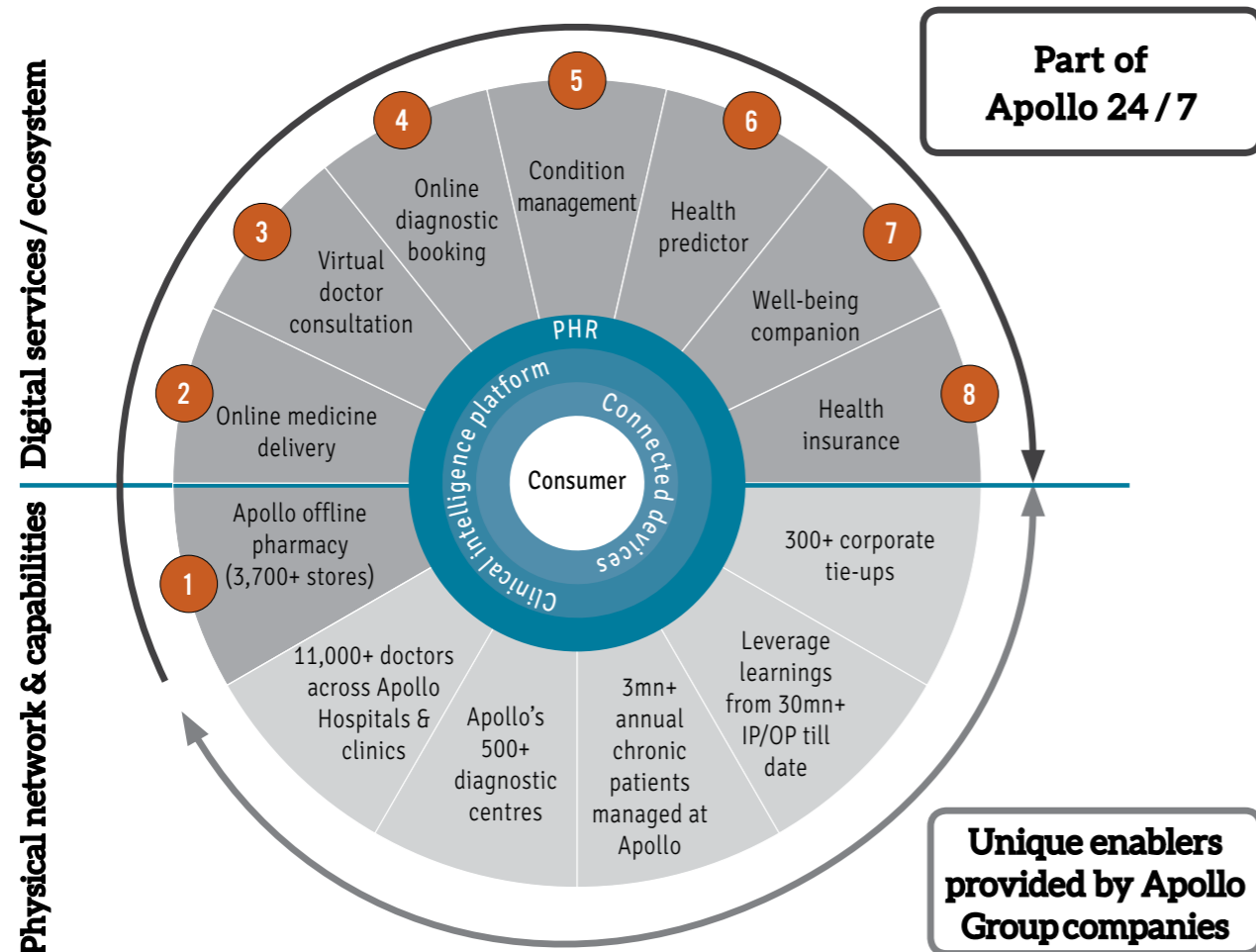
Apollo Clinical Innovation Group (ACIG)

The ACIG identifies and recommends emerging technology/equipment/surgical techniques/procedures/and best practices that can be adopted in the specialties of Cardiac Sciences, Orthopaedics, Neurosciences, Emergency and Critical Care, Oncology, Transplant, Gastroenterology and G.I. Surgery, Urology and Nephrology, Bariatric Surgery, Plastic surgery, Radiology and Laboratory Sciences. Specialist Advisory Group (SAG) comprises 15-20 senior Consultants representing the above specialties from the JCI accredited Apollo hospitals. Meetings of the SAGs are conducted through video conference and web links.

Roles and Responsibilities

| To provide advice, guidance and/or endorsement on the specialty based recommendations by the Apollo Clinical Innovation Group | To provide evidence based guidelines, literature review and current research regarding the proposed specialty based recommendations | To present independent expert suggestions on emerging technologies/ equipment, innovative medical and surgical techniques, best next practices which the Apollo Hospitals Group needs to adopt in order to keep abreast with the latest in the clinical medicine | To consider pros and cons of implementing the specialty based recommendations regarding ideas that bring a notable change in clinical practice | To monitor implementation at the units |

Protocol

1 — SAGs shall have two sessions of 12 meetings each to discuss new suggestions, identify new proposals and make recommendations

2 — The proceedings and discussions of the SAG shall be minuted. The MoMs shall be shared with all the attendees, and Medical Directors and CEOs of participating hospitals

3 — Recommendations from the meetings shall be categorized into 'Clinical Innovation' and 'New Medical Technology'

4 — Once the recommendations are approved by the MD, they will be shared with the local teams in each hospital.

5 — ACIG will monitor the implementation and disseminate the group-wide report as appropriate.
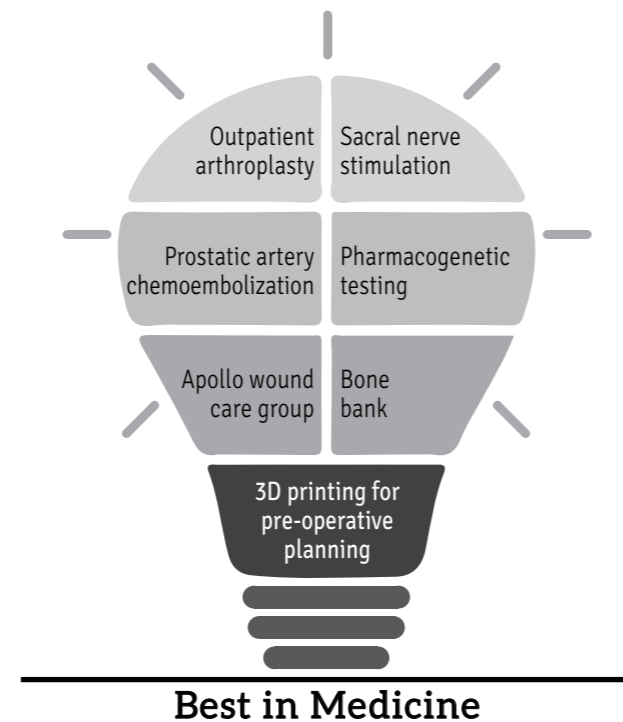
Apollo Research & Innovations (ARI)

ARI, a division of Apollo Hospitals, focuses on scouting, evaluating, deploying and integrating innovations across Apollo Hospitals, with an objective of improving outcomes, affordability and accessibility for our 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 ethical clinical studies for sponsored drug trials, devices, software as well as consumer goods. Apollo is India's single largest clinical site solutions organization having undertaken over 1150 global clinical studies, operated by a dedicated team of 80 professionals, across 17 different Apollo Hospitals sites in the country.

The Apollo Hospital Education & Research Foundation is a not for profit organization and is focused on basic, translational and epidemiological research. The Cell and Molecular Biology Research Centre enables basic and translational research projects in cutting edge areas such as liquid biopsy, molecular diagnostics, pharmacogenetics and exosomes.

Apollo's Clinical Superiority through Innovation

Innovation is driving quantum improvement in delivering better clinical outcomes and customer experience. Innovations in healthcare delivery are enabling clinical superiority, redefining clinical outcomes, improving patient safety and bettering patient experience overall. They have resulted in more convenient and effective treatments for today's time-stressed and increasingly empowered healthcare consumers.

Outpatient arthroplasty
Sacral nerve stimulation
Prostatic artery chemoembolization
Pharmacogenetic testing
Apollo wound care group
Bone bank
3D printing for pre-operative planning

Best in Medicine

HUMAN CAPITAL — OUR BEDROCK

We continue to place our focus on our most valued resource, our employee. We value the importance of a highly skilled workforce, which is proficiently trained to provide the highest standard of care. The people that work in Apollo Hospitals, whom we are proud to call our Apollo Family, form the very nucleus of the Group and their actions contribute to the Group's journey of touching a billion lives.

In addition to the high level of skills, commitment and professionalism of our people, cultural integration of the workforce has been a key focus area and the organization's learning initiatives are designed around assimilation and development of the individual and team competencies to create a patient centric culture. Every employee of the Apollo Hospitals family embraces the Group's "Tender Loving Care" philosophy in dealing with patients and are committed to the Group Vision – "To Touch a Billion Lives".

Materiality topics covered in this section

- Employee Training & Talent Development
- Labour Relations
- Diversity and Inclusion
- Employee Health & Safety

SUSTAINABLE DEVELOPMENT GOALS

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

New Hires
(FY20)
17,369

6,104
11,265

Employee
Turnover
(FY20)
12,638

5,114
7,524

■ Female ■ Male

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

Employer Awards
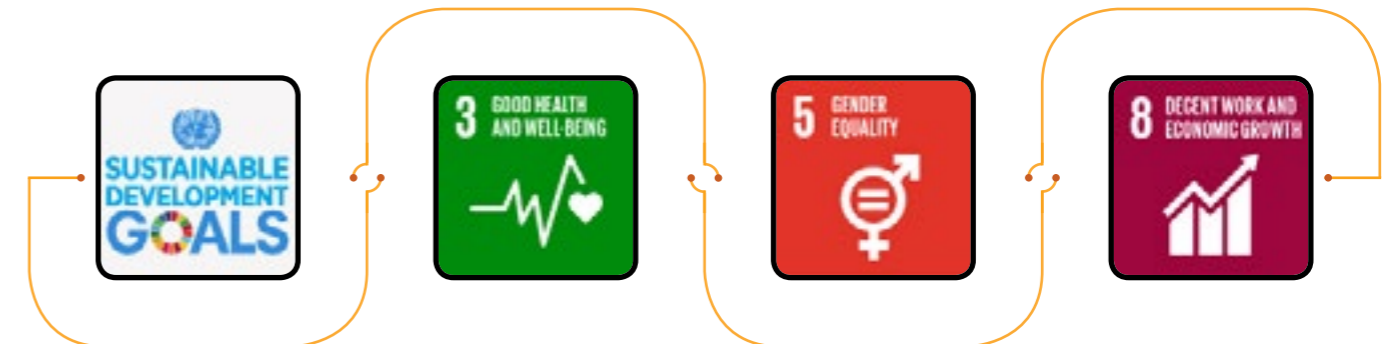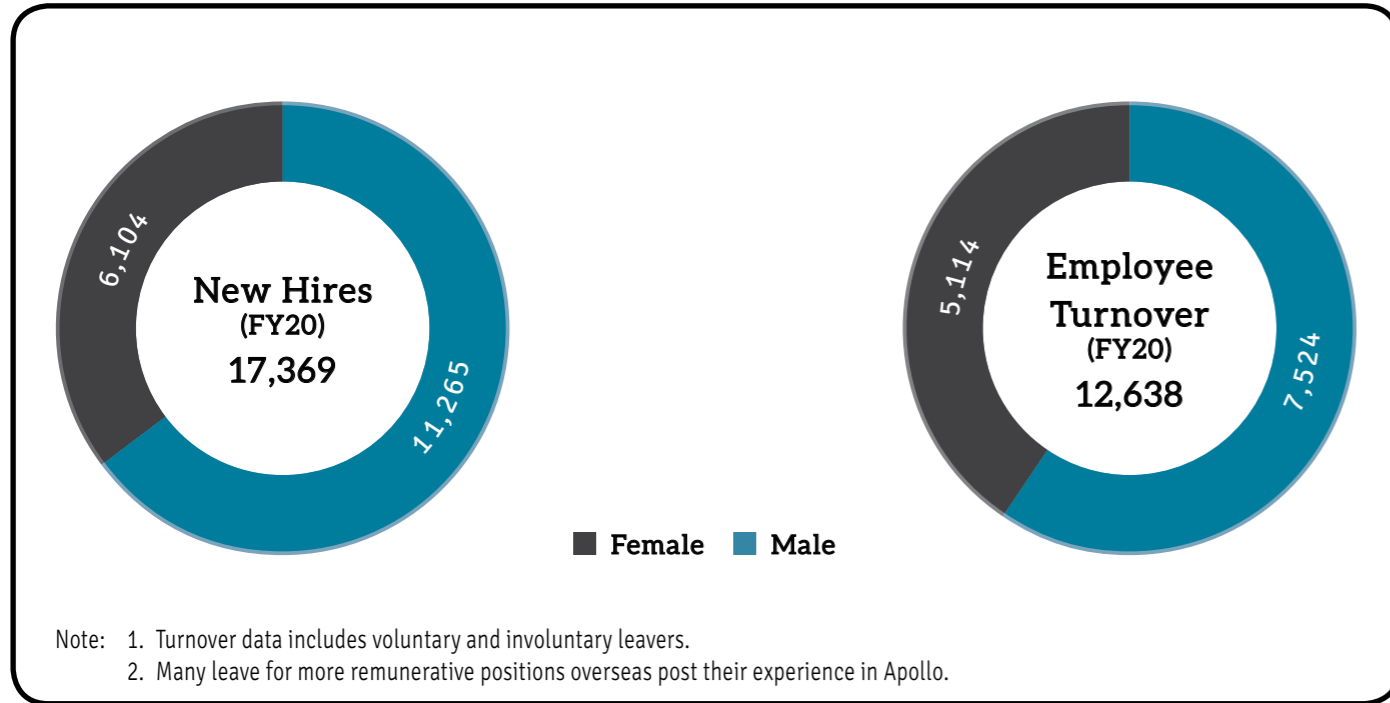
Size and Composition of Workforce

	Number of Male Employees	Number of Female Employees	Number of Male Employees with Disabilities	Number of Female Employees with Disabilities	Total Number of Employees on Roll	Total Number of Contract Employees
FY18	24,843	12,631	84	14	**37,572**	6,654
FY19	26,694	14,910	84	14	**41,072**	9,372
FY20	30,832	15,592	37	6	**46,467**	9,787

Talent Development

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

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

Performance Evaluation

The performance evaluation system in AHEL is systematic. Every unit makes an Annual Operating Plan (AOP) for the year and the KRAs of the employees are derived from it. The KRAs are discussed and agreed with the Reporting Manager/ HOD at the beginning of the year. The employees undergo half-yearly and annual appraisals and performance is measured on the KRAs.

The Performance Linked Variable Pay for employees is based on the AOP score of the respective Unit linked with the overall performance of the individual. It ranges from 3% to 10% of the annual Cost To Company based on the performance rating. Rating for the employee is derived as a result of individual's performance. Increments are rolled out basis the Unit Performance and normalization of ratings. We believe in keeping the appraisal system transparent and we reward and recognize deserving employees.

Labor Relations

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

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

We extend Life Insurance, Personal Accident Insurance to Members and Medical Insurance Coverage for Members and their family. Their compensation includes an option to enroll in Provident Fund and National Pension Schemes.

Diversity and Inclusion

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

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

Sexual Harassment

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

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

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

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

FY18	FY19	FY20
4	6	4
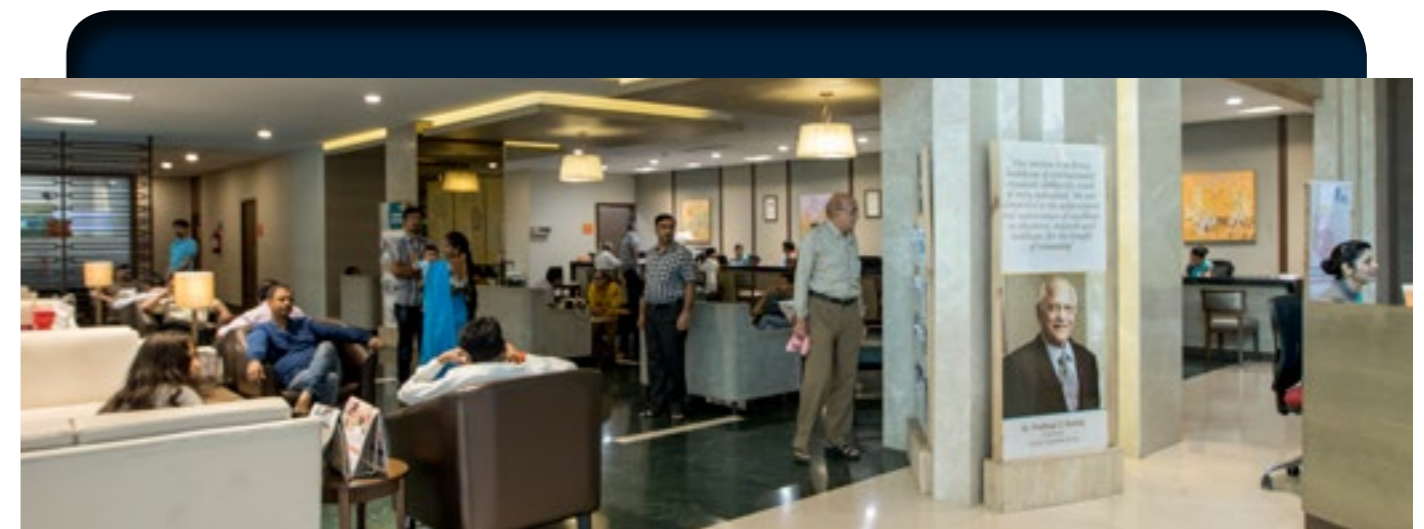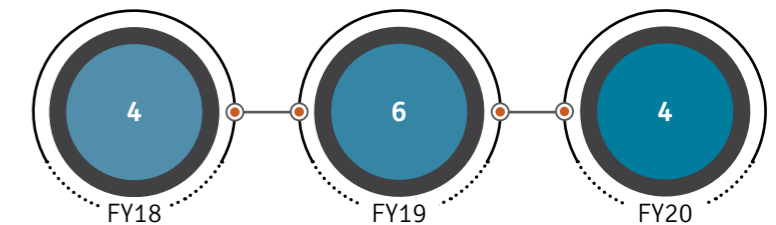
Employee Health and Safety

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

As a Healthcare Company, we have a long-standing commitment to improving and sustaining the health of our workforce. As part of the employee welfare program, around 99% of our employees have had an complimentary annual health check in FY20.

Follow-up process after health check:

♦ The HR function arranges one-on-one sessions with Specialists and Clinicians for employees falling into the high-risk Red and moderate-risk Yellow bands.

♦ They are informed of their existing health status, and counselled on necessary medications, possible invasive interventions, and preventive measures to stop further deterioration.

♦ Retention of prognosis by HR function for future reference:
The HR function retains a copy of the prognosis and maintain an individual health dossier for every Apollo family member which is checked every six months to evaluate the member's health status

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

In health checks conducted between 2016 and 2020, to assess risk of NCDs among employees, the following data emerged:

Diabetes Status

Of the total number of employees screened for sugar levels from 2016 to 2020, 71% of the employees had normal blood sugar levels. 22% of the employees had impaired glycemia, while 4.9% of the employees were known diabetics and 1.1% were newly detected diabetics.

Hypertension Status

Of the total number of employees screened from 2016 to 2020, approximately 90% are normal. 9% of the employees were pre-hypertensive. Roughly 1% of employees were hypertensive in this set of data.

Quantitative indicators related to employee safety and health (FY20)

786 hours (98 days) (32 employees)	3.6%	0.7% (148)
Lost-time due to injury while on duty	**Absenteeism (per month)**	**Occupational Disease Rates (in numbers)**
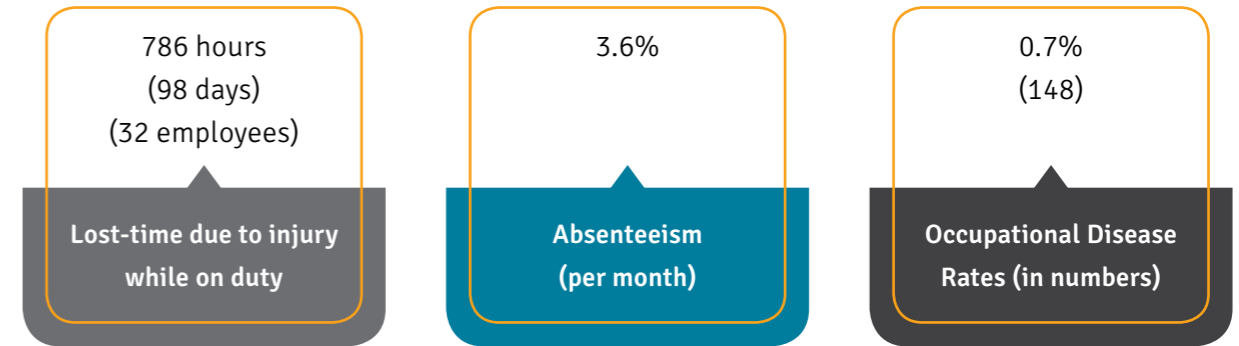
Note: There were no fatalities in FY20.

Caring for our Employees during the COVID pandemic

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

♦ Regular engagement with Members and their families through direct communications and updates on developments, helped break the cloud of fear

♦ Senior Leadership communications with Members

♦ Assurance to Members that their jobs were safe

♦ Providing special allowances for COVID Warriors

♦ Addressing questions like — Will I get infected?; What will happen to me and my family if I fall sick?; Will I get adequate PPE & supplements?; What happens to my medical bills?; and providing safe work facilities with robots and UV sanitizers

♦ Enhanced safety protocols and emphasis on Infection Control practices

♦ Practice of safe distancing protocols in patient areas and offices

♦ Providing accommodation and quarantine facilities for Members and Member families

♦ Free transportation for Members

♦ Leveraging digital transformation and conducting online meetings

CARING FOR THE ENVIRONMENT

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

Materiality topics covered in this section

- Climate Change
- Water Management
- Energy Management
- Waste Management
- Green design and Construction
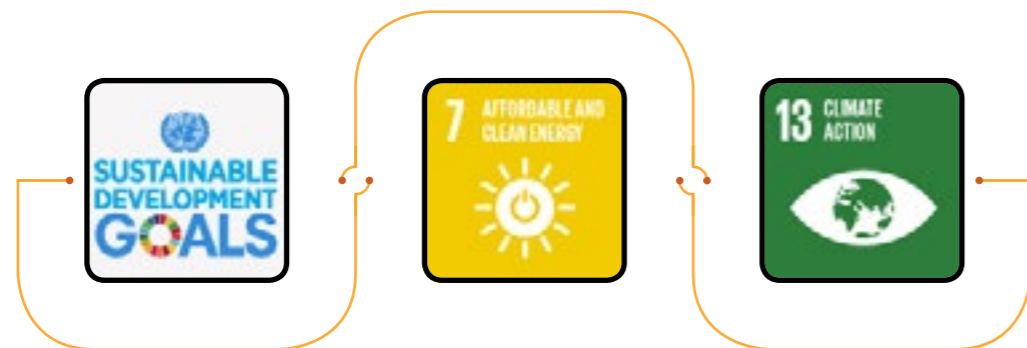
Environment Aspects Impact

Stores (Example)

S.NO.	ACTIVITY	D/I	ENVIRONMENT ASPECT	CONDITION N/A/E	ENVIRONMENT IMPACT	LEG (Y/N)	RSP (Y/N)	SH (Y/N)	A	B	C	D	E	TOTAL ESR	SEA
					ORGANIZATIONAL CONCERN			ENVIRONMENTAL CONCERN							
			OT STORE												
1.	Issuance of materials	D	Waste Material Generation	N	Land Pollution	N	N	N	5	3	2	1	3	90	NS
		D	Waste Package Item Generation	N	Land Pollution	N	N	N	5	3	2	1	3	90	NS
		D	Waste Liquid Material Generation	N	Water Pollution	N	N	N	3	3	1	1	1	90	NS
		D	Paper Toner Usage	N	Land Pollution	Y	N	N	3	4	3	1	5	180	S
2.	Consignments (material receiving)	D	Material Usage / Packed Items Usage	N	Land Pollution	N	N	N	5	3	3	1	2	90	NS
3.	Cleaning process	D	Floor Cleaning / Mopping	N	Water Pollution	N	N	N	5	3	1	1	2	30	NS
4.	Dust cleaning (dry cloth)	D	Waste Cloth Generation	N	Land Pollution	N	N	N	5	3	1	1	1	15	NS
5.	Pest control handling	D	Air Emission	N	Environment Hazard	N	N	N	5	3	1	1	1	15	NS
			CATH LAB STORE												
6.	Issuance of materials	D	Waste Material Generation	N	Land Pollution	N	N	N	5	3	2	1	3	90	NS
		D	Waste Package Item Generation	N	Land Pollution	N	N	N	5	3	2	1	3	90	NS
		D	Waste Liquid Material Generation	N	Water Pollution	N	N	N	3	3	1	1	1	9	NS
		D	Waste Paper/Toner Cartridge Usage	N	Land Pollution	Y	N	N	-	-	-	-	-	-	S
7.	Consignments (material receiving)	D	Waste Material Generation	N	Land Pollution	N	N	N	5	3	3	1	2	90	NS
8.	Cleaning process	D	Floor Cleaning/ Mopping	N	Water Pollution	N	N	N	5	3	1	1	2	30	NS
9.	Dust cleaning (dry cloth)	D	Waste Cloth Generation	N	Land Pollution	N	N	N	5	3	1	1	1	15	NS
			SURGICAL STORE												
10.	Issuance of materials	D	Waste Material Generation	N	Land Pollution	N	N	N	5	3	2	1	1	30	NS
		D	Waste Package Item Generation	N	Land Pollution	N	N	N	5	3	2	1	1	30	NS
		D	Waste Paper Toner Generation	N	Land Pollution	Y	N	N	-	-	-	-	-	-	S

S.NO.	ACTIVITY	D/I	ENVIRONMENT ASPECT	CONDITION N/A/E	ENVIRONMENT IMPACT	ORGANIZATIONAL CONCERN			ENVIRONMENTAL CONCERN					TOTAL ESR	SEA
						LEG (Y/N)	RSP (Y/N)	SH (Y/N)	A	B	C	D	E		
11.	Material storage	D	Waste Carton Box Generation	N	Land Pollution	N	N	N	5	3	2	1	1	30	NS
		D	Waste Wrapping Papers Generation	N	Land Pollution	N	N	N	5	1	2	1	1	10	NS
		D	Waste Thermacol Generation	N	Land Pollution	N	N	N	5	1	2	1	1	10	NS
		D	Expired/Rejection Materials Generation	N	Land Pollution	N	N	N	5	1	2	1	1	10	NS
12.	Cleaning process	D	Floor Cleaning/Mopping	N	Water Pollution	N	N	N	5	1	2	1	1	10	NS
13.	Dust cleaning (dry cloth)	D	Waste Cloth Generation	N	Land Pollution	N	N	N	5	1	2	1	1	10	NS
14.	Pest control handling	D	Air Emission	N	Environment Hazard	N	N	N	5	1	1	1	1	5	NS
	LAB STORE														
15.	Issuance of materials	D	Waste Material Generation	N	Land Pollution	N	N	N	5	2	3	1	1	30	NS
		D	Waste Package Item Generation	N	Land Pollution	N	N	N	5	2	3	1	1	30	NS
		D	Waste Liquid Generation	N	Material Water Pollution	N	N	N	5	1	1	1	1	5	NS
		D	Waste Chemical Generation	N	Water Pollution	N	N	N	5	1	1	1	1	5	NS
		D	Waste Paper/Toner Cartridge	N	Land Pollution	Y	N	N	-	-	-	-	-	-	S
16.	Hazardous items storage	D	Fire Possibilities	E	Environment Hazard	Y	N	N	-	-	-	-	-	-	S
		D	Waste Chemical Spill/Consumption Generation	E	Environment Hazard	Y	N	N	-	-	-	-	-	-	S
17.	Material storage	D	Waste carton Boxes Generation	N	Land Pollution	N	N	N	5	2	1	1	1	10	NS
		D	Waste Fragile Bottle Generation	N	Water Pollution	N	N	N	5	1	3	1	2	30	NS
		D	Waste Thermacol Generation	N	Land Pollution	N	N	N	5	2	1	1	2	20	NS
		D	Expired/Rejection Materials Stocking	N	Land/Water Pollution	N	N	N	5	1	1	1	1	5	NS
18.	Cleaning process	D	Floor Cleaning/Mopping	N	Water Pollution	N	N	N	5	1	3	1	1	15	NS

S.NO.	ACTIVITY	D/I	ENVIRONMENT ASPECT	CONDITION N/A/E	ENVIRONMENT IMPACT	ORGANIZATIONAL CONCERN			ENVIRONMENTAL CONCERN					TOTAL ESR	SEA
						LEG (Y/N)	RSP (Y/N)	SH (Y/N)	A	B	C	D	E		
19.	Dust cleaning (dry cloth)	D	Waste Cloth Generation	N	Land Pollution	N	N	N	5	1	1	1	1	5	NS
20.	Pest control handling	D	Air Emission	N	Environment Hazard	N	N	N	5	3	2	1	1	30	NS
	CRS														
21.	Receiving dc/filing and binding	D	Stationary Waste Generation	N	Land Pollution	N	N	N	5	2	2	1	1	20	NS
22.	GRN/SRV processing	D	Stationary Waste Generation	N	Land Pollution	N	N	N	5	2	2	1	1	20	NS
23.	Import handling process	D	Imported Packing Items Generation	N	Land Pollution	N	N	N	2	4	2	1	1	16	NS
24.	Cleaning process	D	Floor Cleaning/Mopping	N	Water Pollution	N	N	N	5	2	2	1	1	20	NS
25.	Dust cleaning (dry cloth)	D	Waste Cloth Generation	N	Land Pollution	N	N	N	5	2	1	1	1	10	NS
26.	Pest control handling	D	Air Emission	N	Environment Hazard	N	N	N	1	1	1	1	5	5	NS
27.	Weighing & measuring (fish/mutton/chicken)	D	Spill Waste Generation	N	Environment Hazard	N	N	N	5	1	3	1	1	15	NS
28.	Expired chemicals and Kits disposal	D	Water pollution	N	Environment Hazard	Y	N	N	-	-	-	-	-	-	S

Reference Documents

Organizational Concern

LEG: Legal Concern — If the aspect has a legal applicability, say YES

RSP: Resource Saving Potential — By eliminating or reducing the impact of the aspect

SH: Stake Holders — If the aspect affects 50% and more of stake holders YES, and if there is a complaint from external interested parties, say YES

Note: if any of the organizational concern is compliant then environmental Aspects/Impact is identified as significant and environmental concern scores will be not applicable.

Environmental Concern

A (Occurrence): 5 - Continuous-occurs three times per week (on average) or more often; 4 - Repeated-occurs one to two times per week (on average); 3 - Regularly-occurs monthly (on average); 2 - Intermittent-occurs quarterly (on average); 1 - Seldom-occurs two times per year (on average) or less often

B (Impact): 5 - Permanent; 4 - Outside Organization; 3 - Only inside organization; 2 - Resource; 1 - Slight or negligible visual impact

C (Quantity): 5 - Excessive (Above 50%); 4 - Very high (Less than 40%); 3 - High (Less than 30%); 2 - Moderate (Less than 20%); 1 - Low (Less than 10%)

D (Controls): 3 - Absent; 2 - Available but not reliable; 1 - Available & effective

E (Detection/Preventive Mechanism): 5 - More than 24 hours; 4 - More than 12 hours; 3 - More than 6 hours; 2 - More than 1 hour; 1 - Immediate

D/1: Direct/Indirect Impact; N/AIE: Normal/ Abnormal/ Emergent; ESR: Environmental Significance Rating;

SEA: Significant Environmental Aspect

For determination of Significant Impacts, the Scores A, B, C, D, E, are Multiplied altogether as A* B * C * D * E and an Environmental Significance rating ESR is calculated i.e. ESR = A* B * C * D * E. A Cut off value of ESR has been considered as 160. Anything which equals or higher than 160 is rated as Significant Environmental Aspects/Impact. Any Environmental Aspects which is identified as legislation by default becomes as SEA.

Climate Change

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

Natural Events: Flood, Earth Quake

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

Human Events: HAZMAT Exposure External, Bomb Threat

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

Several types of hazards pose a threat to the hospital:

1. Disaster threats that may affect the hospital or community (large or nearby fires, cyclone, flooding, explosions, etc.)

2. Minor external disasters: incidents involving a small number of casualties.

3. Major external disasters: incidents involving a large number of casualties.

4. Disasters in other communities.

5. Epidemics

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

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

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

Water Management

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

We are involved in a range of initiatives such as:

♦ analyzing waste water effluents at our hospitals and assessing their impact on the environment

♦ using state-of-the-art technologies to treat waste water discharge from our hospitals

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

♦ Increasing the ground water level by channelling excess rain/storm water into rain water harvesting pits across the premises and ensuring effective utilization with proper filtration

♦ Fixing retrofit blowers in AHUs and fixing pressure regulating water taps to conserve water

♦ Conserving water by reuse of dialysis RO rejected water and drinking RO rejected water

♦ Conserving water in western toilets by removing single push button

♦ Reusing water generated from sanitary and housekeeping for gardening purpose

Energy Management

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

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

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

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

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

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

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

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

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

Waste Management

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

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

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

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

Sustainability Initiatives by Apollo Pharmacy

Retail Packaging

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

Product Packaging

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

Biomedical Waste Management

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

Management of hospital bio waste

Generation — Segregation — Collection — Transportation — Storage — Treatment — Disposal
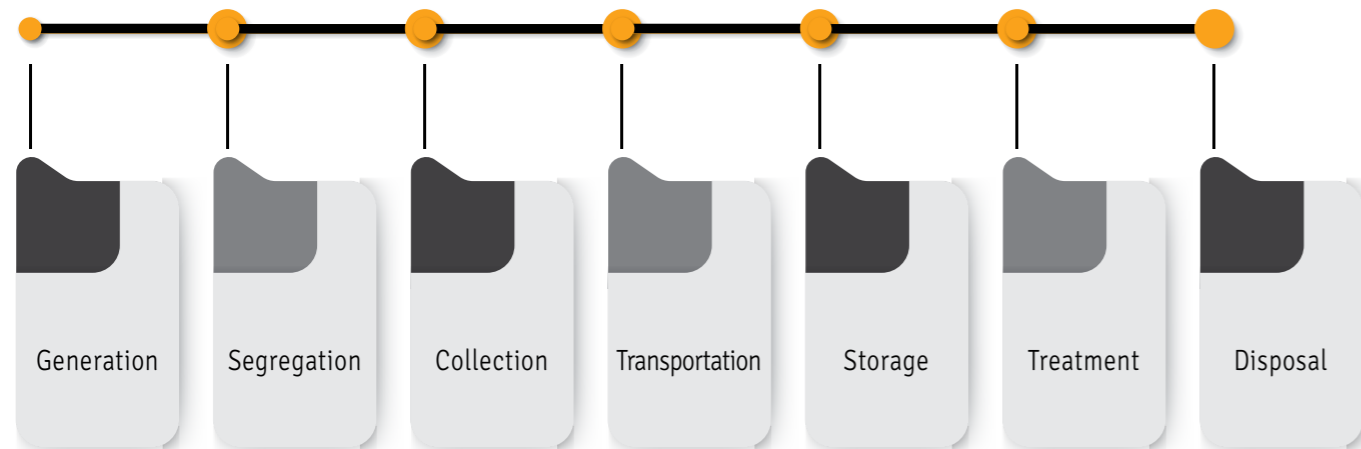
The principles of bio waste management practices are in line with national and local requirements

Development of a waste management plan that assesses current situation and minimizes the amount of waste generated	Storage of waste in specified areas with restricted access	Marking storage areas with a biohazard symbol
Segregation of clinical (infectious) waste from non-clinical waste in dedicated containers	Collection and storage of sharps in sharps containers made of plastic or metal which have a lid that can be closed. They should be marked with the appropriate label or logo (e.g. a biohazard symbol), as needed	Ensuring that the carts or trolleys used for the transportion of segregated waste are not used for any other purpose and are cleaned regularly
Transportation of waste in a dedicated trolley	Marking clinical (infectious) waste	Identifying a safe storage area for waste

Green Design and Construction

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

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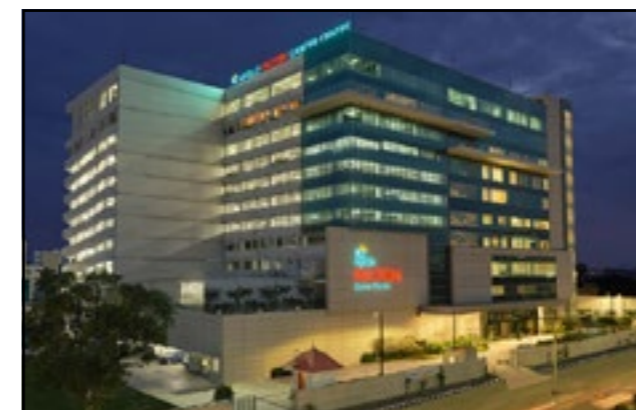
OUR GOVERNANCE PRACTICES

We commit to adhering to the highest standards of governance to ensure protection of the interests of all stakeholders of the Company in tandem with our growth. We believe that there is a direct correlation between good corporate governance practices and long-term shareholder value. The corporate governance of our Company reflects our value system encompassing our culture, policies, and relationships with stakeholders.

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

Materiality topics covered in this section

♦ Good Governance

♦ Business Ethics and Compliance

Board of Directors and Short Bios

Dr. Prathap C Reddy
Founder and Executive Chairman

Dr. Prathap C. Reddy, 89, Executive Chairman holds a Bachelor's degree in Medicine and Surgery from Stanley Medical College, Madras, and is a Fellow of the Royal College of Surgeons, Edinburgh. He practiced as a cardiologist in the USA before founding the Apollo Group. He has been on the Board since the year 1979.

Dr. Prathap C Reddy, is widely acknowledged as the architect of modern Indian healthcare.

He has also been the Chairman of the Confederation of Indian Industry's National Health Council and advisor to its committees on Healthcare, Health Insurance, Public Health and Pharma. He was pivotal in the formation of NATHEALTH - the Healthcare Federation of India, which today is one of the nation's most powerful and influential forums in facilitating shift in mind-set, delivery and policy making towards good health for all in India.

Apart from many other awards for his efforts in promoting the cause of healthcare, he was conferred the 'Padma Vibhushan' the second highest civilian award by the Government of India in 2010, an acknowledgement of his untiring pursuit of excellence in healthcare.

In July 2018, Dr. Reddy was conferred with the Lions Humanitarian Award. He was then the fifth Indian and second medical doctor to be conferred with this exalted honour.

Preetha Reddy, 63, Executive Vice Chairperson of the Company received her Bachelor's degree in Science in Chemistry from Madras University and a Master's degree in Public Administration from Annamalai University. She has been on the Board since the year 1989.

She works closely with the organization's 9000 clinicians in introducing contemporary protocols to continuously enhance clinical outcomes and also leads the thrust on quality improvement processes to achieve the highest standards in patient satisfaction.

She was a Founding Member of the Quality Council of India and under her guidance teams from Apollo Hospitals worked with the Government of India in introducing the NABH (National Accreditation Board for Hospitals and Healthcare Providers) accreditation. She is the President of NATHEALTH for the year, 2020-2021. She is also on the Board of Governors of the Management Development Institute (MDI), Gurgaon.

She has won several awards in recognition of her contributions to the development of the healthcare sector in India and was also conferred the degree of Doctor of Science (Honoris Causa) by The Tamil Nadu Dr. MGR Medical University in recognition of her outstanding work in the field of healthcare.

Smt. Preetha Reddy
Executive Vice Chairperson

Suneeta Reddy, 61, Managing Director of the Company received her Bachelor's degree of Arts in Public Relations, Economics and Marketing from Stella Maris College, Chennai. She also holds a Diploma in Financial Management from the Institute of Financial Management and Research, Chennai, and has completed the Owner/President Management Program at Harvard Business School, Boston, USA. She has been on the Board since the year 2000.

She was instrumental in bringing the first FDI in healthcare to India and subsequently in taking the organization to international equity markets through a successful GDR. Her deep domain knowledge and foresight has guided Apollo's emergence as a formidable, financially sound hospital enterprise. She steered the Apollo Reach Hospitals model to fruition, which was commended by the World Bank as an innovation redefining both healthcare and healthcare design.

A key influencer in the Indian healthcare industry, Ms. Reddy is widely recognized for her contributions. She has been a Co-Chairperson of the Healthcare Sub Committee - Confederation of Indian Industry (CII). She is also a member of the National Committee on Healthcare, Harvard Business School India Advisory Board (IAB) and the Harvard Medical School Advisory Board.

Smt. Suneeta Reddy
Managing Director

♦ Sangita Reddy, 58, Joint Managing Director of the Company holds a Bachelor's degree in science from Women's Christian College, Chennai. She has pursued post-graduation courses in Hospital Administration from Rutgers University, Harvard University and the National University of Singapore. She has been on the Board since the year 2000.

♦ She was conferred an Honorary Doctorate by Macquarie University Australia, in recognition of her untiring efforts and resolute commitment to bringing transformative changes in healthcare, development of Health IT and championing manifold initiatives both in India and abroad.

♦ As an influential policy maker and reformist, Sangita is actively engaged with governments and industry bodies on aspects of public health and policy development.

♦ Dr. Sangita Reddy is a member of the World Economic Forum. In December 2019, she became the President of the industry chamber, FICCI for 2019-2020.

Smt. Sangita Reddy
Joint Managing Director

Shobana Kamineni, 59, Executive Vice Chairperson holds a Bachelor's degree in Economics and has completed a course in Accelerated Hospital Management from Columbia University, USA. She has been on the Board since the year 2010.

Shobana now steers the organization's emergence as a proponent of integrated digital first healthcare services in India through Apollo 24/7. She also heads Apollo Pharmacy, India's largest pharmacy chain with a pan-India network of over 3,800+ stores, 27,000+ employees; serving more than 5,00,000 customers a day.

Shobana was appointed as the first ever woman president of the Confederation of Indian Industry (CII) in 2017- 18 since its inception in 1895. The Women Economic Forum conferred upon her the award of 'Businesswoman of the Decade' in recognition of her work in healthcare and in empowerment of women. She was conferred an Honorary Doctorate Degree of Science by the prestigious Bryant University, USA, in recognition of her life's work in healthcare & pharmaceuticals and her leadership role in business expansion in India.

Smt. Shobana Kamineni
Executive Vice Chairperson

Shri. M B N Rao
Independent Director

MBN Rao, 75, Independent Director of the Company is a Graduate in Agriculture, Associate of the Chartered Institute of Bankers, London, Fellow Member of the Indian Institute of Bankers and Member of the Singapore Institute of Management. He holds two Diplomas in Computer Studies from University of Cambridge and National Computing Centre, London and was a Member of the Singapore Institute of Management. He held positions as Chairman and Managing Director of Indian Bank and Canara Bank. He has been on the Board since February 2019

Mr. M.B.N. Rao has over 49 years of experience, including over 10 years of overseas working experience, and extensive in-depth knowledge in Senior Management, Banking and Finance, Investments, Project Finance, Economics, Foreign Exchange, Money and Capital Markets, Risk Management, Treasury and Funds Management, Asset and Liability Management, Internal Control, Inspection & Audit, Vigilance, Taxation and Administration etc.

Vinayak Chatterjee, 61, Independent Director graduated in Economics (Hons) from St. Stephen's College, Delhi University and holds a MBA qualification from the Indian Institute of Management, Ahmedabad. He has been on the Board since the year 2014.

He co-founded Feedback Infra in 1990 which is India's leading provider of professional and technical services in the infrastructure sector. These services include Advisory, Planning & Engineering, Project Management and Operations & Maintenance.

Mr. Chatterjee plays a strategic advisory role to leading domestic and international corporates, the Government of India, various Ministries dealing with infrastructure, as well as multilateral and bilateral institutions in the areas of infrastructure planning and implementation. He is one of the leading proponents of the Public-Private Partnership (PPP) model for developing India's infrastructure.

Shri. Vinayak Chatterjee
Independent Director

Dr. Murali Doraiswamy, 57, Independent Director did his MBBS from India and postgraduate training at Duke University, USA. He has been on the Board since the year 2018.

Dr. Murali Doraiswamy is a leading physician-innovator at Duke University Health System (USA) where he serves as a Professor of Psychiatry and Medicine and an affiliate member of the Duke Center for Applied Genomics and Precision Medicine.

He has served as an investigator on landmark clinical trials of many drugs, diagnostics and devices used widely in neuroscience medicine today. He has published over 250 articles in leading medical journals and given talks at prestigious forums such as the World Economic Forum (Davos) and the India Today Conclave.

He has also served as a consultant to many government health agencies, such as the US FDA, and as a senior strategic advisor to several global pharmaceutical and healthcare companies as well as start-ups in the preventive medicine, wellness, big data and digital health sectors. He serves as the Co-Chair for the World Economic Forum's Global Future Council on Neurotechnology.

Dr. Murali Doraiswamy
Independent Director

V. Kavitha Dutt, 49, Independent Director is a Business Management Graduate from Cedar Crest College, Allentown, Pennsylvania, USA. She is currently the Joint Managing Director of The KCP Limited, a listed company which is involved in the manufacture of Cement, Heavy Industrial Machinery for Sugar plants, steel and sophisticated high tech equipment for Defence, Space & Nuclear Projects She has been on the Board since February 2019

Ms. Kavitha, is the Vice Chairperson of SCWEC, India. SCWEC is a Sub Sector Council of the SAARC Chamber of Commerce and Industry established with the objective of developing and promoting women entrepreneurs in the South Asian region. She is also Co-Chairperson FICCI (Federation of Indian Chambers of Commerce & Industry), Tamil Nadu State Council.

Smt. V Kavitha Dutt
Independent Director

Skills/expertise/competence of the Board of Directors

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

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

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

Composition of Board Committees, Meetings Held & Attendance

Name of the Member	Audit Committee			Nomination & Remuneration Committee			Stakeholders Relationship Committee			Corporate Social Responsibility Committee			Risk Management Committee		
	Designation	Meetings Held	Meetings Attended	Designation	Meetings Held	Meetings Attended	Designation	Meetings Held	Meetings Attended	Designation	Meetings Held	Meetings Attended	Designation	Meetings Held	Meetings Attended
Dr. Prathap C Reddy										C	2	2			
Smt. Preetha Reddy							M	4	4	M	2	2	M	2	2
Smt. Suneeta Reddy							M	4	4				C	2	2
Smt. Sangita Reddy										M	2	2			
Shri. M B N Rao	C	4	4	M	2	2				M	2	2			
Shri. Vinayak Chatterjee				C	2	2							M	2	2
Smt. V Kavitha Dutt	M	4	4				C	4	4						
Dr. Murali Doraiswamy				M	2	1				M	2	1			
Dr. K Hariprasad													M	2	2
Dr. Satyabhama													M	2	2

C – Chairman / Chairperson   M – Member

Remuneration Policy

The main aim of the remuneration policy is to pay the Executive Directors and senior management competitively in line with industry peers. Performance-related rewards, based on measurable and stretch targets, are an important component of an Executive Director's remuneration package and is aligned to Apollo's long-term business strategy.

KRAs determine performance based incentives i.e. annual bonus and commission include criteria such as increase in healthcare and pharmacy segmental revenues and profitability, recruitment and retention of Doctors and key medical professionals, customer feedback and satisfaction scores, clinical outcomes and IT-related initiatives.

Executive Directors

Compensation to the non-executive directors in the form of:

i)   Sitting fees for Board and Committee meetings attended by them, and

ii) Commission of Profits

The aggregate commission payable to all non-executive directors is maintained within the limits approved by the shareholders and is in line with the provisions of the Companies Act, 2013.

Non-Executive Directors

Performance Evaluation of the Board and Directors

In accordance with the Companies Act, 2013 and Regulation 17 of the Listing Regulations, the Annual Performance Evaluation is conducted for all Board Members as well as for the working of the Board and its Committees, led by the Chairman of the Nomination and Remuneration Committee. Specific focus is on the performance and effective functioning of the Board. The evaluation is in compliance with the Companies Act and the SEBI's Guidance Note on Board evaluations.

The evaluation of the Chairman and the Executive Directors is carried out by the Independent Directors. The evaluation of the Independent Directors is carried out by the entire Board based on criteria such as participation and contribution in Board and Committee meetings, representation of shareholder interests and enhancement of value to them, experience and expertise in providing feedback and guidance to top management on topics like business strategy, governance and risk, environmental issues.

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.

Our Company's ERM covers ESG risks, which are monitored and managed.

Patients
- Quality of Care & Patient Safety
- Customer Relationship Management
- Patient Privacy, EHR and Cyber-Security
- Affordability of Healthcare
- Technology and Innovation

Employees
- Labour Relations
- Talent Recruitment, Development and Retention
- Diversity, Inclusion and Equal Opportunity
- Employee Health and Safety

Governance & Business Ethics

Governance
- Board Composition and Diversity
- Executive Pay
- Engagement with Shareholders (including Board Responsiveness)

Business Ethics and Compliance
- Fraud and Internal controls
- Prevention of Insider Trading
- Vigilance Mechanism & Grievance Redressal

Communities
- Access to Healthcare
- CSR / Community Development

Environment
- Energy management
- Water Management
- Waste management – Biomedical Waste, Plastics, etc.
- Green Design and Construction

Business Ethics and Compliance

Ethical behaviour promotes higher positive consumer support; enhances brand and business awareness and recognition; supports better employee motivation and talent retention; and nurtures 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.

At our Hospitals, we encourage people to speak up if they have ethical concerns. We believe we have a responsibility in creating an open and supportive environment where employees feel comfortable raising such questions. We will investigate all reported instances of questionable or unethical behavior, taking appropriate action as required.

All our employees are trained on our code of conduct principles — a set of organizational rules and standards that describe our business values, beliefs, and ethical standards to which we feel our business and our employees must adhere. The code of conduct clarifies our organization's mission, values and principles, and links them with the expected standards of professional conduct.

Internal Controls

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.

Prevention of Insider Trading

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. They also ensure that all applicable rules, regulations, laws and bye-laws, are adhered to.

Vigilance Mechanism & Grievance Redressal

Other than our strong risk management framework and internal controls, we have a robust vigilance mechanism to curb corrupt practices that may arise in the course of business for which we have zero tolerance. In addition to the Code of Conduct, we also have a **Whistle Blower Policy** in line with the requirements of Section 177 of the Companies Act, 2013. The policy enables all employees to report concerns of unethical behaviour, actual or suspected, fraud, or violation of the Company's Code of Conduct, to the Company Management without fear of reprisal or victimization. Our goal is to identify potentially serious concerns which could have a long-term impact on the operations and performance of our Company.

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 and may adversely affect organizational productivity. Founded on our core organizational values, AHEL is committed to transparency and the highest standards of corporate governance and business ethics in our operations and in the services we provide. However, if for some reason, stakeholders find that there is some reason for improvement, they are encouraged to report the same.

We endeavour to provide a supportive and enabling work environment for our employees to keep them motivated and engaged. We have a Employee Grievance Redressal System (EGRS) in place 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.

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.

STEPPING INTO THE COMMUNITY

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

Emergency Care

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

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

Community Development

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

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

The various CSR initiatives run by different Apollo Hospitals units across India include awareness sessions on health and wellbeing, free clinics in various public locations, and engagement with corporates, the government, and schools and colleges. The total spending on Corporate Social Responsibility initiatives is 2.36% of the average net profit of the Company.

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

Take the Pledge / **BILLION HEARTS BEATING**

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

SAHI – Let all hear...

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

SACHi

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

CURE foundation

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

Healthcare for Old Age Home

Started in 2014, the Old Age Home Program has identified old age homes in the Delhi region, where the elderly are provided free health checks and medications.

- 366 senior citizens have benefitted through various healthcare programs
- Over 500 residents have been given free medicines prescribed by doctors every month

VoICE: Volunteer in Case of Emergency
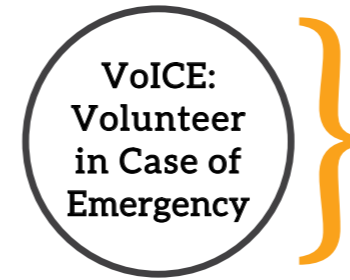
VoICE is India's 1st Voluntary First Response Network at one touch.

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

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

School of Heart Programme
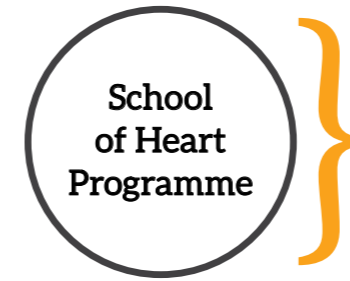
The School of Heart Programme aims to spread awareness about healthy living for children from economically weaker sections of the society.

- During the year around 1,500 basic life support demos were conducted, benefitting around 2,000 members

The program also organized general health checkups; first-aid workshops; anti-tobacco awareness programs; ENT checkups; diet & nutrition awareness programs; and communicable diseases awarness programs.

- Around 3,000 children benefitted from these programmes.

Patashala

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

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

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

Owning the Neighbourhood

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

♦ A total of 25,000+ health camps have served over 22 lakh patrons, particularly the elderly.

2,000+ Apollo Pharmacy stores across India conduct routine health checks on the first and third Sunday of every month. Blood pressure tests and random blood sugar tests are free of cost.
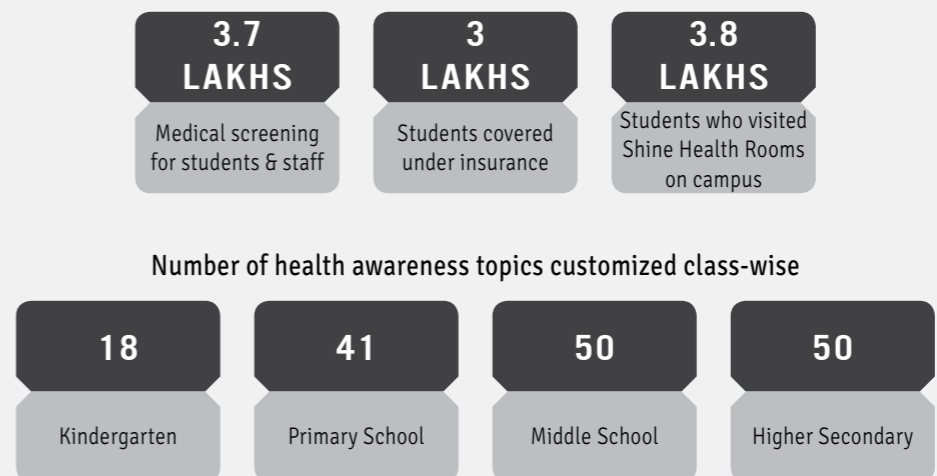
♦ About 20 lakh customers have benefitted from these services.

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

Beneficiaries	Homes	People
Old-Age	102	3,717
Children	16	848
Total	**118**	**4,565**

Apollo Shine – Startling Young

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

3.7 LAKHS	3 LAKHS	3.8 LAKHS
Medical screening for students & staff	Students covered under insurance	Students who visited Shine Health Rooms on campus

Number of health awareness topics customized class-wise

| 18	41	50	50
Kindergarten	Primary School	Middle School	Higher Secondary

Total Health

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

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

Click this link (https://www.apollohospitals.com/apollo_pdf/AHEL BRR20 - Updated eVersion (20200909).pdf) for more information about Total Health.

Primary Health Care Services
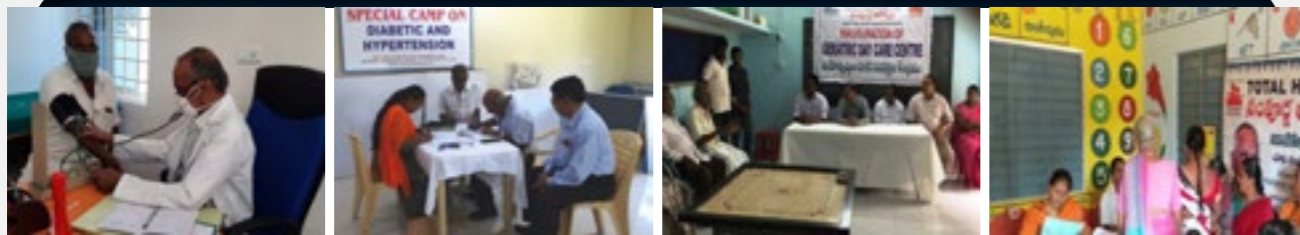
Mobile Clinics

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

Satellite Clinics

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

NCD & HbA1C Packages

Patients	Packages
1,947	197

Diabetic Special Camp

Members Benefitted
~220

Cancer Screening (Cervix, Oral and Breast)

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

Elderly Day Care Centre

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

Ayush Wing

Panchakarma procedures	Total patients
2,911	5,688

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

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.

School Health Camps

Total schools	Total screened	Children were de-wormed, anemia treated and correction eye glasses provided
14	**1,707**	

Tree Saplings Distribution

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

Awards

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.

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

AFFIRMATIONS & RECOGNITIONS

Apollo Hospitals has deep and sustained experience in all areas of diagnostics, treatment, and world-class clinical excellence. We have consistently endeavoured to offer India's populace, clinical care of international standards, often surpassing benchmarks of leading hospitals globally. We have leveraged our competitive strengths to make a difference in the country and community.

We are India's largest hospital chain and integrated healthcare provider

Our focus on clinical excellence, we believe is a fundamental consideration for consumers when choosing their healthcare services provider. Our deep and sustained experience in the areas of diagnostics and treatment have allowed us to offer India's populace clinical care of international standards. Since inception, we have been at the forefront in outlaying necessary capital for enhancing and adopting the best available medical technology and innovation, which enables us to continue providing best-in-class treatment for patients. For example, we were one of the first hospitals to adopt minimally invasive surgery and robot-assisted surgery in India, which reduces recovery time for patients. The latest example of our commitment to advanced medical technology is the Apollo Proton Cancer Center in Chennai, a one of its kind center in South East Asia and the Middle East. It has already received JCI accreditation. We have also developed robust technologies over the years for Patient Health Records, Patient Engagement, booking of online appointments and consultations with specialists and a Tele-medicine platform — all of which have enhanced our reach and brought healthcare closer to the consumer.

We are a well-known, diversified and resilient healthcare brand

The value of our "Apollo" brand is strengthened by our strong geographic presence and diversified business segments. We have presence in multiple Tier 1 city clusters and Tier 2 cities. Our business spreads across various healthcare segments, including hospital services, pharmacy, retail healthcare and others, and our brand is used consistently across these different segments. Our Pharmacy Platform is the largest and fastest growing pharmacy network in India. Because of this continuing strong brand value and the diversification in our geographic presence and business segments, our business model is resilient to external circumstance. For instance, in the six months ended September 30, 2020, although our hospital business was negatively impacted by COVID-19, our Pharmacy Platform business continued to grow.

Superior operating and financial performance

We have an experienced and professional management team with domain expertise and a strong execution track record.

We have consistently delivered strong operating and financial performance by focusing on greater integration and utilization of our assets and infrastructure, better supply chain management and human resource development. For instance, we allocate our capital resources efficiently by focusing on stabilizing and compressing the time to maturity at our new facilities.

Harvard University has undertaken three major studies about Apollo Hospitals. Some excerpts from the Harvard case studies in 1996, 2007 and 2020 clearly validate the deep impact Apollo Hospitals has made in the healthcare sector in India, over the years since inception. It shows that the mission and culture that lay at the foundation of the Hospitals 36 years ago is very much palpable today both in the people and in the operations — indicating that the founding principles and the DNA of the organisation will live on.

The 1996 Study says, "Dr. Reddy had founded Apollo Hospitals Madras in 1983 as the first corporate hospital in India. Other entrepreneurs had followed Apollo into the market, building several dozen corporate hospitals to compete with Apollo and its government-run forerunners. Since Apollo's founding, the quality of medical care in India had improved substantially... Despite competition, though, Apollo Hospitals Madras remained a leader in the provision of top-quality medical care ..."

The vision for Apollo Hospitals was clear right from the beginning. Apollo existed to give patients the most advanced high quality medical care possible "with a human face." Apollo Hospitals was organized around "Five Stars": medical personnel, medical technology, employees, value, and hospitality. Apollo hired top-quality doctors in all medical specialties. It supported them with well-trained support staff, comprehensive facilities, and the most advanced medical technology in the world. ... every employee contributed materially to patients' experiences. They set high standards for all aspects of patient care, including non-medical ones, and stressed on hospitality toward patients. Regular training gave employees the ability to meet these standards. Good benefits and pay, and a strong, team-oriented culture helped motivate them. Finally, Apollo's operations were geared to provide outstanding value to the patient through superior medical results, quick treatment, and a low total cost of care relative to competitors. As the pioneering corporate hospital, Apollo had no models to emulate. They set standards for the way hospitals would be run in the future in India.

... Patients' health was the most important measure of success, so the hospital aimed to provide the best medical outcomes. Many patients were attracted by Apollo's pioneering work in cardiothoracic surgery, including angioplasty and coronary bypass. Following Apollo Madras's lead, Indian private hospitals had achieved mortality rates of 2% to 3% for bypass operations, far better than the 15% risk of death patients had endured in government hospitals in the early 1980s. Kidney transplantation was another specialty in which Apollo Madras was well-known, and its 88% success rate met the highest international standards. These low rates were due in large part to high sanitary standards and clearly-specified procedures that reduced the risk of errors and infection. For example, Apollo was one of the first hospitals in India to mandate that all donated blood be tested for HIV infection.

Early diagnosis led to early treatment, providing value both to patients and to the hospital. Early treatment increased the chance that therapy would succeed and reduce recovery time, follow-up treatment, hospitalization time, and lost work time. (The average stay at Apollo was seven days — two lower than the average for local private competitors and five lower than that at government hospitals).

By 1995, Apollo Hospitals Madras had an international reputation for excellence in medical care. The hospital scored ... in 1993 when the Vice President of India chose to have his coronary bypass operation performed at the Madras hospital, rather than abroad".

"First-World Health Care at Emerging-Market Prices" was how the 2007 case study referenced Apollo Hospitals. It added, "While the quality of care at Apollo's hospitals was high, the group specialized in offering advanced procedures at prices that were surprisingly low by global standards. A liver transplant that cost $300,000 in the United States was $45,000 at an Apollo hospital" — a leading reason that made Apollo confident that India could well become the global capital of Medical Tourism.

In **2020** during the interview for a **case study on Total Health**, Dr. PC Reddy told Harvard University, about his passion for the non-profit organization Apollo had launched, to provide comprehensive healthcare to the people of a village in Andhra Pradesh. In an interview in 2014, he had already articulated the vision for Total Health. Apollo Hospitals would adopt 70,000 people and holistically take care of their needs from infancy to old age — from the first breath to the last. A venture that was bound to change people's lives by making them physically healthy, spiritually healthy, and environmentally healthy. Total Health as a concept, connotes the total well-being of an individual including physical, mental, social, ecological, and spiritual health. More importantly, it transcends barriers and caters to the health care requirements and aspirations of the community through their journey from "womb to tomb."

Medical Value Travel

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Countries in FY20

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

Improved access to care

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

- Apollo has consistently improved overall availability of private health care services in India, and promoted better access to care in semi-urban and rural geographies
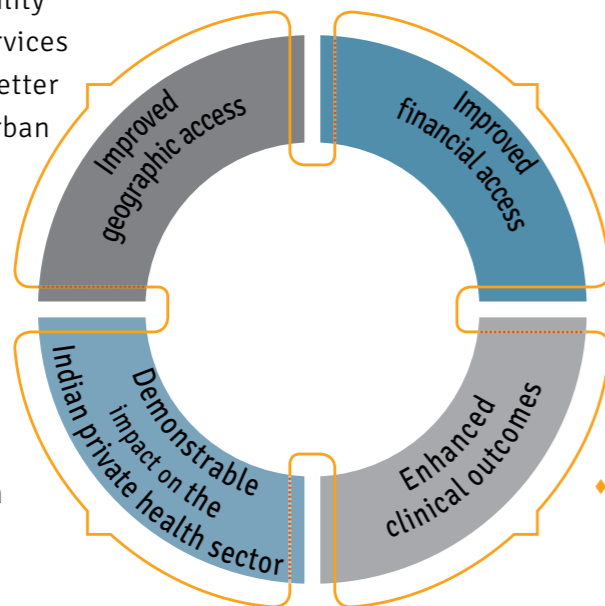
- Apollo has provided equitable access to health services through price differentiation / cross-subsidization, telemedicine, and CSR initiatives

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

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

Improved geographic access

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

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

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

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

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

Improved financial access

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

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

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

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

4 Another way in which Apollo has catered to low-income patients is via CSR initiatives and Foundations that fund subsidized diagnostics and treatments to those who otherwise cannot afford them.

Enhanced clinical outcomes

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

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

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

Impact on the private healthcare sector

Apollo has had a major impact on the regional and even national health sector, by influencing health care sector policies and through significant demonstration effects. Apollo has positively contributed to health sector employment by increasing both the quantity and quality of qualified medical staff in India comprising all health workers, namely, doctors, nurses, and ancillary health workers.

A tireless advocate for creating access through insurance, Dr. Reddy firmly believes that mandatory health insurance is critical for the nation. The innovative insurance project of Re.1 a day that he introduced decades ago in his native village has been adopted in multiple ways across the country and created the platform for the Government of India's Universal Health Insurance programme for the below-poverty-line population.

National Recognition

Apollo Hospitals Group has been honoured by the release of 4 postage stamps by the Indian Postal Department to mark various achievements

Acknowledging Apollo's contribution to the Indian Healthcare sector	Recognising Apollo Hospitals as the world's busiest transplantation program	Commemorating the completion of 150,000 Cardiac Surgeries	Marking the completion of 20 million health checks during 36 years of healthcare delivery

National and International Awards in 2020

Apollo Hospitals Group was conferred 88 awards and accolades at various national and international forums in 2019-2020

Highlights of Awards Received in FY20

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 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.

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

✪ Oncology: 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, Honorable Minister of State.

The Week-Hansa Research Best Hospitals Survey (2019)

✪ Apollo Hospitals in Chennai, Delhi, Kolkata and Hyderabad 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 as 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 the 6th Customer Loyalty 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 winner of the Golden Peacock - HR Excellence Award.

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