

Workforce Resilience and Well-being

Empowering Talent

Aligned with our vision of 'Reaching People, Touching Lives Globally as a Leading Provider of Medicines', we are championing the potential of our diverse and dynamic workforce.⁶⁶ With a talented team of 43,000+ individuals, we are a global brand united by the shared mission of creating a healthier future for all.

Aligned with UN SDGs



Material Topics

- Human Capital Development
- Diversity, Equity and Inclusivity
- Occupational Health and Safety

Target 5.1

End all forms of discrimination against all women everywhere.

Target 5.5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.

Target 8.5

Achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.



⁶⁶GRI 3-3

Building and Empowering Teams

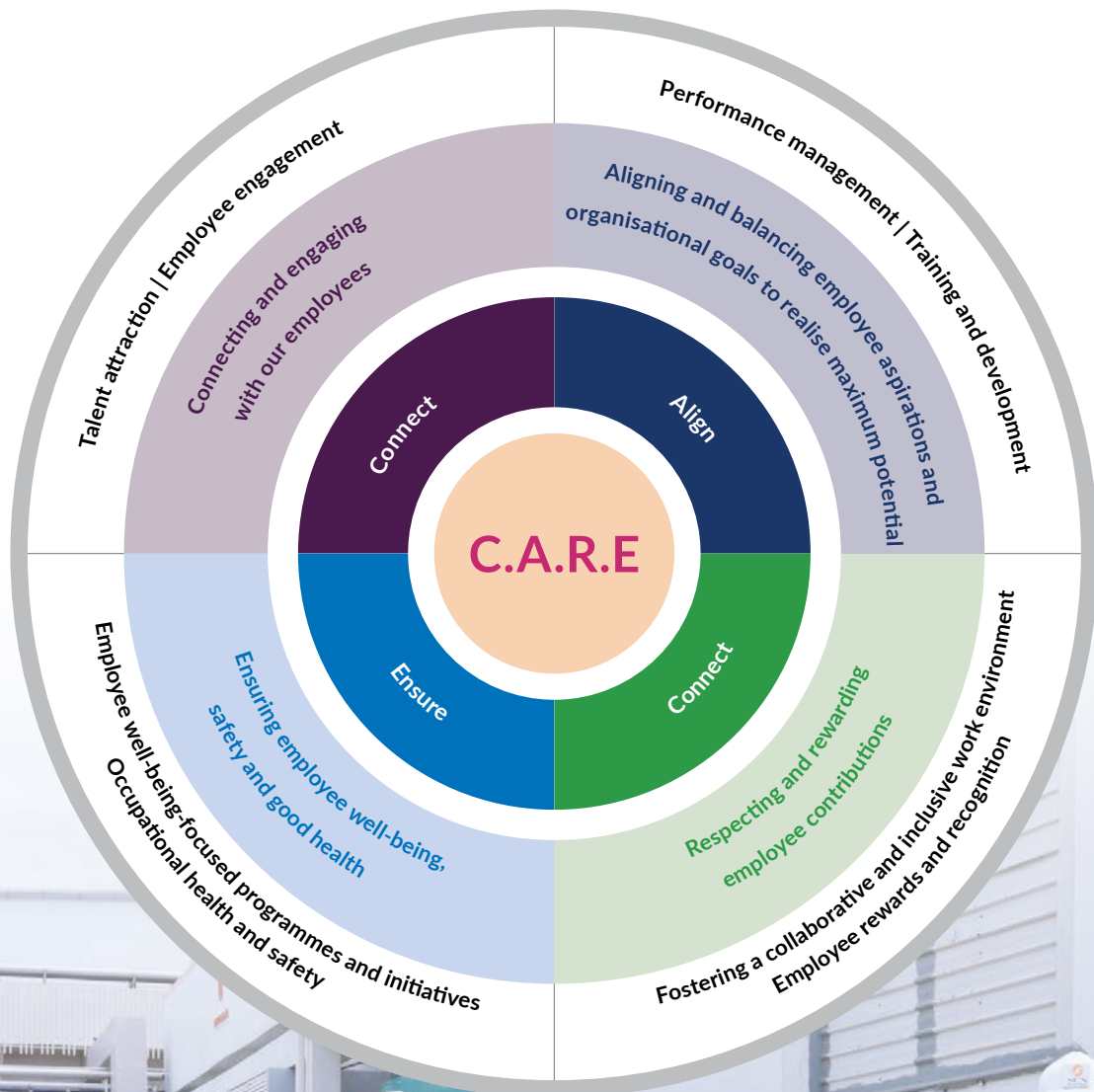
Our workforce embodies the Company's ideologies; Humility, Integrity, Passion, and Innovation⁶⁷, positively impacting the Company's success and the lives of the people we serve. We sincerely acknowledge that our achievements stem from the exceptional individuals who are

the backbone of our Company, and we nurture and empower talent to achieve their full potential.

We translate this commitment through our progressive human resource management strategy, consistent investments for its implementation, and concerted

efforts to ensure its relevance amidst changing workforce expectations. We have reinforced the approach by our unwavering adherence to four fundamental principles - Connect, Align, Respect, and Ensure (C.A.R.E) - which form the bedrock of our success.

⁶⁸Sunology, a combination of the words 'Sun' and 'Ideology', is the way of life at Sun Pharma: <https://sunpharma.com/about-us/>



Workforce Resilience and Well-being (continued)

Sun Pharma is Great Place To Work®-certified, a testament to our unwavering dedication to creating an exceptional workplace environment. This recognition is crucial as it validates our commitment to fostering a culture of trust, collaboration, and genuine care, making our organisation

a preferred place to build a fulfilling career.

As a knowledge-driven Company, we are committed to providing a platform for continuous learning. We strive to bring together the brightest minds from multiple disciplines and diverse backgrounds, which best

reflects our global nature of work and the communities we serve. Our value system strongly supports our workforce management and development approach, and we focus on empowering our global workforce of 43,000+.

The table below provides details on our workforce by gender, age, and region for FY23.⁶⁹

Total Global Consolidated Workforce

| Employee Category | <30 years | 30-50 years | >50 years | Male | Female |
|------------------------|---------------|---------------|--------------|---------------|--------------|
| Employees | | | | | |
| Top management | 0 | 56 | 107 | 143 | 20 |
| Senior management | 0 | 451 | 297 | 648 | 100 |
| Middle management | 58 | 2,028 | 498 | 2,035 | 549 |
| Junior management | 251 | 3,371 | 614 | 3,336 | 900 |
| Non-Management* | 9,940 | 10,313 | 1,129 | 19,044 | 2,338 |
| Executives on Contract | 1,313 | 222 | 19 | 1,017 | 537 |
| Trainees | 6 | 3 | 0 | 1 | 8 |
| Total Employees | 11,568 | 16,444 | 2,664 | 26,224 | 4,452 |
| Workers | | | | | |
| Permanent associates | 1,621 | 3,576 | 922 | 5,879 | 240 |
| Casual labour | 89 | 26 | 15 | 71 | 59 |
| Contractual labour | 5,865 | 591 | 13 | 4,735 | 1,734 |
| Total Workers | 7,575 | 4,193 | 950 | 10,685 | 2,033 |

Total Workforce - India

| Employee Category | <30 years | 30-50 years | >50 years | Male | Female |
|------------------------|---------------|---------------|--------------|---------------|--------------|
| Employees | | | | | |
| Top management | 0 | 38 | 80 | 108 | 10 |
| Senior management | 0 | 374 | 198 | 525 | 47 |
| Middle management | 38 | 1,642 | 265 | 1,697 | 248 |
| Junior management | 141 | 2,760 | 320 | 2,857 | 364 |
| Non-Management* | 9,576 | 8,493 | 370 | 17,544 | 895 |
| Executives on contract | 1,205 | 27 | 0 | 907 | 325 |
| Total Employees | 10,960 | 13,334 | 1,233 | 23,638 | 1,889 |
| Workers | | | | | |
| Permanent associates | 1,607 | 3,506 | 906 | 5,825 | 194 |
| Contractual labour | 5,762 | 434 | 0 | 4,624 | 1,572 |
| Total Workers | 7,369 | 3,940 | 906 | 10,449 | 1,766 |

*This includes all employees in non-management roles and field employees

⁶⁹GRI 2-7, 2-8 and 405-1

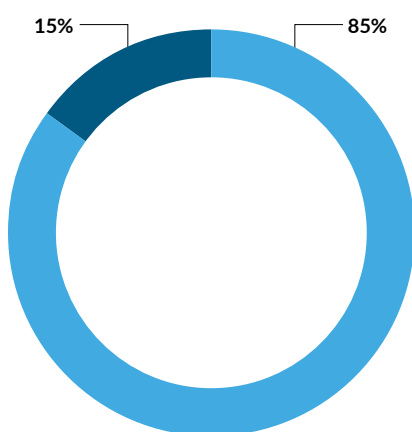
Total Workforce – Global (Excluding India)

| Category | <30 years | 30–50 years | >50 years | Male | Female |
|------------------------|------------|--------------|--------------|--------------|--------------|
| Employees | | | | | |
| Top management | 0 | 18 | 27 | 35 | 10 |
| Senior management | 0 | 77 | 99 | 123 | 53 |
| Middle management | 20 | 386 | 233 | 338 | 301 |
| Junior management | 110 | 611 | 294 | 479 | 536 |
| Non-Management* | 364 | 1,820 | 759 | 1,500 | 1,443 |
| Executives on contract | 108 | 195 | 19 | 110 | 212 |
| Trainees | 6 | 3 | 0 | 1 | 8 |
| Total Employees | 608 | 3,110 | 1,431 | 2,586 | 2,563 |
| Workers | | | | | |
| Permanent associates | 14 | 70 | 16 | 54 | 46 |
| Casual labour | 89 | 26 | 15 | 71 | 59 |
| Contractual labour | 103 | 157 | 13 | 111 | 162 |
| Total Workers | 206 | 253 | 44 | 236 | 267 |

*This includes all employees in non-management roles and field employees

Promoting Inclusivity

At the heart of our success lies a diverse and inclusive work culture. For the reporting year, women comprised 14.94% of our total workforce. Furthermore, 48% of our workforce is within the age bracket of 30-50 years for the reporting year.



■ Male
■ Female

We focus on promoting inclusion in the workforce by using a three-pronged approach:



Equal Opportunities

As an equal-opportunity employer, we treat our employees with utmost dignity, respect, and fairness.



Non-discrimination

We maintain a zero-tolerance policy on all forms of discrimination, including that based on gender, sexual orientation, race, religion, caste, ethnicity, age, nationality, disability, HIV status, or family status, among others.



Meritocracy

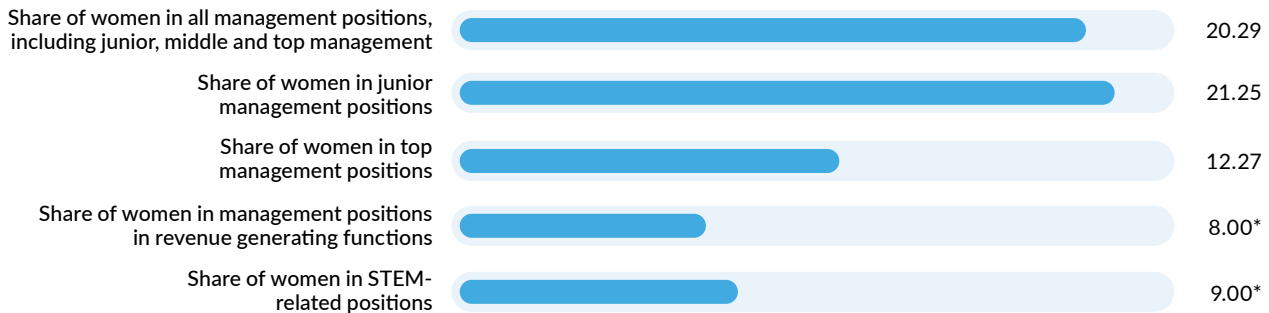
We focus on merit-based recruitment and selection, training and development, performance evaluation, compensation, and career progression.

By honouring various ethnic festivals and observing international days of recognition like Women's Day, we aim to create an environment where employees value and feel a sense of belonging.

We also make focused efforts to provide for adequate representation of women in management positions and other technical roles and revenue-generating functions.

Workforce Resilience and Well-being (continued)

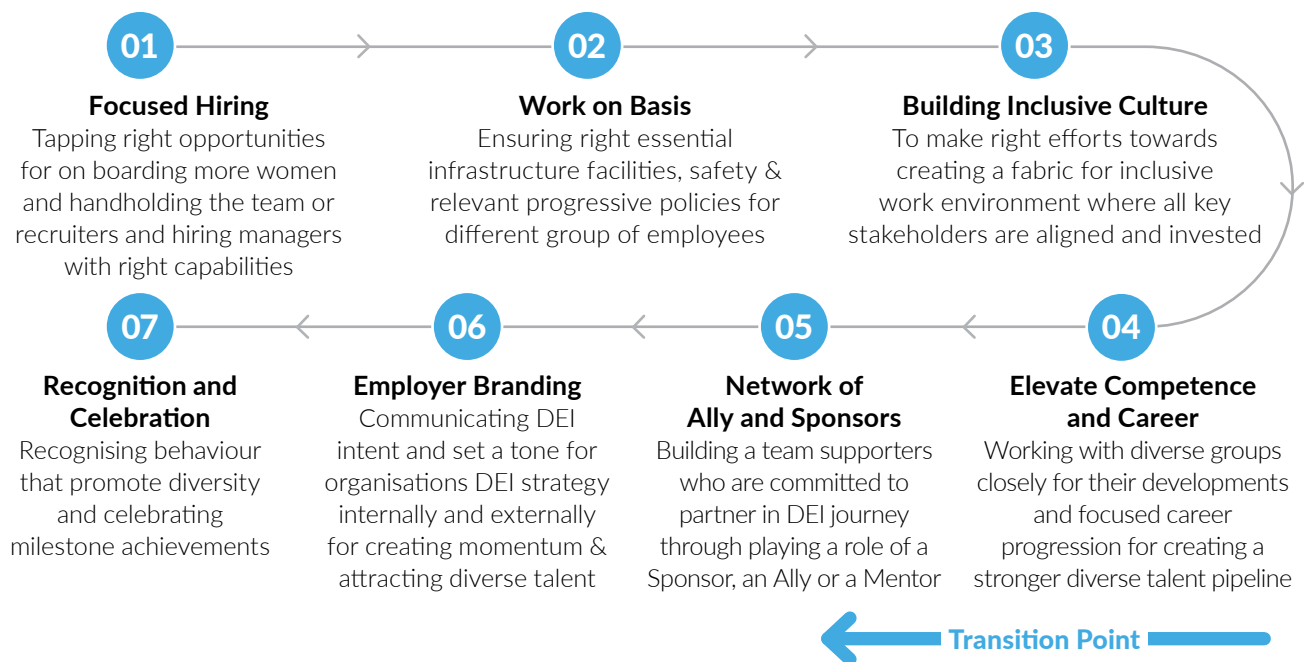
Gender diversity across management level and functions for FY23 (%)



* Data for our Indian operations, which account for more than 80% of our workforce

Diversity, Equity, and Inclusion (DEI) Approach | Sun Pharma

Foundation practices →



DEI initiatives of FY23

- Articulation and communication of DEI policy
- Sessions for all people managers on mitigating unconscious bias
- Focused hiring through campus connect, all women walk-ins and lateral hiring for critical roles
- Focused development programmes for women employees
- Gender and inclusive Intelligence workshops for leaders
- Concentrated efforts of employer branding through social media to attract more women talent

Talent Acquisition

We are committed to fostering a healthy, inclusive, and excellence-driven culture that enables our employees and aspiring talent to do meaningful work with us. We are an equal-opportunity employer focusing on a candidate's competency and compatibility with the organisation's core corporate values and purpose.⁷⁰ We ensure this alignment to attract the right talent during the hiring process. Our recruitment strategy supports diversity in hiring, and we monitor the results to identify the scope of improvement.

⁷⁰GRI 3-3

Each new employee undergoes induction training that orients them to our corporate value system, operations, and organisational aspirations, helping them embrace our shared purpose. In FY23, our global employee base grew by 7,619 employees. The table below provides details on our new hires for FY23⁷¹:

Majority of our new hires were in the <30 age bracket

| Region | <30 years | | 30-50 years | | >50 years | | Male | | Female | |
|--------------------------|-----------|-------|-------------|-------|-----------|------|-------|-------|--------|-------|
| | Nos. | Rate | Nos. | Rate | Nos. | Rate | Nos. | Rate | Nos. | Rate |
| India | 5,528 | 50.4% | 1,076 | 8.1% | 23 | 1.9% | 5,820 | 24.6% | 807 | 42.7% |
| Global (excluding India) | 340 | 56.5% | 566 | 18.2% | 86 | 6.0% | 514 | 19.9% | 478 | 18.7% |

Internal hires accounted for 7%* of the total open positions filled during the year.

Our people-centric approach is a decisive factor in enabling the retention of our employees and providing them with valuable opportunities for growth and empowerment. We carry out systematic retention by adopting this approach, coupled with our rewards and recognition framework. The table below provides details on our employee turnover for FY23.⁷²

16.27% Employee turnover rate

12% Voluntary employee turnover rate*

| Region | <30 years | | 30-50 years | | >50 years | | Male | | Female | |
|--------------------------|-----------|-------|-------------|-------|-----------|------|-------|-------|--------|-------|
| | Nos. | Rate | Nos. | Rate | Nos. | Rate | Nos. | Rate | Nos. | Rate |
| India | 2,505 | 26.5% | 1,342 | 10.0% | 105 | 8.2% | 3,623 | 16.1% | 329 | 20.0% |
| Global (excluding India) | 179 | 34.2% | 486 | 15.9% | 139 | 9.5% | 393 | 15.6% | 411 | 16.3% |

* Data for our Indian operations, which account for more than 80% of our workforce

Talent Management and Continuous Learning

Our investment in the professional development of our staff aims to cultivate a culture of shared growth and excellence. We focus on building a spirit of continuous learning and development to help our employees embrace the skills they need in their present and future roles.

Annual Assessments for Performance Management

The process includes goal planning, development needs assessments, mid-year reviews, and year-end reviews, ensuring a robust performance management strategy. We also undertake agile and informal open two-way discussions between employees and managers and team-based performance appraisal for greater transparency and holistic feedback. In FY23, the annual appraisal cycle covered 100% of our employees, following a systematic objective-led approach by the management.⁷³

Holistic Training and Development Programmes

We continued to deliver comprehensive learning opportunities that align with our organisation's objectives and our employees' aspirations. Our programmes intend to meet various learning needs determined through examining individual growth plans and business unit interactions. Internal and external specialists facilitate the flexible offering of these programmes to our employees. Our staff also has access to diverse programmes through Massive Open Online Courses (MOOCs) and TED Talks.

⁷¹GRI 401-1, ⁷²GRI 401-1, ⁷³GRI 404-3

Workforce Resilience and Well-being (continued)

Overview of Our Skill-building Programmes⁷⁴

Training Programmes that Shape a Future-ready Workforce at Sun Pharma



Technical Skill Development



Leadership Development



Data and Documentation Management



Soft Skills and Behavioural Training



Digital Tools Training



Culture-building

Leadership Development Programme

In the reporting year, we organised several training initiatives to nurture the potential of our leaders. Through measures like the Leaders Development Programme (LDP), Manager as a Coach, Seven Habits of Highly Effective People, and People Development Programme, we equipped functional leaders with general management skills to tackle organisational challenges from a strategic business perspective. Such programmes enable our functional leaders to adapt to volatile markets and navigate cross-cultural challenges and rapidly changing risk landscapes while driving strategic initiatives to strengthen Sun Pharma's global competitiveness.

30%
Participation

Sales Force Training Programme

We organised a tailored programme on the basics of Sales force to enhance the skills and capabilities of our field force. Through valuable insights, the programme aims to improve market readiness among participants. They learned to optimise their time, employ innovative selling techniques, and communicate effectively and authentically with customers. It also cultivated 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 strengthened their ability to influence positive outcomes.

35%
Participation

⁷⁴GRI 404-2

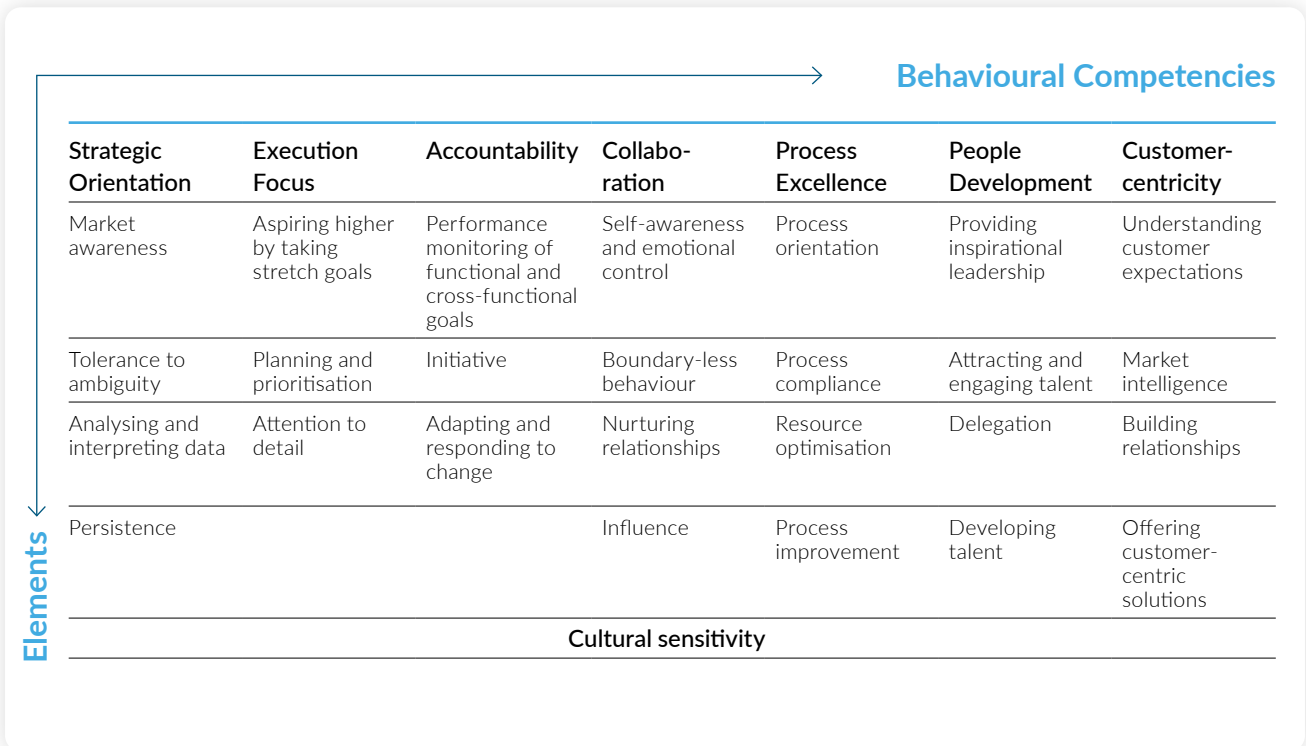
For FY23, each employee underwent an average of 78 hours of training.

Average Training Hours for FY23⁷⁵



Behavioural Framework

With a focus on seven behavioural traits, the framework plays a pivotal role in driving leadership development. It serves as a guide, creating a clear pathway for each employee, grooming them towards future leadership roles, and fostering a leadership-focused culture. By nurturing these critical competencies, we cultivate an entrepreneurial, effective, and inclusive mindset to drive organisational leadership. This strategy enables us to build an extensive internal talent pipeline for succession.



⁷⁵GRI 404-1

Workforce Resilience and Well-being (continued)

Talent Engagement

Our workforce is an essential source of value that drives our performance and productivity, and we want our teams to feel comfortable contributing ideas and suggestions about propelling our purpose ahead. We have built our engagement approach based on active and honest interactions with our personnel, which underscores our commitment to nurturing strong relationships with our staff based on mutual trust. Valuing our employees is at the core of our Company's ethos. Our people-centred approach fosters a genuine sense of pride, trust, and loyalty, laying the foundation for a workforce that excels and enables our organisation to thrive.

Fair Compensation

We truly value our employees' efforts and recognise that fair and adequate compensation is crucial in acknowledging their contributions. We design our compensation programmes keeping this objective in mind. We ensure that remuneration across our workforce is competitive through diligent benchmarking with industry peers, guidance from our independent compensation advisors, and a global approach to rewards. At the governance level, the Nomination and Remuneration Committee is responsible for the overall management of remuneration processes and policies and for determining the remuneration of senior management personnel. Furthermore, remuneration for the Managing Director and Whole-time Directors is also approved by shareholders as required by local laws and regulations.⁷⁶



Gender Pay Assessment⁷⁷

| Employee Level | Average Women Salary (in ₹) | Average Men Salary (in ₹) |
|--|-----------------------------|---------------------------|
| Executive level (base salary only) | 20,473,128 | 27,326,085 |
| Executive level (base salary + other cash incentives) | 28,442,046 | 39,551,486 |
| Management level (base salary only) | 9,188,739 | 9,333,847 |
| Management level (base salary + other cash incentives) | 12,143,185 | 12,658,385 |
| Non-management level (base salary only) | 4,490,587 | 4,562,269 |

We comply with all applicable laws and regulations for minimum wages at the hiring stage across our operations.⁷⁸

⁷⁶GRI 2-20, ⁷⁷GRI 405-2, ⁷⁸GRI 202-1

Employee Benefits

At Sun Pharma, we continuously benchmark our employee benefits and opportunities against market trends to meet the evolving needs of our diverse global teams and their families. By offering flexible benefits programmes, including insurance policies, retirement arrangements, and allowances, we empower our employees to achieve their full potential while meeting their personal and health goals. We also support our employees with retirement benefits such as contributions to a pension fund and mandatory retirement provisions per applicable laws and regulations.⁷⁹

Sun Pharma Employee Benefits

| | |
|---------------------------|---|
| Global parental leave | Professional allowance* |
| Medical insurance | Housing allowance* |
| Accident insurance | Education allowance for school fees* |
| Life insurance | Phone allowance* |
| Car allowance* | Meal allowance* |
| Transportation allowance* | Variable/Performance pay for certain employee categories* |

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

We offer a range of leaves designed to support our employees' improved work-life balance and flexibility needs. Through our Company's portal, our employees across global operations can enjoy the flexibility of choosing their shift hours or opting to work from home at certain locations.

We provide maternity, adoption, and paternity leave. We offer resources such as on-site lactation facilities and partnerships with nearby creches to support employees transitioning back to work after parental leave. The table below provides details on parental leave taken during FY23.⁸⁰

| Description | Male | Female |
|--|--------|--------|
| Number of employees entitled to parental leave | 14,242 | 2,103 |
| Number of employees who availed parental leave | 831 | 175 |
| Number of employees who returned to work in the reporting period after parental leave ended | 830 | 122 |
| 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 | 672 | 111 |
| Return to work rate (%)* | 99.9% | 69.7% |

*Does not account for spillover of maternity /paternity leave across financial years.

Employee Engagement Survey

Every two years, we undertake an Organisational Health Index (OHI) survey to help us identify and address gaps between our employee engagement approach and employee experience. The survey adopts and incorporates global and functional benchmarks. The employee sentiments recorded from

the survey results give us valuable insights to improve the overall work culture at Sun Pharma. Our employee engagement scores have improved each year over the last survey cycles.

In FY23, we underwent the Great Place to Work® Survey and achieved an employee engagement score of 84% across our operations.

We also received the following external recognitions:

1. India's Best Workplaces for Millennials 2023
2. India's Best Employers Among Nation-Builders 2023
3. India's Top Workplaces in Pharma, Healthcare & Biotech Industry

Metrics Covered by the Survey



Job satisfaction



Purpose



Stress levels



Happiness

Recognitions and Rewards

The power of recognition goes beyond monetary benefits. Our employee appreciation programmes are platforms to commend notable contributions and celebrate exceptional achievements. The programmes act as catalysts, igniting a sense of belongingness and a continuous drive for excellence.

⁷⁹GRI 201-3, GRI 401-2, ⁸⁰GRI 401-3

Workforce Resilience and Well-being (continued)

Nurturing an Ethics-driven Culture

Our Global Code of Conduct (GCoC) serves as the foundation to guide ethical standards and practices across the Group. It applies to members of the Board of Directors and all Company employees, irrespective of their employment status. It covers 28 topics ranging from honest and ethical conduct and fair dealing, non-discrimination, compliance with laws, rules and regulations, and creating a gender-friendly workplace, to policies addressing whistleblowing and insider trading, among others.

We expect our value chain partners to adhere to the principles of the code. We consistently uphold our values in every business endeavour,

ensuring compliance with the GCoC. Through various training programmes, both online and in the classroom, we actively instil these principles in our employees. The GCoC is available on the Company's website, and all employees must acknowledge their commitment to conduct themselves according to it.

Our Human Rights Commitment

Sun Pharma is committed to safeguarding and respecting human rights in every aspect of our global operations through our Human Rights Policy. We have built the policy upon the Universal Declaration of Human Rights, including those contained in the International Bill of Rights and Declaration on

Fundamental Principles and Rights at Work (1998) as per the International Labour Organization. As upholding human rights is a collective effort, we expect our value chain partners to adhere to the principles of human rights. Our goal is to promptly detect any instances of human rights violations and responsibly address the identified risks. We also provide grievance redressal mechanisms to address violations of fundamental human rights and to deal with stakeholder concerns on human rights in a just, fair, and prompt manner.⁸¹ Furthermore, for FY23, ~82% of our security personnel have received training on our human rights policies and processes across select geographies.⁸²

Zero Tolerance Policy towards Child and Compulsory/Forced Labour

We ensure that we do not employ anyone below 18 years of age, in line with our firm commitment to ethical and good labour practices. We also strictly prohibit forced or compulsory labour and do not engage with suppliers or vendors who employ such practices.⁸³

Freedom of Association⁸⁴

We fully comply with local labour laws, valuing the importance of fair wages, freedom of association, participation, and collective bargaining throughout our operations. We prioritise creating an environment where employee rights are consistently recognised and protected. In keeping with this stance, we respect the right of our employees to join, form, or refrain from any employee collectives without fear of retaliation, harassment, or intimidation of any kind. Our management-recognised employee union (wherever applicable across our global manufacturing operations) represents 4.54% of our workforce as of March 31, 2023.⁸⁵

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 actions. 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 on Human Rights Policies and Procedures

To promote understanding and support our commitment to human rights, we train our employees through a focused training programme on our Learning Management System. These training programmes aim to raise awareness and knowledge, fostering a culture that values respect, fairness, and equality.

We strictly adhere to all applicable laws and regulations with respect to Human Rights. For FY23, we received 11 complaints of discrimination, all of which were resolved within the prescribed timeline.⁸⁶

⁸¹GRI 406-1, GRI 411-1, ⁸²GRI 410-1, ⁸³GRI 408-1 and 409-1, ⁸⁴GRI 407-1, ⁸⁵GRI 2-30, ⁸⁶GRI 403-1

Ensuring Employee Well-being, Health, and Safety

Through a range of focused programmes and initiatives, we have created a supportive work environment that goes beyond traditional benefits and addresses the holistic health and well-being of the workforce.

Addressing Mental Health

We conduct regular sessions on mental health, equipping employees with valuable tools to tackle stress and other challenges. By openly discussing and addressing these issues, Sun Pharma fosters a culture of support and resilience.

Mann Talks (message from heart) is a free and confidential counselling helpline available to all employees. This resource serves as a safe and personal space for employees to express their concerns, seek guidance, and receive professional assistance. We celebrate International Yoga Day across our global locations as part of our commitment to employee welfare.



This annual event allows employees to engage in yoga and mindfulness practices, promoting relaxation, inner peace, and a renewed sense of vitality. Sun Pharma has also integrated sports and health programmes into its employee welfare initiatives, recognising the link between physical fitness and overall well-being. We organise sports activities in every location, encouraging employees to participate actively. During the much-awaited Family Day event, we extend these opportunities to include sports competitions for employees' family members.

Our Proactive Approach to Occupational Health and Safety⁸⁷

Our Employee Health and Safety (EHS) policy articulates our approach to occupational health and safety standards. Our EHS management system is driven by our commitment to achieving 'zero harm' and aims to stay ahead of regulations and legislation. By benchmarking our EHS standards against international best practices such as ISO 45001:2018, we ensure a proactive approach to safety.

Employees Covered by OHS Management System⁸⁸

Number of Employees whose Work/Workplace is Controlled by the Organisation

7,974

Number of Employees Covered by the OHS System

7,974

Number of Employees covered by the OHS System, Audited or Certified by an External Party

6,964

Number of Employees Covered by the OHS System and Internally Audited

7,729

Number of Workers Excluded

0

We undertake regular audits and deploy robust governance mechanisms to monitor and review EHS implementation across manufacturing sites. From Area Managers to the Operations Head, our EHS leadership oversees and upholds safety standards at all our units. We have ingrained the fundamental safety principles in our EHS guidelines and standards. They ensure that best practices align with standards like ISO 45001:2018 and local regulatory requirements are implemented to enhance our EHS performance. Through continuous training and awareness programmes, we create a culture of safety and shared commitment, to promote it in our workplaces.

⁸⁷GRI 403-1, ⁸⁸GRI 403-8

Workforce Resilience and Well-being (continued)

Global EHS Focus Areas

The four core areas of our global EHS management system shape our multi-pronged approach in these areas.



Hazard Identification, Risk Assessment, and Incident Investigation⁸⁹

We regularly conduct risk assessment exercises to evaluate safety practices and implement appropriate action plans to mitigate risks. The principles of our Process Safety Management, which comprises 14 elements, guide our risk assessment methodology and safety practices. This approach ensures that our risk assessment and working conditions are improved consistently. Our employees can report and investigate incidents through a customised IT Global EHS portal, enabling knowledge sharing on preventive measures to avoid recurrences.

14 Elements of Process Safety Management



Health and Safety Management

- Management of change
- Incident investigation
- Contractors
- Compliance audits
- Employee involvement
- Trade secrets



Control of Work

- Hot work permit
- Emergency preparedness and response
- Mechanical integrity
- Pre-startup safety review
- Training management



Advanced Risk Assessment

- Process safety information
- Process hazard analysis
- Operating procedures and safety practices

⁸⁹GRI 403-2 and 403-7

Key Focus Areas of Process Safety Management

Risk Analysis

Purpose

This process examines root causes and develops appropriate mitigation plans.

Tools implemented

- EHS checklists
- Hazard and Operability (HAZOP) analysis
- Hazard Identification and Risk Assessment (HIRA)
- Qualitative Risk Analysis (QRA)
- Job Safety Analysis (JSA)

Risk Evaluation For Materials Used Across Manufacturing Operations

Purpose

This process assesses the EHS information related to the materials used in manufacturing operations. This evaluation aims to prevent any potential hazards from the unintended mixing of different materials.

Change Management System

Purpose

This process examines and addresses changes in process and facilities.

Work-related Hazard Identification

Purpose

To identify unsafe conditions at work and monitor work-related hazards by the site-specific EHS governing team.

On-site Emergency Preparedness

Purpose

To implement a robust fire safety and emergency management system.

We conduct regular fire safety drills and training sessions to ensure preparedness and maintain a ready supply of fire protection equipment that has been tested for functionality across our manufacturing locations.

Disaster Management

Purpose

To identify emergencies and establish a chain of procedures.

We strive to ensure uninterrupted operations and healthcare solutions. Through our formal on-site emergency plan (OSEP), we identify potential emergencies and outline procedures, including designated evacuation routes. Furthermore, we evaluate risks associated with potential disasters that could impact our supply chain as part of our business continuity plan.

Employee Health Management System⁹⁰

Our comprehensive health management system includes well-defined processes, standard operating procedures (SOPs), and other administrative controls to mitigate the risks associated with our manufacturing processes. We conduct pre-employment health check-ups to ensure that employees are physically fit for their roles. For our employees, we conduct

regular health check-ups at our dedicated occupational health centres across all our facilities. Qualified doctors and nurses are available around the clock to monitor employee health and address immediate concerns. We ensure the confidentiality of patient health records following the commitments outlined in our Global Code of Conduct. We also provide comprehensive health insurance schemes to all our employees.

Additionally, we organise health-focused initiatives to promote healthy living. We encourage our people to participate in awareness programmes and webinars on nutrition, mental health, meditation, and lifestyle-related diseases, among others. Furthermore, we extend the benefits of our health-focused programmes to our contractual workforce and proactively encourage their participation in these programmes.

⁹⁰GRI 403-3 and 403-6

Workforce Resilience and Well-being (continued)

The Five Pillars of our Safety Management System⁹¹

1

Forums and meetings - informal and formal safety committee meetings

2

Leadership engagement through EHS meeting forums

3

In-house and external training in line with ISO 45001:2018 requirements

4

Incident reporting and knowledge sharing through IT-based Global EHS portal

5

Audits for compliance with ISO 45001:2018

Instilling a Safety-oriented Mindset

We utilise a multi-pronged approach to integrate a safety-oriented culture deeply into our operations and practices. Through practical safety training, we equip our workforce with the knowledge and skills to improve their understanding of safety practices. Through formal and informal communication channels, we promote safety practices, engaging our workforce through quizzes, interactive EHS competitions, safety drills, and the observance of National Safety Week

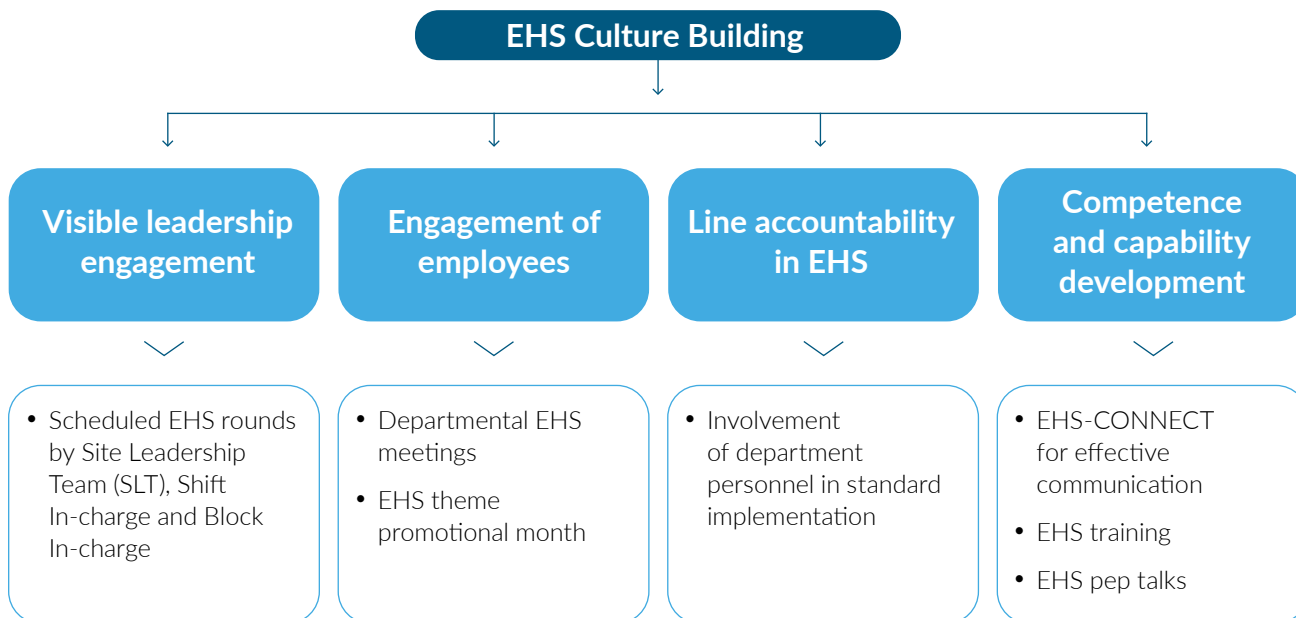
and Fire Service Week. Additionally, our rewards programme recognises individuals who demonstrate a commitment to safety. A visible leadership engagement plays a pivotal role in the whole process, permeating the safety mindset throughout our organisation. The scheduled EHS rounds, conducted by the Site Leadership Team (SLT), shift in-charge, and block in-charges, reinforce the importance of safety and bring a sense of responsibility and accountability among all employees.⁹²

Measuring and understanding the state of our EHS culture helps us

gain valuable insights to shape and strengthen our safety culture. To enable us to assess the effectiveness of our safety training programmes and EHS initiatives, we introduced an evaluation tool called 'EHS Culture Meter'. It covers all aspects of EHS, including employee training across all grades and functions regarding their ability to engage, comply with, and integrate the factors within the existing safety management system. This analysis enables the EHS governance team to identify areas of strength and areas that may need further attention.



⁹¹ GRI 403-7, GRI 403-5, ⁹² GRI 403-4



Safety Performance in FY23

Safety Metrics for Work-related Injuries⁹³

| Description | Employees | Workers |
|--|------------|------------|
| Fatalities (as a result of work-related injury) | 0 | 0 |
| High-consequence work-related injuries (excluding fatalities) | 0 | 0 |
| Recordable work-related injuries | 33 | 13 |
| Man hours worked | 40,327,754 | 23,463,022 |
| Rate of fatalities* | 0 | 0 |
| Rate of high-consequence work-related injuries (excluding fatalities)* | 0 | 0 |
| Rate of recordable work-related injuries* | 0.164 | 0.111 |

*Rates have been calculated as per 200,000 man-hours worked.

Safety Metrics for Work-related Ill Health⁹⁴

| Description | Employees | Workers |
|------------------|-----------|---------|
| Fatalities | 0 | 0 |
| Recordable cases | 0 | 0 |

⁹³GRI 403-9, ⁹⁴GRI 403-10