

Talent Management

Talent Acquisition

We remain committed to attracting, retaining, and developing diverse talent through targeted hiring initiatives. Our recruitment strategy is built on two fundamental principles: merit and diversity.

As an equal opportunity employer, we prioritise candidates' competencies and

alignment with our corporate values and purpose during the hiring process⁶⁷. To ensure a seamless integration, all new hires undergo mandatory induction training, familiarising them with our values, operational framework, and organisational aspirations. This approach fosters a shared understanding and commitment to our collective purpose.

8,282

New employees hired in FY24

6.41%

Open positions filled through internal hires in FY24

Total New Hires⁶⁸

Region	<30 years		30-50 years		>50 years		Male		Female	
	Nos.	Rate (%)	Nos.	Rate (%)	Nos.	Rate (%)	Nos.	Rate (%)	Nos.	Rate (%)
India	5,306	41.68	1,135	8.39	29	2.16	5,210	20.83	1,260	48.84
Global (excluding India)	582	47.94	1,010	18.99	220	8.84	879	18.87	933	21.39

We have adopted a robust people-centric approach, emphasising on employee growth, empowerment, and engagement. Our strategy prioritises retention through well-structured initiatives, supported by comprehensive rewards and recognition programmes. In FY24, our total turnover rate was 19.12% (6,864 employees) and our voluntary turnover rate was 11.89% (4,270 employees).

Employee Turnover⁶⁹

Region	<30 years		30-50 years		>50 years		Male		Female	
	Nos.	Rate (%)	Nos.	Rate (%)	Nos.	Rate (%)	Nos.	Rate (%)	Nos.	Rate (%)
India	3,410	28.92	1,482	10.83	162	11.49	4,405	17.90	649	28.53
Global (excluding India)	314	29.07	1,076	20.10	420	16.23	1,052	22.17	758	17.73

Talent Management and Continuous Learning

We are committed to workforce development, fostering a culture of continuous growth and excellence. Our goal is to create an environment of ongoing learning, equipping employees with the skills needed for their current roles and future career progression.

Annual Assessments for Performance Management

The process involves annual goal planning, development needs assessment, mid-year and year-end reviews, and strengthening our performance management strategy. We foster agile and informal two-way communication channels between managers and employees, promoting open communication and ensuring transparency in team-based performance appraisal and feedback. The annual appraisal cycle was conducted for 100% of our eligible employees, through a management-driven systematic objective-led approach.⁷⁰

Holistic Training and Development Programmes

In our continued efforts, we provided many in-depth learning avenues aligned with our organisational objectives and workforce aspirations. Our programmes address diverse learning needs through individual growth plans and interactions with different business units. Involving both internal and external experts enhances our ability to deliver flexible learning to our employees. We offer access to programmes such as Massive Open Online Courses (MOOCs) and TED Talks.

Note – All numbers/information are for FY24

⁶⁷GRI 3-3 | ⁶⁸GRI 401-1 | ⁶⁹GRI 401-1 | ⁷⁰GRI 404-3

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Overview of Our Skill-building Programmes⁷¹

We provide robust training programmes designed to foster and maintain a future-ready workforce.


To foster a culture of high performance, growth, and employee satisfaction, we have tailored comprehensive learning and development programmes focused on unlocking excellence. Our training programmes systematically identify learning

needs and address knowledge gaps to keep employees informed about emerging concepts.


As a Company committed to upholding ethical standards, we prioritise corporate ethics with utmost scrutiny. Consequently, our training modules encompass

a range of topics, including compliance with the Global Code of Conduct, IT security, Health and Safety, Prevention of Sexual Harassment (POSH), etc. In FY24, each employee underwent an average of 42 hours of training, as compared to 63 hours in FY23⁷².


Training Programmes designed to build a Future-ready Workforce




Technical Skill Development




Leadership Development




Data and Documentation Management



Soft Skills and Behavioural Training

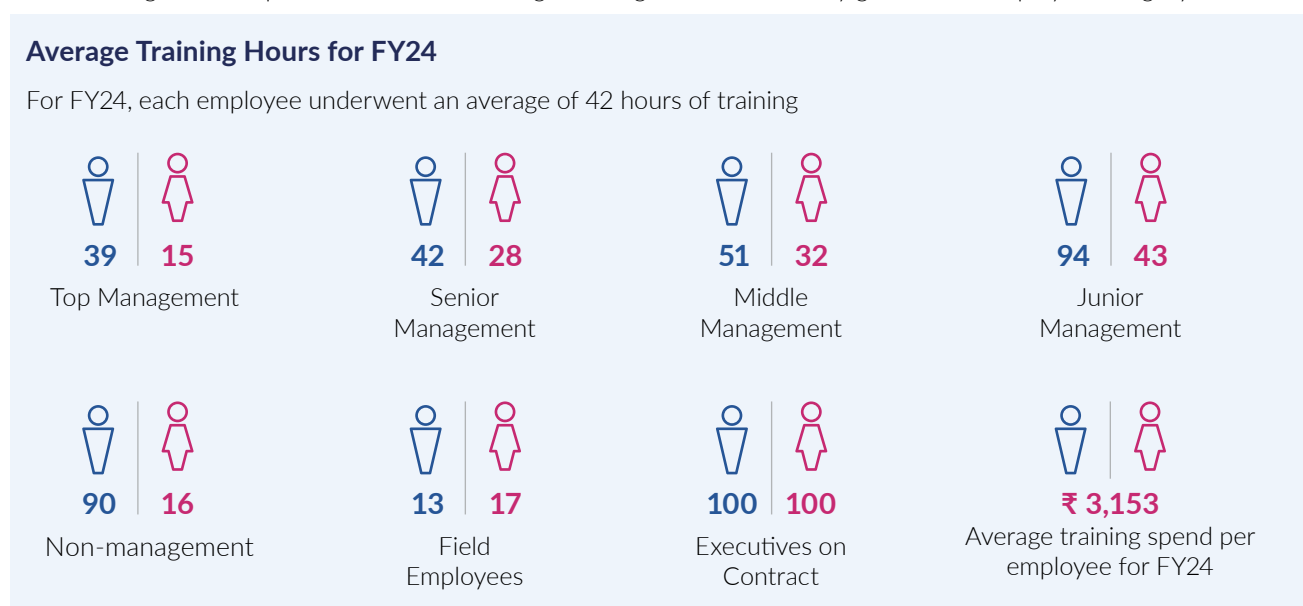


Digital Tools Training



Culture-building

The following statistics provides details on average training hours for FY24 by gender and employee category⁷³.



Note – All numbers/information are for FY24

⁷¹GRI 404-2 | ⁷²GRI 2-4: We have streamlined our data collection process and are hence issuing a restatement for our average training hours per employee for FY 2022-23 | ⁷³GRI 404-1

Talent Management

We continue to offer comprehensive learning opportunities aligned with the Company's objectives and employee aspirations. We highlight below two such programmes⁷⁴:

People Manager Development Programme

This programme aims to enhance the leadership skills and capacities of new managers across all business functions. We implement several initiatives within this programme, including:

1. Focused training for First Time Managers and Supervisory Development training for our manufacturing teams.
2. Operational and functional level training to equip managers with the right skills to address organisational challenges. Interventions include programs like Manager as a Coach, Seven Habits of Highly Effective People, Emerging Managers, LEAD, IGNITE, SURGE, etc.
3. Strategic level programmes to support our leaders to adapt to volatile markets and cross-cultural levels.

This focuses on Executive MBA, Data Analytics, Design Thinking, Change & Culture Management, Digital Transformation, etc.

Business Benefit

This programme is designed to nurture our employees' leadership aspirations while aligning their growth with our overarching business strategy. Managers play a pivotal role as the bridge between employees and the organisation, making it essential to equip them with the skills needed for effective communication and seamless operations.

The program empowers our workforce with the tools to tackle workplace and business challenges, ensuring they remain agile in an ever-evolving environment. Through targeted training, we aim to cultivate a future-ready workforce with strong leadership capabilities. This initiative also promotes evidence-based decision-making and strengthens our global competitiveness.

Quantitative Impact of Business Benefit

The training provided through this programme has significantly enhanced business productivity and employee efficiency. As a result, our production capabilities increased by 9.4% in FY24 compared to FY23.

Additionally, the program has improved the average people manager score, rising from 78 for 567 managers to 79 for 2,160 managers.

51%
of eligible FTEs participating

Sales Force Effectiveness Programme

This programme focuses on the development of our field force, which constitutes approximately 33% of our total workforce. It offers a structured seven-day induction period, followed by intermittent focused training sessions. The training modules cover essential areas such as sales fundamentals, roles and responsibilities, product knowledge, and marketing strategies.

The programme equips our field force with the skills needed to enhance market readiness. By adopting innovative selling techniques, participants can optimise their time, engage effectively with customers, and perform their responsibilities with greater dedication and efficiency.

Business Benefit

Our field force forms the front line of our organisation. They undertake regular engagement with our customers, doctors, and other critical stakeholders. Providing them with the right skills is essential for our operational success and ability to deliver positive impacts.

It also cultivates a sense of ownership and accountability within the workforce, empowering them to become passionate brand advocates who drive meaningful results for the Company. The programme's emphasis on trust development further strengthens its ability to influence positive outcomes.

Quantitative Impact of Business Benefit

This has enabled an 8.72% increase in our revenue generated in FY24, as compared to FY23.

Our Great Place to Work score has also increased from 80 to 82, with a field force engagement score of 87.

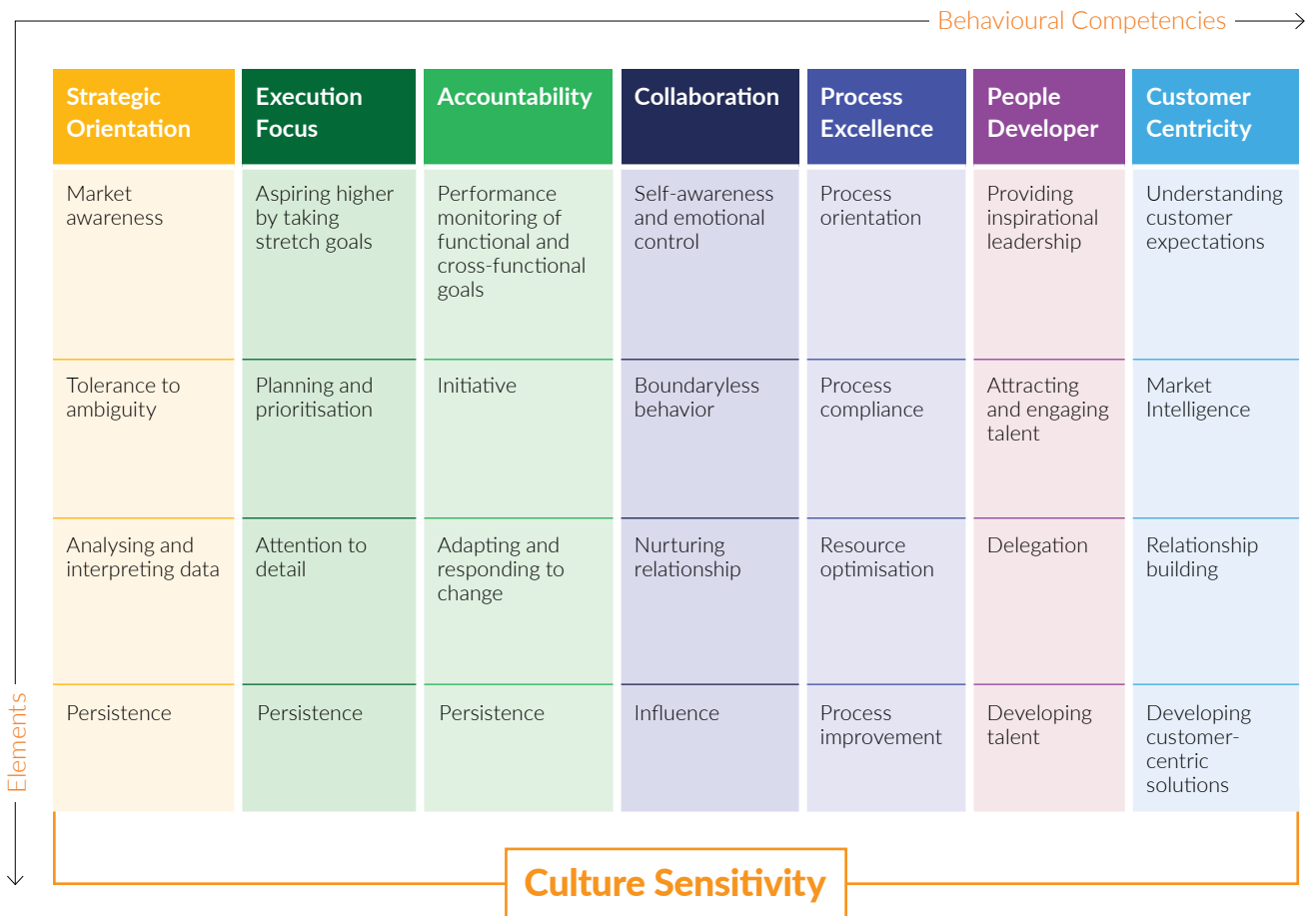
80%
of eligible FTEs participating

⁷⁴GRI 404-2



Behavioural Framework

Focusing on seven key behavioral traits, the framework plays a crucial role in driving leadership development. It acts as a roadmap, guiding each employee on a clear path toward future leadership roles while fostering a culture centered on leadership. By nurturing these essential competencies, we cultivate an entrepreneurial, effective, and inclusive mindset that drives organisational leadership. This strategy allows us to build a robust internal talent pipeline for succession planning.



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Our workforce serves as the cornerstone of our productivity and performance. We actively encourage our teams to share ideas and suggestions, fostering a culture of innovation and collaboration to achieve operational excellence.

Our engagement strategy prioritises continuous, transparent communication, enabling us to build synergistic relationships founded on mutual trust. To maintain strong connections, we utilise multiple communication channels,

including leadership town halls, to regularly engage with employees. These touchpoints allow us to share updates, disseminate key information, and cultivate a sense of unity and belonging across our global workforce.

Fair Compensation

Our compensation programmes are designed to provide fair and competitive remuneration, acknowledging our employees' contributions. These programmes are aligned with industry standards, benchmarked against peers, and guided by global reward practices

and recommendations from independent compensation advisors.

The Nomination and Remuneration Committee of the Board is responsible for overseeing and managing the Remuneration Policy and procedures. The committee's

role is pivotal in determining senior management compensation and benefits. The Managing Director and Whole-time Directors' remuneration is also decided with the shareholders' consent and in compliance with local laws and regulations⁷⁵.



⁷⁵GRI 2-20

Gender Pay Assessment⁷⁶

Employee Level	Average Women's Salary in INR	Average Men's Salary in INR
Executive level (base salary only)	20,631,011	20,372,489
Executive level (base salary + other cash incentives)	28,765,139	26,028,019
Management level (base salary only)	4,862,393	2,478,266
Management level (base salary + other cash incentives)	6,084,068	2,732,662
Non-management level (base salary only)	1,860,977	1,041,207

We comply with all applicable laws and regulations for minimum wages at the hiring stage across our operations⁷⁷.

Employee Benefits

We benchmark and structure our employee benefits and rewards package with current market trends, aligned to the changing needs of our diverse global workforce and their families. We provide comprehensive benefits like insurance, various allowances, including pension fund contributions, retirement benefits, and other mandatory retirement provisions to our workforce in compliance with applicable laws and regulations⁷⁸.

Sun Pharma Employee Benefits



Global Parental Leave



Car Allowance*



Education Allowance for School Fees*



Medical Insurance



Transportation Allowance



Phone Allowance*



Accident Insurance



Professional Allowance*



Meal Allowance*



Life Insurance



Housing Allowance*



Variable/Performance Pay for Certain Employee Categories*

*These provisions are contingent upon the HR Policy of the individual global locations

⁷⁶GRI 405-2 | ⁷⁷GRI 202-1 | ⁷⁸GRI 201-3 and GRI 401-2

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To support our employees in improving their work-life balance and flexible needs, we have curated a range of leave benefits. Employees at all our locations have the flexibility of selecting their shift hours and opting for work from home, if justified, at specific locations.

We provide maternity, paternity, and adoption leave, along with on-site breastfeeding and creche facilities to support employees transitioning back to work after parental leave.

In FY24, we recorded a total return to work rate of 96% and a retention rate of 98%. The table below provides details on parental leave taken during FY24⁷⁹.





Employees Availing Parental Leave – FY24

Description	Male	Female
Number of employees entitled to parental leave	16,465	5,377
Number of employees who availed parental leave	1,193	275
Number of employees who returned to work in the reporting period after parental leave ended	1,195	226
Number of employees who returned to work after parental leave ended in previous year who were still employed 12 months after they returned to work	208	189
Return to work rate (%)	100	82.18
Retention rate (%)	96.30	94.50

Employee Engagement Survey

We conduct an Organisational Health Index (OHI) survey every two years, incorporating global and functional benchmarks, to assess employee experience and satisfaction. The survey insights help us understand employee sentiments and provide us with valuable data to enhance our work culture. Our employee engagement scores have consistently improved compared to previous surveys. In FY24, we underwent the Great Place to Work® Survey in 25 countries and achieved an employee engagement score of 82% across our operations vis-à-vis our target of 75%.

Great Place to Work Survey - Metrics Covered

 Job Satisfaction	 Purpose
 Stress Levels	 Happiness



⁷⁹GRI 401-3



Commitment to Human Rights

We are committed to upholding and safeguarding human rights across all our global operations, aligned with our Human Rights Policy. This Policy is rooted in the Universal Declaration of Human Rights and encompasses principles from the International Bill of Rights and the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work (1998). We expect our value chain partners to adhere to these human rights principles, recognising that the protection of human rights is a collective responsibility. We have established procedures to identify and mitigate human rights risks, along with grievance redressal systems to address stakeholder concerns in a prompt and fair manner⁸⁰. In FY24, 29% of our security personnel received training on our human rights policies and processes at specific locations⁸¹.

Zero Tolerance Policy towards Child and Compulsory/Forced Labour

We ensure to not employ anyone below 18 years of age, aligning with our firm’s commitment to ethical and good labour practices. We strictly prohibit forced or compulsory labour and do not engage with suppliers or vendors who employ such practices⁸².

Freedom of Association⁸³

We adhere to local labour laws, valuing the importance of fair wages, freedom of association, participation, and collective bargaining in our operations. We prioritise fostering an environment that consistently upholds and safeguards employee rights. In support of this, our employees have the right to join, form, or refrain from any employee collectives without fear of retaliation, harassment, or intimidation in any manner. Our management-recognised employee union (wherever applicable across global manufacturing locations) represents 9.71% of our workforce as of March 31, 2024⁸⁴.

Human Rights Protection and Due Diligence Efforts

At Sun Pharma, we strive to identify the adverse human rights impact on our business on all the relevant stakeholders and correspondingly account for addressing these impacts through corrective actions⁸⁵. Our efforts cover various areas such as labour standards, health and safety, environmental practices, corporate ethics, and specific topics like freedom of association, safe working conditions, fair wages, child labour, and discrimination.

Employee Awareness of Human Rights Policies and Procedures

We are committed to upholding human rights by providing employees with targeted training through our learning management system⁸⁶. These programmes are designed to enhance awareness and understanding, fostering a workplace culture built on respect, fairness, and equality.

We diligently comply with all the applicable Human Rights laws and regulations. In FY24, we received 13 complaints, of which two were pending resolution at the end of the reporting year⁸⁷.

⁸⁰GRI 406-1 | ⁸¹GRI 410-1 | ⁸²GRI 408-1 and 409-1 | ⁸³GRI 407-1 | ⁸⁴GRI 2-30 | ⁸⁵GRI 412-1 | ⁸⁶GRI 412-2 | ⁸⁷GRI 403-1