

# Our Legacy of Care

## Sustainability Report 2024-25



## Our Legacy of Care

The theme “*Legacy of Care*” expresses who we are at Cadila Pharmaceuticals. It reflects our enduring philosophy and unwavering commitment to improving lives through the medicines we develop, the way we conduct our business, the communities we engage with, and the sustainable future we strive to build.



Since our founding in 1952, we have worked with a clear and purposeful focus to make quality healthcare affordable and accessible for a newly independent India that depended heavily on imported medicines. Our founder, Late Shri Indravadan A. Modi, established the company with the intention of serving a nation in need, and over the decades, we have expanded this vision into a broader commitment to people, the planet, and progress.

We have consistently paired scientific innovation with social responsibility. Our journey includes many industry firsts, such as the development of the world’s first intravenous Rabeprazole formulation. Alongside these achievements, we have led with empathy through initiatives like the Kaka-Ba Hospital, which provided free healthcare long before corporate social responsibility became a regulatory requirement. This spirit of compassion and innovation continues to guide our path forward.

Today, we operate with a diverse workforce of more than 6,500 employees, maintain a presence in over 100 countries, and offer products across more than 45 therapeutic areas. In every aspect of our operations, from research and manufacturing to supply chain practices and community outreach, we integrate compassion, ethics, and long-term thinking.



With the release of our first formal Sustainability Report, we reaffirm our commitment to integrating environmental, social, and governance principles into our core business strategy. The theme “*Legacy of Care*” honors our past and defines our vision for the future. It represents a legacy built on equity, quality, and trust, a sustained culture of care for our patients, communities, employees, and the environment, and a commitment to future generations through clean manufacturing, innovation in green chemistry, responsible sourcing, and expanded access to essential medicines.

In a world where sustainability defines leadership, our Legacy of Care stands as a reflection of our identity, a company grounded in responsibility, strengthened by resilience, and guided by the belief that care must remain at the heart of everything we do.



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## About the Report

This **Sustainability Report** outlines the Environmental, Social, and Governance (ESG) performance of Cadila Pharmaceuticals Limited (hereafter referred to as Cadila) for the reporting period **April 1, 2024, to March 31, 2025**. Rooted in our enduring theme “Legacy of Care” the report reflects Cadila’s unwavering commitment to delivering affordable, ethical healthcare while advancing inclusive growth and environmental stewardship.

This report highlights the progress we have made in embedding sustainability as a core business priority. It builds on the strong foundation established in prior years, reflecting our focused efforts on governance, impact measurement, and alignment with global standards.

### Scope and Boundary

This report covers Cadila’s key business operations in India and international locations where the company has a material ESG impact. It includes data and narratives on our manufacturing units, research centers, supply chain, and community engagement efforts all guided by our materiality assessments and ESG governance framework.

### Reporting Boundary

Our reporting boundary covers Cadila Pharmaceuticals Limited as well as all its group companies’ locations.

Site Location	State	Type
Dholka	Gujarat	Formulation
Jammu	Jammu and Kashmir	Formulation
Ankleshwar-1	Gujarat	API
Ankleshwar-2	Gujarat	API
Dahej	Gujarat	API
Kadi	Gujarat	Manufacturing Sulfolane and Latex Gloves
Udaipur	Rajasthan	Formulation
Bhat	Gujarat	Corporate Office

### Reporting Frameworks and Alignment

To ensure global relevance, comparability, and transparency, this report has been prepared in accordance with the following frameworks and standards:



Global Reporting Initiative (GRI) 2021 Standards



Corporate Sustainability Reporting Directive (CSRD)



EcoVadis Sustainability Ratings




Business Responsibility and Sustainability Report (BRSR-Lite) under Indian regulatory guidelines



United Nations Sustainability Development Goals



Sustainability Accounting Standards Board



Cadila has also embedded real-time ESG tracking through the Sustain3P platform, enhancing data-driven decision-making and accountability across all functions.

## Sustainability Highlights

In FY 2024-25, Cadila accelerated its ESG journey by:

- Scaling up renewable energy usage across facilities
- Advancing diversity, equity, and inclusion (DEI) across the workforce
- Deepening social impact programs for healthcare access and community development
- Strengthening disclosure practices in line with global ESG benchmarks

## Forward-looking Statement

This report contains forward-looking statements that outline Cadila’s aspirations, planned initiatives, and long-term commitments related to sustainability. These statements are based on current expectations, assumptions, and prevailing market conditions and are inherently subject to risks, uncertainties, and external factors beyond our control.

While actual outcomes may vary, Cadila remains steadfast in its commitment to continuous improvement, transparent disclosures, and delivering long-term value for all stakeholders through science-led innovation, inclusive growth, and responsible business practices.

## Feedback

We welcome stakeholder feedback on this Sustainability Report to help us improve transparency and align our initiatives with evolving expectations. Please share your suggestions at [Secretarial@cadilapharma.com](mailto:Secretarial@cadilapharma.com).

GRI: 2-1, 2-2, 2-3, 2-5, 2-6, 2-12, 2-22, 2-23, 2-24, 2-27, 2-29

CSRD: 2, 3, 4, 5, 6, 12, 13, 29, E1, E3, E5, S1, S2, S3, S4, G1

# About Cadila Pharmaceuticals Ltd.

Headquartered in Ahmedabad, Gujarat, Cadila Pharmaceuticals Limited ranks among India's largest privately held pharmaceutical companies. Since its founding in 1952 by Late Shri Indravadan A. Modi, the company has remained a privately owned entity under the leadership of the Modi family.

Cadila operates as a multinational enterprise, dedicated to developing and manufacturing affordable generic and innovative medicines for patients across the globe. With a workforce of over 6,500+ employees, the company maintains a strong global presence across more than 100 countries, with a significant footprint in Africa, the Commonwealth of Independent States (CIS), Japan, and the United States.

<b>Founded:</b> 1952	<b>Headquarters:</b> Ahmedabad, Gujarat, India	<b>Employees:</b> 6,500+	<b>Global Reach:</b> Operations in 100+ countries	<b>Manufacturing:</b> USFDA and GMP- certified facilities in India (Gujarat and Jammu and Kashmir) and overseas	<b>Expertise:</b> APIs, finished formulations, food supplements, biotechnology products, and pharmaceutical machinery
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Cadila drives innovation through its robust research and development capabilities. Its investment in R&D has resulted in breakthrough therapies that continue to transform lives and improve global health outcomes.

Operating across over **45 therapeutic areas** in **12 specialties** including cardiovascular, gastrointestinal, anti-infective, respiratory, antidiabetic, analgesic, hematinic, and immunological, the company integrates cutting-edge science with responsible business practices.

Cadila Pharmaceuticals upholds the highest standards in clinical research and ethical medical practices. By combining scientific excellence with a strong sense of responsibility, the company aims to deliver not just effective treatments, but also long-term value through the way it operates and innovates.



## Vision


Our vision is to be a leading pharmaceutical company in India and to become a significant global player by providing high quality, affordable and innovative solutions in medicine and treatment.



## Mission

We will discover, develop and successfully market pharmaceutical products to prevent, diagnose, alleviate and cure diseases.

We shall provide total customer satisfaction and achieve leadership in chosen markets, products and services across the globe, through excellence in technology, based on world-class research and development.



We are responsible to the society. We shall be good corporate citizens and will be driven by high ethical standards in our practices.

## Our Values

**Authenticity:** Being Trustworthy and Genuine

**Responsibility:** Being Accountable and Taking Charge

**Integrity:** Being Reliable and Adhering to Principles

## Our Purpose

Our purpose underpins everything we do. It gives us the motivation to make a deep impact on society through the work we do. It helps us deliver startling benefits to patients and create value for all our shareholders. This sets a meaningful context for all working in Cadila thereby making them ambassadors of global wellness.

### **We apply science to cause**

During our activities and the pursuit of our goals, we make sure that the end beneficiaries of our work are patients. We exist to ease out their suffering, cure what can be cured, manage their diseases and improve their quality of life.

### **We deliver affordable medicines**

With the motive to make medicines accessible to all Indians at an affordable cost, Cadila plays a crucial role by formulating drugs in India. This mission has grown wings and we are today catering to the healthcare needs of over 85 countries worldwide.

### **We research to defeat diseases**

All our research and development activities are focused on finding cures to complex diseases. This goal is integral to our drive for achieving success in our research initiatives.

### **We are intrapreneurial**

In all that we do, our values guide our decision-making, define our beliefs and foster a strong 'intrapreneurial' culture at Cadila.

## Our Global Footprint

As one of India's largest privately held pharmaceutical companies, we have established a strong global presence since our inception in 1952. We are an integrated pharmaceutical enterprise engaged in research, manufacturing, and the marketing of affordable medicines across the world.

We operate in over 100 countries, including key regulated markets such as the United States of America (USA), the European Union (EU), and Japan, as well as fast-growing regions in Africa, the Commonwealth of Independent States (CIS), and Asia.

## Global Operations

Our international footprint includes facilities and strategic collaborations in:

- United States of America (USA)
- Europe
- Japan
- Commonwealth of Independent States (CIS) countries
- Africa (notably Ethiopia, where we set up the country's first World Health Organization - Current Good Manufacturing Practice (WHO-cGMP) compliant plant)
- Other emerging markets



## Advanced Manufacturing

Our state-of-the-art manufacturing facilities span several Indian states such as Gujarat, Jammu, and international locations like Ethiopia, where we pioneered WHO-cGMP (World Health Organization - Current Good Manufacturing Practice) compliance in the country.

## Key Business Verticals

### 1. Active Pharmaceutical Ingredients (APIs)

We are globally recognized for our API manufacturing capabilities, delivering high-quality, cost-effective solutions across key therapeutic areas such as respiratory, diabetology, gastroenterology, and pain management. Our state-of-the-art Dahej facility, equipped with Distributed Control System (DCS) automation, enables efficient, sustainable production.

### 2. Finished Dosage Formulations

Our formulations portfolio includes over 850 products across 45 therapeutic areas. We manufacture tablets, capsules, injectables, Liquid, and more at globally accredited facilities in India and Ethiopia, catering to both domestic and international markets.

### 3. CDMO and CMO Services

We serve as a trusted Contract Development and Manufacturing Organization (CDMO) and Contract Manufacturing Organization (CMO) partner to global pharmaceutical and biotech companies. We offer integrated services from research and development (R&D) to commercial manufacturing, ensuring strong regulatory compliance.

### 4. Contract Research Operations

We support clinical development through comprehensive Contract Research Organization (CRO) services, including study design, execution, regulatory documentation, and trial management—enabling faster and de-risked drug development for our partners.

### 5. Strategic Alliances

We build strategic alliances with leading pharmaceutical and research organizations worldwide to drive mutual growth, enable technology transfer, and expand our global footprint.



## **6. IRM Group Companies**

IRM Group Companies (a group Company of Cadila Pharmaceuticals Limited) is a diversified conglomerate providing innovative products and services for better, sustainable living. IRM has unmatched capabilities across Agriculture, Veterinary, Pharma Machinery Manufacturing, Travel, Forex, Aviation and Hospitality Industry, and maintains leadership in all its major lines of businesses.

## **7. Specialty Chemicals - Sulfolane**

We lead Sulfolane production in India. Sulfolane is a specialty solvent widely used in pharmaceutical synthesis and petrochemical processing.

## **8. Pre-Clinical Research Unit**

Our dedicated pre-clinical unit conducts in-vitro (outside a living organism) and in-vivo (within a living organism) studies for early-stage drug discovery, toxicology, and safety assessments—supporting both internal innovation and partner-led research.

## Leadership in Key Therapeutic Areas



We continue to lead in critical therapeutic areas through a broad, innovative, and accessible product portfolio backed by robust manufacturing and R&D capabilities.

Therapeutic Area	Key Offerings
<b>Gastroenterology</b>	Comprehensive solutions for: <ul style="list-style-type: none"> <li>• Acid Peptic Disorder (APD) - <i>Aciloc, Rabeloc IV</i> (world's first IV Rabeprazole)</li> <li>• IBD - <i>Mosart</i></li> <li>• IBS - <i>O Duo, Cibis</i></li> <li>• Constipation - <i>Cadilose, Pegwash</i></li> <li>• Liver Health - <i>Ursocad</i></li> <li>• Probiotics/Enzymes - <i>Cadbios, Cadilyse</i></li> </ul>
<b>Cardiology and Cardiovascular Care</b>	Statins - <i>Caditor, Rosuflo</i> Antihypertensives, antiplatelets, and cardiac support therapies focused on prevention, affordability, and efficacy
<b>Gynaecology</b>	Prenatal vitamins, hormone therapies, and treatments for menstrual and menopausal health Covering nutrition, reproduction, and pregnancy care
<b>Diabetology</b>	Antidiabetics - <i>Metformin, Voglibose</i> , fixed-dose combinations Management of related conditions: hypertension and dyslipidemia
<b>Oncology</b>	Affordable access to advanced therapies - <i>Everolimus, Thalidomide</i> Supportive care and ongoing expansion with innovative cancer treatments
<b>Orthopedic</b>	Osteoarthritis <ul style="list-style-type: none"> <li>• <i>Tricort Halonix</i></li> <li>• <i>Tenata and Tenata Plus</i></li> </ul> Osteoporosis <ul style="list-style-type: none"> <li>• <i>Nu-PTH</i></li> <li>• <i>NuClasta</i></li> <li>• <i>NuCadcium</i></li> <li>• <i>Calcirol Fast Inj</i></li> </ul> Pain Management <ul style="list-style-type: none"> <li>• <i>Trioflam</i></li> <li>• <i>Trazodac-P</i></li> </ul> Nuflam TH
<b>CNS</b>	Anti-Migraine: <ul style="list-style-type: none"> <li>• <i>Vasograin Plus</i> (Chronic)</li> <li>• <i>Vasograin EC</i> (Headache)</li> <li>• <i>Migon and Migon Plus</i> (Chronic)</li> </ul>



	<p>Anti-depressant:</p> <ul style="list-style-type: none"><li>• Fludac</li><li>• Escitlocad and Comb</li><li>• Sertacad</li><li>• Paroxecad</li></ul> <p>Stroke Management:</p> <ul style="list-style-type: none"><li>• Cholinecad and Comb</li></ul> <p>Anti-epilepsy Drug:</p> <ul style="list-style-type: none"><li>• Levecad</li><li>• Tivalcad</li></ul> <p>Neuropathy:</p> <ul style="list-style-type: none"><li>• Nervedol-D</li><li>• Tipea</li></ul> <p>B-Vitamins: Nu-Nutridac</p>
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### Recent New Product Launches

During the year, we launched several new products across multiple therapy areas. Notable amongst these new launches were world's First Aqueous Vitamin D3 Aqueous (Calcirol AQ), a novel antacid Vonoprazan (First time in India), Vasograin Plus for Migraine, new molecules for anemia and diabetes, several antibiotics and anti-fungal products as Lyophilized Injections.

### Manufacturing Excellence

Our WHO-GMP-compliant facilities in Dholka, Samba, and Addis Ababa support over 850 finished formulations across 45 therapeutic areas, serving both regulated and international markets.

### Innovations and R&D Excellence


We continue to lead with innovation, advancing global healthcare through first-in-the-world drug breakthroughs and a robust research and development (R&D) engine.

### World-First Innovations

Our portfolio includes multiple global firsts that reflect our commitment to addressing unmet medical needs:

- **Risorine:** We identified the need to improve tuberculosis therapy, where patients often experienced poor tolerability and low compliance with standard regimens. To address this, we developed Risorine, a pioneering fixed-dose combination of rifampicin, isoniazid, and piperine, a natural bioenhancer derived from black pepper. Piperine increased the absorption and blood levels of rifampicin, enabling us to reduce the rifampicin dose from 450 mg to 200 mg without compromising efficacy. This innovation not only lowered the risk of side effects, particularly gastrointestinal intolerance, but also improved treatment outcomes. Multicenter clinical studies confirmed higher cure rates and better safety profiles, strengthening the fight against tuberculosis.
- **Rabeloc IV:** We recognized the limitations faced by critically ill or hospitalized patients who could not tolerate oral medications for gastrointestinal disorders. In response, we introduced Rabeloc IV,





the world's first intravenous formulation of rabeprazole. As a potent proton pump inhibitor, it provided rapid gastric acid suppression in conditions such as upper GI bleeding, stress ulcers, reflux, and perioperative care. By offering rabeprazole in IV form, we enabled immediate acid control and expanded treatment options for patients where oral therapy was unsuitable, setting a new benchmark in gastrointestinal care.

- **Polycap:** We identified that cardiovascular patients often struggle with adherence due to multiple medications. To address this, we developed Polycap, a five-in-one fixed dose combination containing Simvastatin, Ramipril, Atenolol, Hydrochlorothiazide, and Aspirin. By combining these agents into a single pill, we reduced pill burden and improved compliance. Clinical studies demonstrated a significant reduction in cardiovascular risk factors, enhancing both prevention and long-term patient outcomes.
- **Calcirol AQ:** We recognized the limitations of traditional oil-based Vitamin D<sub>3</sub> injections, which were often painful, poorly absorbed, and took long time for the vitamin D deficiency correction. To overcome these challenges, we developed Calcirol AQ, the world's first aqueous Vitamin D<sub>3</sub> injection. Its innovative formulation ensures painless administration, superior absorption, and faster correction of deficiency—offering a safer and more effective solution. By replacing oil-based preparations, we created a safer, more effective solution that filled a critical gap in managing deficiency for patient's intolerant to traditional formulations.
- **Thrabis:** We observed that compliance with the conventional five-dose rabies vaccine regimen was low, especially in underserved areas. To overcome this, we introduced Thrabis, a three-dose rabies vaccine administered intramuscularly within one week. This shortened regimen improved accessibility, increased compliance, and enhanced protection against rabies, particularly in resource-limited settings.
- **Envas IV:** We addressed the need for acute management of hypertension and heart failure in hospitalized patients who could not take oral medication. We developed Envas IV (Enalaprilat Injection), a rapid-onset intravenous ACE inhibitor. It enabled effective reduction of blood pressure in critical settings, lowered the risk of heart attacks and strokes, and strengthened treatment options for physicians in acute care.
- **Sepsivac:** We recognized the urgent need for better management of sepsis, a condition with high mortality despite antibiotic use. To address this, we developed Sepsivac, an immunomodulatory drug derived from heat-killed *Mycobacterium w*. By regulating the immune response, Sepsivac improved survival in gram-negative sepsis and demonstrated effectiveness in critical COVID-19 cases. This innovation positioned us as pioneers in immunotherapy for life-threatening infections.
- **Mycidac C:** We are committed to advancing cancer care through research-driven innovation. One such breakthrough is India's first indigenously developed immunotherapy for a specific subtype of lung cancer, Desmocollin-3 (DSC3) expressing squamous non-small cell lung cancer (NSCLC). This therapy, powered by heat-killed *Mycobacterium w*, works by modulating the tumour microenvironment to stimulate a targeted immune response. It enhances T-cell activity while reducing immunosuppressive elements within the tumour, offering new hope for patients with limited treatment options.

- **Cadiflu Tetra:** We aimed to strengthen protection against seasonal influenza, which continues to cause high morbidity globally. Traditional egg-based vaccines carried limitations, including reduced efficacy and allergy risks. To address this, we introduced Cadiflu Tetra, a quadrivalent influenza vaccine developed with Virus-Like Particle (VLP) technology. It provided broader coverage against four major flu strains and offered a safe option for both adults and children. This innovation reduced hospitalizations and severity of seasonal flu.

These innovations underscore our focus on affordable, life-saving therapies with global impact.

#### **R&D Excellence**

Our R&D team, comprising over 300 scientists, drives innovation through:

- Development of novel products using niche technologies.
- Strategic global expansion, partnerships, and non-infringing process design.
- Over 1,400 product registrations, 180 API Drug Master Files, 457 patents filed, and 133 granted globally.

We ensure scientific rigor and ethical practices while advancing quality and patient safety.

#### **API Development**

We lead in developing high-quality Active Pharmaceutical Ingredients (APIs) through:

- Cost-effective, eco-friendly synthesis.
- Expertise in process chemistry, analytical development, regulatory affairs, and scale-up.
- Focus on therapeutic areas such as gastroenterology, cardiovascular, CNS, antiemetics, and anti-allergic.
- Comprehensive client support from gram to kilo scale and regulatory assistance.

#### **Formulation Development**

Our formulation portfolio includes 850+ finished dosage products across 45 therapeutic areas and 12 specialties. We develop:

- Tablets, capsules, injectables, soft gels, syrups, and topical formulations.
- Generic and proprietary products are backed by global regulatory approvals.
- Patient-centric solutions that improve compliance, efficacy, and access.

Our globally accredited facilities in India and Ethiopia ensure reliable supply to both regulated and emerging markets.

#### **CPL Biologics**

CPL Biologicals has integrated capabilities for vaccine discovery, research, development and manufacturing.

- Process development and research activities are carried out at Department of Scientific and Industrial Research (DSIR) approved research center.
- Successfully launched and market Biologics including biosimilar products and vaccines manufactured on innovative platform technology.
- Collaborations with various international and national research institutions such as the International Centre for Genetic Engineering and Biotechnology (ICGEB), and the Council for Scientific and Industrial Research (CSIR), The National Institute of Immunology (NII), and the Department of Science and Technology (DST).
- GMP manufacturing facilities to produce recombinant vaccine for all phases of clinical trials and commercialization using single use technology
- CPLB's production process of highly purified recombinant vaccines is proven to respond rapidly to emerging healthcare challenges and threats

### Product Safety

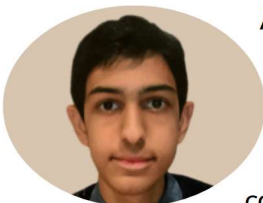
At Cadila, product safety is integral to our Innovation and R&D strategy. We continuously enhance our processes to ensure that all products meet the highest quality and safety standards. During the reporting period:

- **Product recalls: 5**  
*Promptly addressed with corrective actions and clear communication.*
- **Product safety incidents (complaints): 135**  
*Investigated systematically; root causes resolved with preventive measures.*
- **Customer feedback collections on product safety: 135**  
*Collected and analyzed to drive product improvements and enhance safety.*

GRI: 2-1, 2-2, 2-6, 2-7, 2-22, 2-23, 2-24, 2-25, 2-26, 2-27, 2-29, 2-30, 3-1, 3-2, 3-3

CSRD: ESRS 2, ESRS E1, ESRS E2, ESRS E3, ESRS E4, ESRS E5, ESRS S1, ESRS S2, ESRS S3, ESRS S4, ESRS G1

## Message from our Chairman



At Cadila Pharmaceuticals Limited, we have always believed that healthcare encompasses more than the development of medicines. It is rooted in compassion, responsibility, and the positive impact we strive to create for individuals, communities, and the environment. The philosophy instilled by the visionary leadership of our progenitor, Late Shri Indravadan A. Modi, continues to inspire our mission and values.

It is with great pride that I present our inaugural Sustainability Report, a significant milestone that reflects our enduring commitment to responsible and inclusive growth. This report not only highlights the progress we have made but also reinforces our determination to integrate sustainability into every aspect of our business.

As one of India's leading pharmaceutical innovators, we have built a legacy of delivering healthcare solutions that are accessible, affordable, and of the highest quality. Our research-driven approach has enabled us to pioneer breakthrough therapies and reach millions of patients across India and around the world. Today, we are extending this legacy by embedding sustainability at the core of our operations.

We have initiated a comprehensive greenhouse gas incentivization program to accurately measure and manage our climate impact. In parallel, we are developing a resilient and sustainable supply chain that prioritizes environmental stewardship and social responsibility. By collaborating with suppliers who share our values, we ensure that every stage of our value chain adheres to the highest standards of ethics and sustainability.

Our commitment to customers goes beyond the delivery of safe and effective medicines. We continue to invest in innovative and eco-friendly technologies and processes that enhance product quality, safety, and accessibility while minimizing our environmental footprint. Our focus on green chemistry, energy-efficient manufacturing, and waste reduction reflects our dedication to preserving natural resources for future generations.

The theme of this year's report, **Legacy of Care**, captures the spirit that has defined Cadila Pharmaceuticals Limited for more than seventy years. It serves as a call to action, encouraging us to carry forward our heritage of empathy and innovation and to ensure that every decision we make benefits not only our patients but also the planet and society at large.

Guided by science, driven by purpose, and empowered by our people, we are confident that our sustainability journey will continue to create lasting value for all stakeholders. I invite you to join us as we lead with integrity, grow responsibly, and honor the legacy that has made Cadila a trusted name in healthcare.






Warm regards,  
**Mr. Rajiv R. Modi**  
Chairman  
Cadila Pharmaceuticals Limited

# Corporate Governance

At Cadila, we uphold strong corporate governance as the foundation of responsible growth and sustained stakeholder trust. Our governance framework promotes ethical leadership, strategic oversight, and alignment with environmental, social, and business priorities.

## Board of Directors

The composition of our Board of Directors is as follows:

Name	Designation	Educational Qualification
Mr. Rajiv R. Modi	Chairman	Holds top-tier achievements in Cambridge Advanced Level and IGCSE. Currently pursuing a Master of Arts (Honors) in Management from the University of St. Andrews
 Dr. Rajiv I. Modi	Managing Director	Ph.D. in Biological Science from the University of Michigan, Ann Arbor, USA; M.Sc. in Biochemical Engineering from University College, London; B.Tech. in Chemical Engineering from Indian Institute of Technology (IIT), Bombay, India
 Mr. Ramesh R. Choksi	Whole-Time Director	Masters in commerce; Fellow Chartered Accountant (FCA), 1972 batch
 Mr. Girdhar Balwani	Director	M.Sc. in Pharmaceutical Administration (Marketing) from Long Island University, Brooklyn, New York; Master of Pharmacy and Bachelor of Pharmacy from University of Bombay; marketing studies from the Institute of Marketing, UK
 Mrs. Parul N. Shah	Independent Director	Arts Graduation in Economics
 Mr. Subir Kumar Das	Independent Director	M.Sc. in Chemistry from Lucknow University; Master of Management Studies (MMS) from Banaras Hindu University (BHU); Certified Associate of the Indian Institute of Bankers (CAIIB)

*Dr. Abhijat Sheth served as Non-Executive Director on the Board during the previous financial year. He ceased to be associated with Cadila Pharmaceuticals Limited effective August 26, 2025 (FY 2025-26).*

*Mr. Girdhar Balwani was appointed as a Non-Executive, Non-Independent Director with effect from September 12, 2025, and Mr. Subir Kumar Das was appointed as an Independent Director with effect from June 30, 2025. Corresponding changes in the composition of the Board Committees have also been made to reflect these appointments.*

 Audit and Finance Committee 
  Nomination and Remuneration Committee 
  Corporate Social Responsibility Committee 
  Risk Management Committee (RMC) 
  Environmental, Social, and Governance (ESG) Committee 
  Borrowing Committee



## Governance and Sustainability Oversight

### Governance Structure

We have established a strong governance framework to ensure accountability and transparency. The Board of Directors and shareholders provide strategic direction and decision-making, senior management ensures execution, and internal as well as external auditors monitor compliance and performance.

### Board Composition and Diversity

In FY 2023-24, our Board comprised six members, including five male and one female Director (16.7% female representation). This composition remained unchanged in FY 2024-25. We continue to prioritize greater gender balance in future appointments.

To strengthen generational diversity, a new member under 30 years joined the Board in FY 2024-25, reducing the number of members over 50 years to five. This inclusion has brought in younger perspectives, complementing the experience of senior leadership.

### Nomination and Selection

- The nomination and selection of Directors and senior management follow a defined process:
- The Nomination and Remuneration Committee (NRC) recommends candidates to the Board.
- The Board proposes Director Appointments to shareholders for approval in the General Meeting.
- Diversity, independence, and competencies are key selection criteria.
- Independent Directors are appointed in line with the Companies Act, 2013, ensuring no interest in the Company or its group entities.

### Remuneration Oversight

Remuneration practices are overseen by the Nomination and Remuneration Committee, which includes independent members. This ensures fairness, transparency, and alignment with organizational objectives.

### Sustainability Oversight

The Board has constituted an Environmental, Social, and Governance (ESG) Committee to guide the sustainability agenda. The Committee develops, reviews, and updates the organization's purpose, mission, strategies, policies, and goals related to sustainable development. It also oversees due diligence processes to assess and manage impacts on the economy, environment, and people. Recommendations are presented to the Board for approval.

Senior executives and employees report quarterly to the Board on economic, environmental, and social impacts. The Board delegates responsibilities for impact management to executives, who cascade accountability across functions.

### Review of Reported Information

The Board reviews and approves reported information, including material topics. During meetings, matters are presented by the Chairman, followed by Board deliberation and voting. The ESG

Committee, chaired by the CMD, supports this process by reviewing sustainability-related matters and making recommendations.

### Conflicts of Interest

We uphold transparency by requiring Directors to submit Disclosures of Interest annually and upon any change, in line with the Companies Act 2013.

Cross-board membership: Disclosed by Directors annually and as changes occur.

Cross-shareholding with suppliers and stakeholders: None.

### Performance Evaluation

The performance of Directors, the Board, Committees, and Chairpersons is evaluated annually. Results are presented to the Board, with the most recent evaluation confirming satisfactory performance. No changes were required in Board composition or governance practices.

### Committees of the Board

#### ● Audit and Finance Committee

The Audit and Finance Committee ensure financial transparency, integrity, and accountability in our operations:

Name	Category	Designation
Mr. Rajiv R. Modi	Chairman	Chairperson
Mr. Subir Kumar Das	Independent Director	Member
Mrs. Parul N. Shah	Independent Director	Member

*Mr. Girdhar Balwani was appointed as a Non-Executive, Non-Independent Director with effect from September 12, 2025.*

*Mr. Subir Kumar Das was appointed as an Independent Director with effect from June 30, 2025.*

#### ● Nomination and Remuneration Committee

The Nomination and Remuneration Committee oversees Board composition, performance evaluation, and executive remuneration policies:

Name	Category	Designation
Mr. Rajiv R. Modi	Chairman	Member
Mr. Girdhar Balwani	Additional Director	Member
Mrs. Parul N. Shah	Independent Director	Member
Mr. Subir Kumar Das	Independent Director	Member

#### ● Corporate Social Responsibility Committee

Our CSR Committee drives initiatives focused on social impact, community engagement, and sustainability:

Name	Category	Designation
Mr. Rajiv R. Modi	Chairman	Chairperson
Dr. Rajiv I. Modi	Managing Director	Member
Mr. Girdhar Balwani	Additional Director	Member
Mrs. Parul N. Shah	Independent Director	Member
Mr. Subir Kumar Das	Independent Director	Member

#### ● Risk Management Committee (RMC)

The Risk Management Committee identifies, monitors, and mitigates strategic, operational, and sustainability-related risks:

Name	Category	Designation
Mr. Rajiv R. Modi	Chairman	Chairperson
Dr. Rajiv I. Modi	Managing Director	Member
Mr. Girdhar Balwani	Additional Director	Member
Mrs. Parul N. Shah	Independent Director	Member
Mr. Subir Kumar Das	Independent Director	Member

#### ● Environmental, Social, and Governance (ESG) Committee

The ESG Committee drives the integration of environmental, social, and governance principles into our business strategy:

Name	Category	Designation
Mr. Rajiv R. Modi	Chairman	Chairperson
Dr. Rajiv I. Modi	Managing Director	Member
Mr. Girdhar Balwani	Additional Director	Member
Mrs. Parul N. Shah	Independent Director	Member
Mr. Subir Kumar Das	Independent Director	Member

#### ● Borrowing Committee

The Borrowing Committee oversees financial and funding strategies to ensure sustainable capital management:

Name	Category	Designation
Dr. Rajiv I. Modi	Managing Director	Member
Mr. Ramesh R. Choksi	Whole-Time Director	Member

Our Board of Directors and its committees lead with integrity, transparency, and accountability. As we progress on our sustainability journey, we actively integrate ESG considerations into our decision-making, ensuring our governance practices remain both compliant and forward-looking.

## Codes and Policies

We maintain a strong policy framework that reflects our values, guides responsible conduct, and supports an inclusive, transparent, and sustainable workplace. Our codes and policies ensure that employees, partners, and stakeholders operate in an environment that upholds integrity, fairness, and accountability.



### Our Key Policies and Frameworks

Policy/Code	Purpose and Scope
<b>Corporate Social Responsibility (CSR) Policy</b>	We view CSR as a core commitment to inclusive and sustainable development. Our initiatives focus on health, education, women empowerment, child welfare, and environmental protection.
<b>Code of Conduct for Employees</b>	We uphold a culture of ethics and integrity. This code reinforces our position as an equal opportunity employer and outlines zero tolerance for harassment or discrimination.
<b>Independent Directors' Code of Conduct</b>	Our Independent Directors provide unbiased oversight into strategy, performance, and governance. This code ensures they exercise sound judgment and uphold the highest standards of governance.
<b>Risk Management Policy</b>	We ensure continuous risk identification, mitigation, and monitoring to protect our business, reputation, and stakeholders from emerging risks.
<b>Whistleblower Policy</b>	We empower employees and stakeholders to raise concerns about unethical practices, policy violations, or misconduct in a confidential and secure manner.
<b>Nomination and Remuneration Policy</b>	We govern the appointment, evaluation, and compensation of Directors (including Independent Directors), Key Managerial Personnel (KMPs), and Senior Management through transparent and merit-based processes.
<b>Equal Opportunity Policy</b>	We are committed to creating a workplace free of bias, ensuring all individuals have equal access to opportunities regardless of gender, disability, ethnicity, or background.
<b>POSH (Prevention of Sexual Harassment) Policy</b>	We maintain a strict zero-tolerance approach to sexual harassment. Our POSH framework includes a formal committee, survivor guidance, and clear redressal mechanisms.

### Compliance Performance

1. Zero reports related to whistle blowing procedure reported in FY 2024-25
2. 100% Operational sites audited internally on a specific business ethics issue
3. Zero corruption and bribery cases reported in FY 2024-25

GRI: 2-1, 2-6, 2-22, 2-23, 2-24, 2-25, 2-28, 2-29, 2-30, 205-2, 307-1, 308-1, 308-2, 419-1

CSRD: ESRs 2 GOV-1, ESRs 2 GOV-2, ESRs 2 GOV-3, ESRs 2 GOV-4, ESRs 2 GOV-5, ESRs 2 GOV-6, ESRs G1-1, ESRs G1-2, ESRs G1-3, ESRs G1-4, ESRs G1-5, ESRs G1-6, ESRs G1-7, ESRs G1-8, ESRs G1-9, ESRs G1-10, ESRs G1-11, ESRs G1-12, ESRs G1-13

## Our Financial Performance

We uphold strong financial discipline while pursuing sustainable growth. Our financial disclosures provide transparent insights into how we generate, distribute, and reinvest economic value. By reporting on our financial performance, we present a clear picture of key parameters that influence our stakeholders and strengthen our long-term business resilience.



### Direct Economic Value Generated (₹ million, unless otherwise specified)

<b>Revenue Generated</b>	<b>26,029.29</b>
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### Economic Value Distributed (₹ million, unless otherwise specified)

<b>Economic value distributed</b>	<b>25,289.73</b>
<b>Operating costs</b>	<b>9,134.28</b>
<b>Employee wages and benefits</b>	<b>5,016.79</b>
<b>Payments to providers of capital</b>	<b>1,526.03</b>
<b>Depreciation, amortization and impairment</b>	<b>766.45</b>
<b>Payments to government</b>	<b>233.04</b>
<b>Community investments (CSR + Donation)</b>	<b>74.95</b>
<b>Other expenses</b>	<b>8,538.19</b>

### Profit and Loss Metrics (₹ million, unless otherwise specified)

<b>Revenue</b>	<b>26,029.29</b>
<b>Profit Before Tax</b>	<b>972.60</b>
<b>EBITDA</b>	<b>3,230.20</b>

### Shareholder Metrics (₹ million, unless otherwise specified)

<b>Earnings per share (Basic and Diluted)</b>	<b>9.24/ share</b>
<b>Return on Capital Employed</b>	<b>10.11 %</b>

### Economic Value Retained (₹ million, unless otherwise specified)

<b>Economic Value Retained</b>	<b>739.56</b>
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GRI: 201-1, 201-3, 201-4, 207-4, 401-2, 201-2  
 CSRD: ESRS E1, ESRS S1, ESRS G1, ESRS G2

## Awards and Recognitions

Award Category	Recognition By
Best in Diversity and Impact	The Golden Globe Tigers Award
Dream Company to Work For	The Golden Globe Tigers Award
Best in Diversity and Impact	The Middle East Leadership Awards
Dream Company to Work For	The Middle East Leadership Awards
Most Preferred Workplace 2024-2025	Marksmen Daily
Best Organization to Work for in Pharma Industry in Asia	4th Asia Leadership Awards - The Asia Leadership Federation
Outstanding Alignment of HR Strategy to Business in Pharma Industry in Asia	4th Asia Leadership Awards - The Asia Leadership Federation
Excellence in HR Through Technology	Asia Best Employer Brand Awards
Asia's Best Employer Brand in Pharma Sector	Asia Best Employer Brand Awards
Best-in-Class Initiatives on Gender Diversity and Inclusion in Pharma Industry in India	Bharat Leadership Excellence Awards - The Leadership Federation
GPTW Certification and Ranking - CPL	Great Place to Work India (GPTWi)
GPTW Certification and Ranking - Group Companies	Great Place to Work India (GPTWi)
Top Employer's Certified	Top Employer's Institute, Global
Most Preferred Workplace 2024-2025 - Women	Marksmen Daily
CII Awards on Excellence for Women in STEM	Confederation of Indian Industry (CII)
Outstanding Transformation in HR Through Technology in Asia	Middle Asia Leadership, Dubai
Best in Class Strategy in Employee Engagement in Asia	Middle Asia Leadership, Dubai
Innovative R&D Company of the Year	National Awards for Excellence

# Enterprise Risk Management

We have institutionalized a structured and proactive approach to risk management across all functions. Our Enterprise Risk Management (ERM) framework enables us to identify, assess, mitigate, and monitor key risks to ensure business continuity and sustainable growth. Critical concerns are communicated through the Risk Management Committee, where all potential and actual negative impacts on stakeholders are presented on a quarterly basis for review and guidance. The Committee’s recommendations are subsequently escalated to the Board of Directors for consideration and approval.



## Three Lines of Defense

Line of Defense	Responsibility	Cadila’s Role
<b>First Line Management and Operations</b>	Own and manage risks	Business heads implement standard operating procedures, monitor controls, and ensure day-to-day compliance.
<b>Second Line Risk compliance and Legal</b>	Facilitate risk policies and oversight	IA team ensure risks are assessed and managed across the organization
<b>Third Line Internal Audit</b>	Provide independent assurance	Internal and external auditors assess control effectiveness. The Audit Committee oversees all findings and corrective actions.

## Risk Governance Structure

- Risk Owners prepare the overall risk strategy and IA team reviews the major risks.
- The Audit Committee monitors internal controls, financial reporting, and audit outcomes.
- The Executive Management integrates risk thinking into operational and strategic decisions.
- Risk Champions in departments drive implementation at the ground level.

## Risk Register and Reporting

- A comprehensive risk register is maintained with a detailed registry of risks categorized by department.
- Each risk in the register has an associated risk mitigation plan, outlining actions, responsibilities, and timelines.
- Risk owners provide periodic reports on risk status, mitigation progress, and emerging concerns.
- Key takeaways from these reports inform management decisions, drive improvements, and strengthen overall risk governance.

## Key Risk Areas and Mitigation Measures

Category	Examples of Risks	Mitigation Measures
<b>Business Risks</b>	Market concentration, competitive pressure, pricing, overseas operations, intellectual property, talent retention	Diversify portfolio and geographies, strengthen customer service, implement cost optimization, conduct IP due diligence, and offer retention plans
<b>Financial Risks</b>	Credit exposure, currency fluctuation, legal disputes	Apply credit checks, hedge forex risk, and ensure legal vetting of contracts

## Risk Management Cycle at Cadila

1. **Identify** risks across functions
2. **Assess** severity, frequency, and impact
3. **Respond** with appropriate actions (avoid, mitigate, transfer, or accept)
4. **Control** with standard procedures, audits, and tools
5. **Monitor and review** to ensure effectiveness
6. **Improve** continuously through feedback and lessons learned

## Types of Risk Responses at Cadila

Response Strategy	Examples
<b>Avoid</b>	Exclude high-risk markets or disputed transactions
<b>Mitigate</b>	Strengthening controls, improving systems, and provide training
<b>Transfer</b>	Secure insurance or hedge financial exposures
<b>Accept</b>	Tolerate low-impact risks under supervision

## Oversight and Continuous Monitoring

- **Internal audits** validate control effectiveness.
- **Risk Committee** tracks implementation of recommendations.
- **Management teams** update risk registers and implement corrective actions.

# Supply Chain Management

At Cadila Pharmaceuticals, we integrate sustainability, ethics, and regulatory compliance into every aspect of our supply chain. Our Supplier Code of Conduct and Sustainable Procurement Policy guide our approach, reflecting our commitment to responsible sourcing, environmental stewardship, and transparent supplier engagement. These frameworks apply to all procurement activities and supplier relationships across our manufacturing, R&D, and corporate units, including Ahmedabad, Dholka, Ankleshwar (Units 1 and 2), Jammu, Kadi, Udaipur, Dahej, and Ethiopia. They cover all suppliers, contractors, subcontractors, and service providers working with or on behalf of Cadila.

## Vision for Supply Chain

We aim to build global standards of operation that serve as a source of competitive advantage, enabling delivery on customer expectations, safety, quality, cost, supply chain management, and environmental performance through a highly engaged team leveraging technology.

## Governance and Oversight

We have defined clear departmental roles to ensure effective implementation of supply chain policies:

Role	Responsibility
Procurement Department	Integrate ESG criteria into sourcing decisions; conduct supplier assessments
EHS and Sustainability Team	Align procurement practices with company-wide sustainability goals
Site Heads	Enforce supplier compliance at operational sites
Compliance Team	Monitor ethical and regulatory adherence across the supply chain
Vendor Management Cell	Maintain supplier records and track performance metrics

## Standards and Expectations

Suppliers are expected to meet strict sustainability and compliance standards aligned with international frameworks such as Pharmaceutical Supply Chain Initiative (PSCI), WHO-GMP, ISO 14001, and ISO 45001:

- Comply with all applicable laws and regulations (labor, environmental, anti-bribery).
- Prohibit child labor, forced labor, and human trafficking.
- Provide safe and healthy working conditions (ISO 45001).
- Operate in an environmentally responsible manner, prioritizing waste reduction, emissions control, and ISO 14001 certification.
- Uphold the highest standard of ethics, transparency, and accountability.

- Ensure product quality, GMP adherence, and traceability across the supply chain.
- Cascade these standards to their own Supply Chains and sub-tier suppliers.
- Participate in supplier evaluations incorporating ESG criteria, including environmental compliance, occupational safety, diversity, and community impact.

### **Supplier Sustainability Policy**

**Vision:** Cadila Pharmaceuticals is committed to innovative and affordable healthcare solutions that enhance patient health and wellbeing. Sustainability is a core aspect of all operations, guided by our Code of Conduct and six key principles covering human rights, labor, environment, anti-corruption, governance, and transparency.

**Applicability:** Applies to all suppliers providing products or services across the Cadila Group, including sub-tier suppliers.

#### **Compliance Monitoring:**

- Self-assessment questionnaires addressing social and environmental performance.
- Third-party or internal reviews and on-site audits.
- Full supplier cooperation is expected during assessments.

### **Sustainability Principles for Suppliers**

#### **Labor and Human Rights:**

- No child, forced, or illegal labor; freedom of association; prevent discrimination; promote gender diversity.

#### **Health and Safety:**

- Safe work environment, employee training, and provision of personal protective equipment.

#### **Anti-Corruption:**

- Prohibit all forms of bribery, extortion, fraud, or facilitation payments.

#### **Environment:**

- Minimize environmental impact, prevent discharges or emissions, reduce waste.

### **Supplier Sustainability Assessment**

We assess suppliers across four key areas:

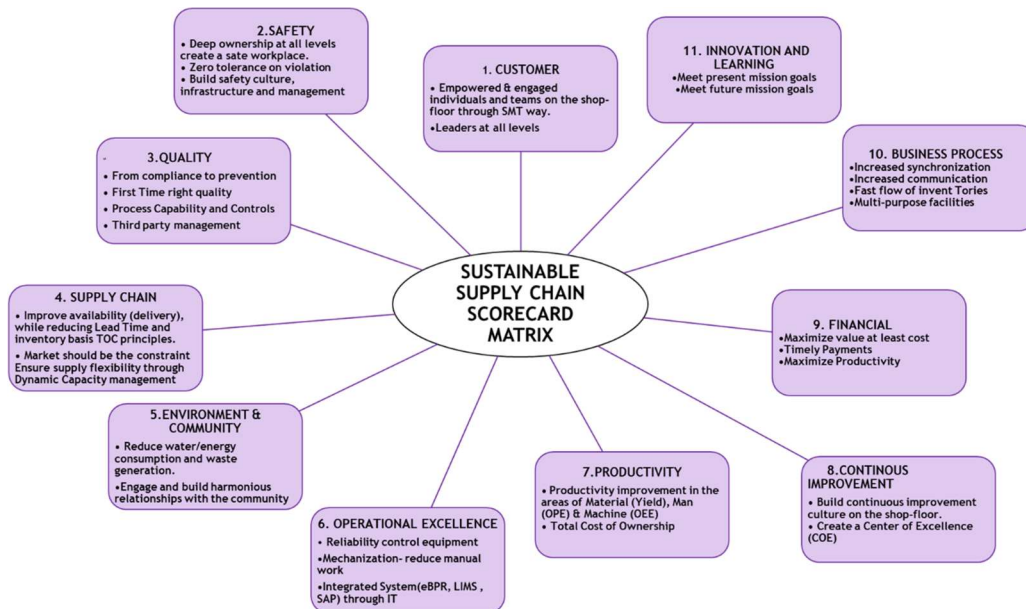
1. **Commitment and Policies:** Public commitment to sustainability, sharing of relevant policies.
2. **Governance, Standards and Reporting:** Identify responsible positions, provide certifications (ISO 14001, Green Office, EMAS), confirm reporting mechanisms (e.g., GRI).

3. **Products and Services:** Highlight environmental/social features, describe impact reduction measures, confirm safe disposal/reuse, share responsible procurement policies.
4. **Priorities and Plans:** Identify key sustainability impacts, outline improvement initiatives, and highlight achievements.

### Sustainable Supply Chain Scorecard

To complement the Supplier Sustainability Assessment, we use a **Sustainable Supply Chain Scorecard** to evaluate and improve supplier performance across operational, social, and environmental dimensions:

- **Financial:** Reduce channel cost, improve cash flow, maximize asset utilization.
- **Customer:** Flexibility and agility to meet customer expectations, customized solutions.
- **Business Processes:** Synchronization, communication, inventory flow, multi-purpose facilities.
- **Innovation and Learning:** Enhance material handling, core competencies, workforce skilling.
- **Operational Excellence:** Reliability, mechanization, integrated IT systems.
- **Productivity:** Material, manpower, and machine efficiency, total cost of ownership.
- **Environment and Community:** Waste reduction, community engagement.
- **Supply Chain:** Delivery improvements, lead time reduction, supply flexibility.
- **Quality:** Compliance, first-time-right quality, process capability and control, third-party management.
- **Safety:** Ownership of safety culture, zero tolerance on violations.





## Alignment with our Code of Conduct

We align all our SCM and procurement activities with our Code of Conduct to ensure transparency, integrity, and fairness:

- **Conflict of Interest:** We disclose any actual or potential conflicts that may affect our objectivity.
- **Business Courtesies:** We follow clear guidelines on acceptable and unacceptable gifts, favors, and hospitality.
- **Confidentiality:** We protect proprietary information belonging to Cadila and our suppliers.
- **Fair Treatment:** We make procurement decisions based on quality, service, price, availability, and past performance.
- **Combative and Unethical Practices:** We prohibit price manipulation, restrictive specifications, and fictitious bids.
- **Compliance Enforcement:** We inform our suppliers of the Code and act on non-compliance, which may include removal from the supplier database or contract termination.

Through this framework, we ensure that our supply chain operations uphold ethical practices, regulatory compliance, and sustainable partnerships, reinforcing trust with all our stakeholders.

# Cybersecurity and Data Privacy

At Cadila Pharmaceuticals, we prioritize data security and cybersecurity through comprehensive policies, systems, and practices designed to safeguard confidential information and protect our ICT (Information and Communication Technology) assets. As outlined in our Code of Conduct:

- **Confidential Information:** We treat sensitive information as critical assets that must be protected with the highest level of diligence.
- **ICT Security:** We have established formal policies, procedures, and advanced technological safeguards to prevent unauthorized access, data breaches, and system disruptions.
- **Incident Reporting:** We encourage all employees to promptly report any suspicious cybersecurity activity to our ICT or compliance teams.
- **Personal Data Protection:** Our publicly available Privacy Policy demonstrates our commitment to protecting personal data collected through digital platforms, in full compliance with global data protection regulations.
- **Campus Security:** We implement stringent physical security measures and control access across our Datacenter facilities to ensure the safety of digital systems.



We recognize the growing cybersecurity risks facing the pharmaceutical sector, driven by digital transformation, third-party integrations, and increasing automation. To mitigate these risks, we adopt best practices such as multi-factor authentication, firewalls, intrusion prevention systems, and real-time threat monitoring particularly to secure our proprietary research, clinical trial data, and patient health information.

We align with our policies that emphasize:

- Ensuring the reliability of our data center by preventing fabrication, falsification, and plagiarism, and requiring prompt reporting of suspected misconduct to our IT Security team.
- Through a combination of robust technical infrastructure, procedural controls, and employee awareness programs, we demonstrate our ongoing commitment to cybersecurity and data privacy.

**Information Security Incidents:** There have been no information security incidents during FY 2024-25.

# Stakeholder Engagement

We engage regularly with key internal and external stakeholders to understand their expectations, share updates, and align priorities. Below is a snapshot of our engagement approach:



Stakeholder Group	Engagement Mechanism	Purpose of Engagement
<b>Employees</b>	Training, town halls, intranet updates, grievance redressal	Communication, capacity building, workplace engagement
<b>Management and Board</b>	Governance meetings, risk and compliance updates	Strategic oversight, decision-making, compliance monitoring
<b>Patients and Customers</b>	Feedback channels, helplines, awareness campaigns	Ensuring safety, satisfaction, and health outcomes
<b>Partners and Associates</b>	Supplier audits, compliance checks, regular meetings	Ensuring quality, ethical sourcing, and supply chain transparency
<b>Regulatory Bodies</b>	Regulatory filings, inspections, audits, formal disclosures	Legal compliance and product approvals
<b>Communities</b>	CSR programs, health camps, awareness drives	Social impact and inclusive community development
<b>Investors/Financial Institutions</b>	Annual reports, ESG disclosures, investor briefings	Transparency, performance updates, and trust building

# Double Materiality Assessment

In our journey to embed sustainability into the core of our strategy, Cadila undertook its first Double Materiality Assessment in FY 2024-25. This process, approved by our Executive Management, marks a significant step in aligning our business priorities with stakeholder expectations and global sustainability standards. It ensures that our reporting, risk management, and decision-making are rooted in a deeper understanding of our impact on the world, and the world's impact on us.

## What is Double Materiality?

Double Materiality recognizes that companies face two dimensions of materiality:

- **Impact Materiality:** How our business activities affect the economy, environment, and society, both positively and negatively. This includes topics like emissions, waste, product accessibility, employee wellbeing, and community impact.
- **Financial Materiality:** How sustainability-related risks and opportunities influence our enterprise value, financial performance, and long-term viability. This includes issues such as regulatory changes, climate-related costs, supply chain disruptions, and reputation risk.

Together, these lenses allow us to make informed decisions that are good for business, people, and the planet.

## Our Approach to Double Materiality

### STEP 1: Building Our ESG Universe

We began by developing a comprehensive list of potential ESG topics relevant to Cadila's business model, value chain, and operating geographies. This was grounded in:

- Global standards: **GRI 2021**, **ESRS**, **SASB for Pharmaceuticals**, and the **UN SDGs**
- Peer benchmarking and sector-specific ESG risks
- Internal strategies, risk registers, and compliance needs
- Media scan and stakeholder inputs

This process generated a list of 35+ topics spanning environmental stewardship, product safety, ethical business, access to medicine, data privacy, and employee welfare.

### STEP 2: Listening to What Matters

We engaged a broad spectrum of internal and external stakeholders to identify how each topic affects or is affected by Cadila's operations.

We used surveys, focus groups, and interviews to gather perspectives on the scale, scope, severity, and likelihood of each ESG topic's impact.

We assessed each issue across three lenses:

- Environmental impact (e.g., emissions, energy use)
- Social impact (e.g., community health, workplace equity)
- Economic impact (e.g., innovation, local development)

### STEP 3: Defining What's Most Material

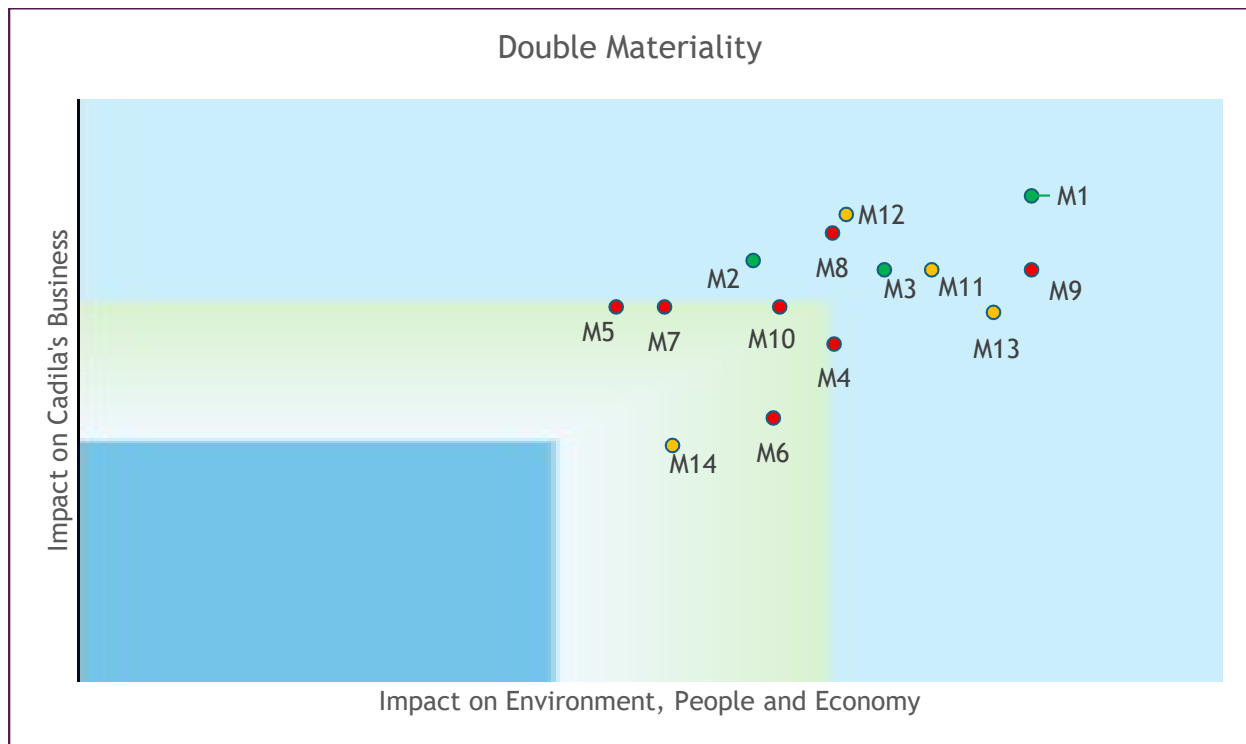
We evaluated each ESG topic based on:

- Its significance of impact on people, planet, and business
- Its position across the value chain (upstream, operations, downstream)
- Its potential financial implications over the short, medium, and long term
- Its relevance to our stakeholders' expectations

Topics were categorized as high or medium materiality, using a scoring model validated through cross-functional leadership workshops. This collaborative process ensured alignment with business strategy, risk management, and future reporting obligations.

### Outcome: Our Double Materiality Matrix

The resulting Double Materiality Matrix highlights where Cadila has the greatest responsibility and the greatest opportunity to lead. Some of the key topics identified include:



Sr No.	Material Topics	
M1	Climate Change	●
M9	Product Quality and Safety	●
M12	Sustainable Supply Chain	●
M11	Corporate Governance and Business Ethics	●
M8	Product Innovation	●
M13	Data Privacy and Security	●
M3	Water Footprint	●
M2	Waste Footprint	●
M10	Community Development	●
M4	Access to and Affordability of Medicines	●
M7	Human and Labour Rights	●
M6	Human Capital Management	●
M5	Occupational Health and Safety	●
M14	Risk Management and Regulatory Compliance	●

Environment ●; Social ●; Governance ●

These topics now shape the foundation of our sustainability roadmap, guide ESG disclosures under evolving standards like GRI, and ESRS, and help us stay ahead of stakeholder expectations and regulatory trends.

## Extending our Care to the Planet<sup>1</sup>

For decades, Cadila Pharmaceuticals has built a Legacy of Care centered on safeguarding human health. We believe this duty of care does not end with the patients we serve; it extends to the planet we all share. For us a healthy environment with clean air, pure water, and a stable climate is the very foundation of human well-being.



This section outlines our environmental commitment, transparently establishes our performance baseline for FY 2024-25, and sets the course for our journey ahead. We are treating our environmental footprint with the same rigor and precision we apply to our pharmaceutical products, ensuring our legacy is one of healing, not harm, for generations to come.

All our manufacturing facilities included in this year’s reporting boundary are certified to the **ISO 14001:2015** Environmental Management System standard except Dahej & Udaipur sites where we are in process of attaining the certification by the end of this year. This provides a world-class framework for identifying environmental aspects, managing impacts, and ensuring legal compliance. Our Environment, Health, Safety and Sustainability (EHSS) policy focuses on resource efficiency, pollution prevention, energy conservation, water recycling, and waste reduction.

Material Topics	Climate Change	Waste Footprint	Water Footprint
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<sup>1</sup> This report presents environmental data from our operational facilities at Dholka, Ankleshwar 1 and 2, Kadi, Jammu, Dahej, and Udaipur. We have excluded data from Bhat for this reporting period, as we are currently formalizing the monitoring process. Going forward, we will fully integrate and report environmental data from the Bhat campus.

## Climate Change

We remain deeply committed to addressing climate change, a pressing global health and environmental challenge. As responsible pharmaceutical manufacturers, we recognize the need to minimize our environmental impact. Through proactive energy management and GHG emissions reduction, we aim to build climate resilience and promote healthier communities.

### Our Emissions Profile

We actively manage our greenhouse gas (GHG) emissions as part of our climate stewardship. By monitoring and reporting GHG emissions across our value chain, we drive informed decision-making and implement targeted interventions to reduce our climate footprint.

We systematically track and report our Scope 1 (direct emissions from our operations) and Scope 2 (indirect emissions from purchased electricity) emissions across our major manufacturing and R&D facilities. Our reporting aligns with international methodologies, ensuring accuracy and transparency. GHG emissions data is collected and reviewed periodically, which helps us identify high-emission areas and implement targeted mitigation measures such as:

1. Transition to cleaner fuels: At Dholka plant we have initiated transition of green fuel like PNG to replace LSHS for Boiler steam generation.
2. Optimizing production processes
3. Increasing use of renewable energy sources

Scope of Emissions (tCO <sub>2</sub> e)	FY 2024-25
Scope 1	9,559.56
Scope 2	53,115.07

We also measure and report the indirect emissions (Scope 3) from our value chain across seven categories, in line with the GHG protocol. These indirect emissions, arising from our value chain, form a critical part of our overall impact.

Categories (tCO <sub>2</sub> e)	FY 2024-25
Category 1 (Purchased goods and services)	54,467.44
Category 2 (Capital Goods)	29,368.61
Category 3 (Fuel and energy related activities)	25,870.13
Category 4 (Upstream transportation and distribution)	31,115.24
Category 5 (Waste generated in operations)	1,724
Category 6 (Business travel)	2,472.07
Category 7 (Employee commuting)	234.84
Category 9 (Downstream transportation and distribution)	5,279.28
Total Scope 3 Emissions	1,50,531.61

Total GHG Emissions (tCO <sub>2</sub> e)	2,13,246.26
GHG Emissions Intensity (tCO <sub>2</sub> e/ million rupees)	8.19

## Air Pollution

We actively manage and control our air emissions specifically Sulphur Oxides (SO<sub>x</sub>), Nitrogen Oxides (NO<sub>x</sub>), and Particulate Matter (PM). We are committed to continuous improvement, actively investing in process technology upgrades and optimizations to reduce air emissions and consistently meet the strictest regulatory standards.

Air Pollution (mg/Nm <sup>3</sup> )	FY 2024-25
Sulphur Oxides (SO <sub>x</sub> )	279.72
Nitrogen Oxides (NO <sub>x</sub> )	126.14
Particulate Matter (PM)	381.64

## Emission Control Technologies in Place

### *Wet Scrubber Systems*

*Installed within process exhaust lines, wet scrubbers efficiently neutralize and remove acid gases and particulates from flue gases prior to atmospheric discharge. These systems demonstrate high efficacy in reducing SO<sub>x</sub> and PM emissions.*

### *Dust Collector System*

*A dust collector system is installed within process exhaust lines to enhance air quality control. This system efficiently captures and removes fine particulate matter from exhaust streams, reinforcing compliance with environmental standards.*

## Energy Management

Our energy management strategy follows a three-step approach

Measure	Reduce	Decarbonize
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- Measure


We have instituted rigorous mechanisms to measure our energy consumption and its associated environmental impact. In FY 2024-25, our total energy consumption stood at **4,49,919.53 GJ**.

Energy within the organization	FY 2024-25
<b>Non-Renewable (GJ)</b>	
Diesel	8,771.64
Natural Gas	43,104.92
LPG	1,305.3
LSHS	99,000.64
Petrol	201.16
Grid Electricity Purchase	2,20,843.46
<b>Renewable (GJ)</b>	
Rooftop-Solar	21.63
Hybrid Energy	40,650.59
% share of renewable electricity	9%
<b>Total Energy Consumption (GJ)</b>	
Total Energy Consumption	4,44,919.53
Energy Intensity (GJ/million rupees)	17.09

- Reduce

We continue to implement energy efficiency measures across our operations. These include:

Initiative	Description and Impact
Lighting System Optimization	Converted large, single-switch circuits to a zoned system, providing precise control and eliminating energy waste in unused areas. This has led to a direct reduction in electricity consumption.
Equipment Modernization	Phased out conventional compression machines in favor of high-tech, energy-saving models, resulting in savings of 5,000 kWh/month.
Water System Process Improvement	Transitioned the purified water system from a 'hot loop' to a 'cold loop,' which conserves approximately 1.5 metric tons of steam per month.
Motor Efficiency Upgrade	Installed Variable Frequency Drives (VFDs) in place of traditional starters, achieving a 10% power saving on converted equipment by optimizing motor speed.
Production Line Enhancement	Upgraded the Twin Strip Collator, leading to improved efficiency and savings of approximately 1,050 kWh/month.
Facility Automation	Implemented automated systems, such as timers on canteen AHUs and motion sensors for lighting



	and fans in washrooms, to align energy use with actual demand and reduce waste.
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- Decarbonize

We are accelerating our shift to low-carbon energy. A significant milestone in this strategy is the execution of a Power Purchase Agreement (PPA) to procure 1.8 MW of renewable electricity for our Ankleshwar facility. We also have a PPA agreement for our Dholka facility where we are procuring hybrid energy. This move aligns with our long-term commitment to decarbonize operations and secure sustainable energy sources.

## Waste Footprint

We recognize that waste generation in pharmaceutical manufacturing can lead to the loss of valuable resources and increased environmental impact. To address this, we have implemented a comprehensive waste management strategy focused minimizing waste at the source, recovering materials, and maximizing recycling.

Our approach prioritizes process optimization, solvent recovery and material repurpose.

We continuously improve chemical processes to reduce by-products and enhance solvent recovery systems. Through targeted recycling and reuse initiatives, we ensure that waste is diverted from landfills. This proactive approach not only supports sustainability goals but also strengthens our operational efficiency and compliance with environmental regulations.

At Dholka plant we have implemented zero paper usage to establish EPIQ software for QA related documentation.

As part of our commitment to reducing plastic pollution, we take responsibility for our products' entire lifecycle. We've partnered with authorized third-party waste handlers to collect and process our post-consumer plastic, meeting all government guidelines for Extended Producer Responsibility (EPR).

In the reporting year in the reporting year, close to 74.89% of our waste is either recycled, reused, reprocessed or repurposed and hence diverted from being sent to disposals like landfilling.

### Type of Waste Generated (MT)

Categories	FY 2024-25
Hazardous Waste	5221.4507
Non-hazardous Waste	776.157

### Waste Diverted from Disposal (MT)

Categories	FY 2024-25
<b>Hazardous Waste</b>	
Reuse	0
Recycling	778.7
Total	778.7
<b>Non-hazardous Waste</b>	
Reuse	0.5
Recycling	775.66
Total	776.16

### Waste Directed to Disposal (MT)

Categories	FY 2024-25
<b>Hazardous Waste</b>	
Incineration	83.09
Landfilling	1491
Co-processing	206
Pre-processing	2649
<b>Non-hazardous Waste</b>	
Incineration	0

Landfilling	0
Co-processing	0
Pre-processing	0

GRI: 306-1, 306-2, 306-3, 306-4, 306-5  
 CSRD: ESRS E5, ESRS E2, ESRS E1

## Water Footprint

We rely heavily on water for our operations and recognize the risks that water scarcity poses to our business and our ability to serve patients. We remain committed to responsible water stewardship by reducing consumption, improving efficiency, and protecting natural water systems. Our approach focuses on sustainable water use that supports both operational continuity and community resilience.

## Sustainable Water Management

We place water efficiency at the core of our operations. We measure our water usage monthly using calibrated flow meters and continuously upgrade our systems to reduce freshwater dependency.

Source of Water Withdrawal (KL)	FY 2024-25
Third-party water	130,051.00
Ground water	434,816.20
<b>Total</b>	<b>564,867.20</b>

We consumed **532,545.20 KL** of water during the reporting period.

### Site Level initiatives

1. At our Dholka facility, we have implemented a rainwater harvesting system that channels run off to recharge pits within the premises. This initiative supports groundwater replenishment and reduces external water dependence.
2. At Kadi facility, we have implemented a roof top rainwater collection system that water is used for gardening purposes as and when required with addition to treated water from ETP.

## Water Discharge

We manage wastewater responsibly and ensure full compliance with environmental regulations:

- **Zero Liquid Discharge (ZLD) Facilities**

Our Ankleshwar (Unit-2), Kadi and Dahej facilities operate ZLD systems that recycle treated effluent, such as RO permeate, for use in boilers and cooling towers. These systems reduce discharge and enhance water circularity. At Dholka plant we are utilizing 100 % treated effluent for irrigation purposes to restrict withdrawal of fresh water for gardening purposes.

- **Adherence to Local and Central Regulations**

At sites without ZLD systems, we follow effluent discharge norms specified by State Pollution Control Boards (SPCBs) and Central Pollution Control Board (CPCB). We pre-treat effluent and discharge it to authorized Common Effluent Treatment Plants (CETPs).

Water discharge	FY 2024-25
Third party water	32,322.00

### Water Recycling and Conservation

We actively reduce our water footprint through recycling and reuse. At Dahej, we minimized surface water withdrawal by deploying advanced ZLD systems. We also recycle treated wastewater through Sewage Treatment Plants (STPs) and ETP for non-potable reuse across processes.

Parameter	FY 2024-25
Recycled Water Consumption (KL)	297,522.32

## Empowering People and Communities

Cadila Pharmaceuticals has always believed in a Legacy of Care, which goes beyond the medicines we create. It is about caring for the people who make us who we are. At the centre of this legacy are our employees, namely Cadilians, whose passion and dedication keep our organization alive and growing. We believe that true care means nurturing not only the health of patients but also the well-being, dignity, and growth of every individual who contributes to our journey.



This section outlines our social commitment. Our **Labour and HR Policy** uphold internationally recognized labour rights, fosters equitable opportunities, and promotes a safe, inclusive, and supportive workplace. The policy applies uniformly to all Cadilians (permanent, temporary, and contractual) across every Cadila Pharmaceuticals and group company location. Through continuous investment in learning, health, diversity, and employee engagement, we aim to create a workplace where every individual can thrive personally and professionally.

Material Topics	Access to and Affordability of Medicines	Human Capital Management	Human and Labor Rights	Occupational Health and Safety	Local Communities
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We are proud to have received the "Great Place to Work® Certified" badge, recognizing our certification in India for the period from September 2024 to September 2025.

## Nurturing Human Capital

Our people are our most valuable asset and the cornerstone of our sustainable growth. We strive to attract, retain, and develop talent while creating an equitable and inclusive workplace. Our human capital strategy is anchored in four pillars- Talent Development, Employee Well-being, Diversity, Equity and Inclusion (DEI), and Engagement and Retention, ensuring that employees thrive both professionally and personally.

### Diversity, Equity and Inclusion (DEI)

We are committed to fostering a workplace where diversity is celebrated, equity is ensured, and inclusion is embedded into every aspect of our operations. Our organisation employs a workforce of which 4.72% are women. Our DEI strategy focuses on measurable actions and outcomes that build a culture where every employee feels valued, respected, and empowered to contribute their best.



#### Key focus areas include:

- **Representation:** We monitor workforce diversity across gender, age, and ability, with measurable targets.
- **Pay Equity:** We conduct periodic pay parity reviews to ensure compensation fairness across comparable roles and responsibilities.
- **Inclusive Culture:** We nurture belonging through Employee Resource Groups (ERGs), allyship initiatives, and awareness campaigns.
- **Bias-Free Practices:** Our recruitment, promotion, and performance evaluation processes are guided by structured, bias-mitigating tools.
- **Zero Tolerance for Discrimination:** We recorded zero incidents of discrimination during the reporting period, reflecting our commitment to a fair and respectful workplace.

## Workforce Management

### Employee Strength by Region<sup>2</sup>

Employee Category	Region A (North)	Region B (West)	Region C (East)	Region D (South)
Number of employees (headcount / FTE)	896	4060	1,486	543
Number of permanent employees (headcount / FTE)	876	3948	1486	543

<sup>2</sup> Note: Dash (“-”) indicates data not applicable or not reported for the category in that region.

Number of temporary employees (headcount / FTE)	20	112	-	-
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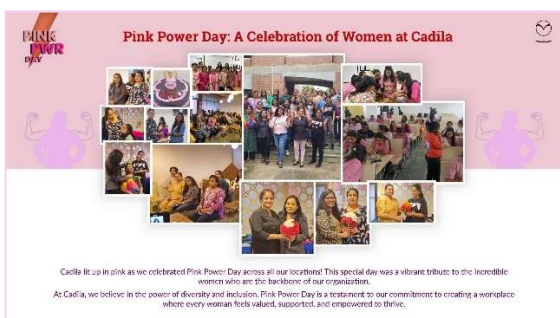
#### Workforce Composition by Gender and Age

Category	FY 2023-24	FY 2024-25
<b>Permanent Employees - Gender</b>		
Male	5,412	6,297
Female	253	316
<b>Permanent Employees - Age Group</b>		
Below 30 years	1,273	2,252
30 to 50 years (incl. 30 and 50)	3,940	4,026
More than 50 years	452	335
<b>Permanent Workers - Gender</b>		
Male	388	239
Female	3	1
<b>Permanent Workers - Age Group</b>		
Below 30 years	2	2
30 to 50 years (incl. 30 and 50)	279	180
More than 50 years	110	58
<b>Temporary Employees - Gender</b>		
Male	-	120
Female	-	12
<b>Temporary Employees - Age Group</b>		
Below 30 years	-	129
30 to 50 years (incl. 30 and 50)	-	3
More than 50 years	-	-
<b>Temporary Employees - Persons with Disabilities</b>		
Male	1	1
Female	1	1

To operate our DEI agenda, Cadila has implemented the following initiatives:

- **Maternity Care and Flexible Leave Policies:** Supporting work-life balance during and after childbirth.
- **Embedding DEI Principles:** Through the POSH Committee, Equal Opportunity Policy, and inclusive hiring practices.
- **Zero-Tolerance Harassment Policy:** Enforcing a strict stance against verbal, physical, and sexual harassment, along with confidential grievance redressal processes that include non-retaliation safeguards.
- **Merit-Based Talent Practices:** Recruitment, evaluation, and promotions are based on merit to ensure fairness and equal opportunity.

We recognize the critical importance of female representation in driving inclusive growth, diverse thinking, and sustainable performance. Women’s contributions enrich decision-making processes and foster a more empathetic and collaborative workplace culture. As we build a future-ready organization, we remain committed to improving gender diversity across all levels.



As of FY 2024-25, women represented 17% of board of directors reflecting tangible progress toward gender-inclusive leadership.

### Key Highlights - Gender Diversity

Category (%)	FY 2024-25
Percentage of Women on Board	17%

### New Employee Hires and Turnover

#### New Employee Hires

Category	Measure	FY 2023-24	FY 2024-25
By Gender	Male	2,049	3,591
	Female	123	183
	<b>Total</b>	<b>2,172</b>	<b>3,774</b>
By Age Group	Below 30 years	995	2,060
	30 to 50 years (incl. 30 and 50)	1,139	1,660
	More than 50 years	38	54
	<b>Total</b>	<b>2,172</b>	<b>3,774</b>
By Region	North	526	575
	East	334	815
	West	1,082	1,951
	South	230	433
	<b>Total</b>	<b>2,172</b>	<b>3,774</b>

## Employee Turnover

Category	Measure	FY 2023-24	FY 2024-25
By Gender	Male	2,030	2,399
	Female	139	117
	<b>Total</b>	<b>2,169</b>	<b>2,516</b>
By Age Group	Below 30 years	600	1,013
	30 to 50 years (incl. 30 and 50)	1,457	1,390
	More than 50 years	112	113
	<b>Total</b>	<b>2,169</b>	<b>2,516</b>
By Region	North	373	370
	East	327	531
	West	1,253	1,265
	South	216	350
	<b>Total</b>	<b>2,169</b>	<b>2,516</b>

## Performance Measurement

We track human capital performance through key metrics such as engagement scores, attrition rates, diversity ratios, and training hours per employee. Leadership reviews these indicators periodically to ensure alignment with strategic objectives and foster continuous improvement.

During FY 2024-25, we conducted structured performance and career development reviews across all employee categories. All 16 members of top management, 38 male and 7 female senior managers, and 126 male and 12 female middle managers received formal evaluations, enabling assessment of contributions, identification of growth opportunities, and alignment of individual goals with organizational priorities.

Category	Male	Female	Total
Top management	16	-	16
Senior management	38	7	45
Middle management	126	12	138
Associates	1813	96	1909

## Wage Standards and Minimum Wage Compliance

We ensure all employees and contractual workers are paid at or above applicable state-level minimum wages. This includes ~900 contractual workers in roles such as loading, unloading, cleaning, housekeeping, and kitchen support. Entry-level wages for all genders meet state standards; where no local rate exists, state-mandated wages are applied.

## Gender Pay Ratio

Cadila Pharmaceuticals maintains a fair and equitable compensation structure across levels. The ratio of average basic salary of women to men is as follows:

- Senior Management - 0.90
- Middle Management - 0.95
- Associates - 1.0

*(No female representation in Top Management during the reporting period)*

Annual total compensation ratio	
The ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	68.18

## Learning and Development

We believe in evolving career paths for sustained employee growth. We hire top talent from industry and leading institutions, nurturing them through innovative learning and development (L&D) initiatives. Cadila University serves as our integrated platform to designed to tap the highest potential in our employees through learning and development initiatives. From our medical representative to our senior leaders, everyone is provided with a customized program that covers the entire employee career path.

### Key Learning and Development Initiatives

- **Cadila Young Leadership Program (CYLP):** Grooms high-potential graduates from premier institutes into future business leaders through strategy, soft skills, decision-making, and project management modules under senior mentorship.
- **Learn2Lead:** Leadership development for middle and senior managers, focusing on strategic thinking, communication, and leadership acumen.
- **Level Next 2.0:** Career acceleration for high performers, reinforcing a merit-based culture and internal mobility.
- **Foundation Learning Program (FLP):** Intensive induction for new sales and marketing hires, combining product training with sales and communication skills.
- **Digital Learning:** Tech-enabled platforms offering 24/7, self-paced learning on sales excellence, marketing strategy, and personal development.

We focus on both performance and potential, accelerating growth through structured learning, role rotations, cross-functional exposure, and coaching.

### Training Hours

Cadila Pharmaceuticals continued to invest in employee capability, building across its manufacturing locations. During FY25, the average training hours per employee were, Dholka - 9 hours, Jammu -5.4 hours, Ankleshwar-I - 9.3 hours, Ank-II - 9.3 hours, and Dahej - 10.6 hours. This reflects our

commitment to enhancing functional and technical skills to strengthen workforce competency and operational excellence.

## Employee Well-being and Engagement

At Cadila, we adopt a holistic approach to employee well-being, focusing on physical, mental, and financial health. Our initiatives include annual health check-ups, mental wellness counselling, ergonomics programs, and work-life balance interventions. Occupational safety remains integral to our operations, with hazard identification, safety training, and regular audits ensuring a safe workplace.

### Cultivating a Listening Culture

We actively foster a culture of listening across the organization, engaging employees through multiple channels to capture their perspectives and feedback. Our initiatives include:

- **Employee Pulse Survey:** We regularly gauge employee sentiment and workplace satisfaction through structured surveys.
- **Employee Connect:** Platforms for employees to share ideas and raise concerns directly with leadership.
- **Suggestion Saturday:** Weekly opportunities for employees to propose improvements and innovative solutions.
- **Townhalls:** Open forums facilitating transparent communication between leadership and employees.
- **Focused Group Discussions:** Targeted sessions exploring specific topics and gathering actionable insights.

Through these initiatives, we strengthen open communication, foster collaboration, and drive continuous improvement across all functions.

### Employee Participation in Well-being Programs

We ensure communication flows both to our Leadership Team and employees, reinforcing our identity as a listening organization. Active engagement is tracked and documented to demonstrate the effectiveness of our feedback mechanisms and our commitment to employee well-being.

We offer a comprehensive benefits package to all full-time employees across significant locations of operation:

Benefit Type	Availability of Full-time Employees
Life insurance	✓
Health care	✓
Disability and invalidity coverage	✓
Parental leave	✓
Retirement provision	✓

## Employee Pulse Survey

We conduct a comprehensive Employee Pulse Survey to assess well-being and engagement across the organization. The survey is shared through multiple channels, including email, WhatsApp, and QR codes placed at various locations to ensure maximum participation.

### Survey Focus Areas:

- Emotional well-being
- Meaningfulness of work
- Recognition and appreciation
- Safety and coordination
- Leadership clarity
- Celebration and fun at work

### Feedback Analysis and Action:

We analyze survey responses by business unit and function, comparing results with previous quarters to identify trends and areas for improvement. Insights from the survey guide our initiatives to enhance workplace well-being and engagement.

### Suggestion Saturday

We actively encourage employee input through our weekly **Suggestion Saturday** portal on DigiCad. Employees submit ideas and suggestions, which are linked to our Idea Generation Program, fostering a culture of innovation and continuous improvement.

### Survey Highlights

Key survey questions include:

Sr. No	Statement
1	I find the work environment emotionally stimulating
2	I find my work to be meaningful to me
3	I am appreciated for the work that I do
4	I have opportunity to improve my professional skills through training
5	I have the opportunity to receive recognition at work for good work done
6	I find it safe to work in this environment
7	I find there is smooth co-ordination across teams
8	I find that I am given lot of responsibilities
9	I am allowed and even encouraged to make genuine mistakes
10	I find that the senior leadership is clear on the direction that the Organization is taking
11	I have a sense of pride in what we have achieved as an organization
12	I feel comfortable being my natural self at work

13	I find special events are celebrated often
14	I and my colleagues look forward to coming to work everyday
15	I have fun working in Cadila
16	I find that my seniors are interested in my well-being as a human being and not just as an employee

### Celebrating Cadilian Spirit



Our employee engagement initiatives reflect our commitment to fostering an inclusive, dynamic, and vibrant workplace culture:

Indradhanush - Engaged over 4,000 employees in sports, cultural, and talent events, strengthening camaraderie and cross-functional connections.

Cultural Festivals: Celebrations of diversity through Navratri, Diwali, Women’s Day, Holi, Christmas, and more. Talent contests in singing, dance, storytelling, and art further enrich our cultural fabric.



Sports and Recreation: Employees enjoy access to a gymnasium, swimming pool, tennis and basketball courts, along with tournaments across cricket, badminton, and volleyball, promoting physical well-being and team spirit.

### Parental Leave and Retention

Parameter	Unit	FY 2024-25
Total number of employees entitled to parental leave, by gender	Male	6,554
	Female	315
Total number of employees who took parental leave, by gender	Male	139
	Female	20
Total number of employees who returned to work in the reporting period after parental leave ended, by gender	Male	139
	Female	20
	Male	108

Total number of employees who returned to work after parental leave ended and were still employed 12 months later, by gender	Female	11
	Male	—
Total number of employees due to return to work after taking parental leave	Male	—
	Female	1
Return to work rate (%)	Male	100%
	Female	100%
Retention rate (%)	Male	77.7%
	Female	55%

We maintain transparent communication during organizational changes. Employees and their representatives typically receive 1-4 weeks’ notice before implementing significant operational changes, consistent across FY 2023-24 and FY 2024-25. For operations under collective bargaining agreements, the notice period and provisions for consultation and negotiation are clearly defined in the agreements.

GRI: 2-7, 2-9, 2-30, 3-3, 401-1, 401-2, 401-3, 401-5, 402-1, 403-1, 403-2, 403-4, 403-5, 403-6, 403-7, 404-1, 404-2, 404-3, 405-1, 405-2, 406-1, 407-1, 408-1, 409-1, 410-1, 411-1, 412-2, 413-1, 416-1  
 CSRD: ESRS S1, ESRS S2, ESRS S3, ESRS S4, ESRS G1

## Safety First at Cadila

### Empowering Safe Workplaces Across All Operations



Cadila Pharmaceuticals embeds Occupational Health and Safety (OHS) into its culture and operations across manufacturing, R&D, and corporate units. Employee health, safety, and well-being remain central to sustainable operations. Guided by our Zero Harm philosophy, we prevent incidents through robust systems, safety-first behaviour, and continuous investments in people, processes, and technology.

### ISO Certifications

Our Dholka, Ankleshwar 1 & 2, Kadi & Jammu manufacturing sites hold:

- **ISO 45001** - Occupational Health and Safety Management

These certifications direct hazard prevention, monitoring, and continuous improvement in line with global standards. (For Dahej & Udaipur sites, we will attain the certification by the end of this year.)

### Employees Covered by OHS Management System

All employees of Cadila Pharmaceuticals are covered under the organization's Occupational Health and Safety (OHS) Management System, which is implemented across all locations. The system is aligned with statutory requirements and international best practices to safeguard employee well-being. Internal audits are conducted periodically to evaluate effectiveness, ensure compliance, and drive continual improvement in safety performance.

### OHS Management and Monitoring

- Conducted **annual EHS audits** with CAPA tracking.
- Monitored **LTIFR, incident rates, and training hours** against global benchmarks.
- Achieved **100% coverage** of induction and refresher safety training at site level.

### Inclusive Safety Culture

We integrate **diversity, equity, and inclusion (DEI)** into safety systems, ensuring equal safety access and representation for women, differently abled employees, and contract workers in site-level safety committees.

### Hazard Identification and Risk Management

- Implemented **HIRA** at all sites to manage physical, chemical, biological, and ergonomic risks.
- Conducted safety drills for fire, chemical leaks, spills, and explosions.
- Delivered preventive occupational health checks and stress-reduction programs.

- Enforced contractor safety compliance with PSCI norms.
- Maintained grievance channels through worker committees and anonymous reporting.
- Upgraded workplace infrastructure for ergonomics, PPE compliance, fire detection, and machine safety interlocks.

### Work-Related Injuries and Ill Health

Parameter	Unit	Employees	Workers
Total recordable injuries	Nos.	0	0
Fatalities	Nos.	1	0
High consequence injury/ill-health (excl. fatalities)	Nos.	1	4
LTIFR	Nos.	0.12	6.94



## Human and Labour Rights

Cadila Pharmaceuticals is deeply committed to upholding internationally recognized human rights, as articulated in our Code of Conduct. We uphold principles aligned with global frameworks such as the Universal Declaration of Human Rights and are guided by ILO conventions. Through our Human Rights Policy, we strictly prohibit modern slavery, including child labor, forced labor, or violence against human dignity, both within our operations and across our supply chain.

### Zero Tolerance for Child and Forced Labor

We enforce a strict policy against employing anyone under the age of 18 and reject all forms of forced or compulsory labour. This policy extends to all third parties and suppliers, ensuring zero tolerance within our value chain.

### Freedom of Association and Collective Bargaining

Cadila respects local labour law provisions safeguarding the rights of employees to freely associate, join unions, or abstain—without fear of reprisal. Wherever applicable, employee unions are acknowledged, and collective bargaining rights are facilitated.

### Grievance Redressal Mechanism

We have instituted robust mechanisms to enable employees and stakeholders to seek guidance, raise concerns, and report unethical or discriminatory behaviour securely and confidentially. Our Whistleblower Policy safeguards stakeholders from retaliation and ensures concerns are addressed discreetly.

We conduct regular communication and training sessions to strengthen awareness of these channels and employees' rights. In FY 2024-25, we recorded no incidents of discrimination. In cases where grievances are raised, our Grievance Redressal Committee comprising cross-functional senior members ensure impartial review and resolution within defined timelines, while monitoring trends and recommending preventive measures to further strengthen workplace culture.

## Healthcare for All: Access to and Affordability of Medicines

At Cadila Pharmaceuticals, access to quality and affordable medicines is fundamental to achieving universal health coverage. Guided by our founder’s vision of “making medicines affordable to the last man of society,” we are committed to strengthening healthcare access through innovative, affordable therapies, robust R&D, and impactful community development programs.

### Objective

To enhance healthcare access and empower communities by supporting critical infrastructure, preventive healthcare services, education, financial literacy, and livelihood initiatives.

### Key Initiatives in FY 2024-25

- Development of rural infrastructure projects in Bharuch and Dholka (Gujarat) to support community well-being.
- Installation of RO water facilities at public places to ensure safe and clean drinking water access.
- Comprehensive program across 16 villages in Ahmedabad and Bharuch districts in collaboration with Lok Swasthya SEWA Trust, focusing on:
  - Financial literacy and livelihood training
  - Women empowerment initiatives
  - Nutrition and menstrual hygiene programmes for women, children and communities
  - Awareness and documentation support to access Government welfare schemes
- Provision of community infrastructure support including installation of water coolers in Ganol village, Dholka block.
- Ongoing collaboration with Indrashil Kaka-Ba and Kala Budh Public Charitable Trust to implement healthcare and rural development projects across the 3 districts in Gujarat.

### Quality First: Healthcare and Patient Safety

- With 300+ R&D scientists, we innovate across formulations, APIs, biotech, and herbal medicines resulting in 1,400+ product registrations, 457 patents filed, and 133 patents granted.
- Our world-class facilities comply with USFDA, EU, MHRA, WHO, and TGA standards, ensuring global quality.
- A robust pharmacovigilance system enables 24-hour monitoring and reporting of adverse drug reactions (ADRs), safeguarding patient safety across all markets.

## Caring Beyond Business

### Community Development Strategy



Through the **Indrashil-Kaka-Ba and Kala-Budh Public Charitable Trust**, we address social needs under the *Care with Compassion* approach.

#### CSR Focus Areas:

- Hunger, poverty, and malnutrition eradication
- Preventive and curative healthcare
- Environmental sustainability and biodiversity protection
- Education and vocational skill development
- Spiritual and holistic wellbeing initiatives

#### CSR Impact

Impact Metric	FY 2024-25
CSR spending	₹29 Mn
Meals served (Mid-Day Meal Program, 34 schools)	1.5 Mn+
Structured CSR projects	19

#### CSR Highlights

##### Health and Hygiene

- Organised 21 health camps for **10,000+** beneficiaries including 400+ free surgeries
- Screened for **3,500+** for anemia, malnutrition, and breast cancer.
- Screened **5,000+** individuals for diabetes and hypertension.
- Provided dental care to 4500+ students.
- Construction of a nursing home at Devala.
- CT scan facility at subsidized rates at Kaka Ba Hospital
- 02 Blood donation camps, 238 units donated. Also supported blood donation camp Prime Minister's birthday

## Livelihood and Financial Inclusion

- Partnered with **SEWA** to empower 25,000+ women and underserved communities via 15 SEWA Shakti Kendras.
- **Arranged 1700+** social services linkages, 1400 Health linkages, 2250+ document linkages in **16** villages for PM JAY Cards, AADHAR Cards, Widow pension, old age pension, Vahali Dikari Yojana etc.
- **200+ underprivileged** girls provided livelihood training at Kaka Ba skill center
- Launched **Project LEARNT** with IIT Guwahati to address malnutrition in Bharuch.

## Nutrition and Education

- Served **16.5 lakh Mid-Day Meals** in Ahmedabad and Gandhinagar schools.
- Scholarships to research scholars
- Distribution of 2200 school kits to new entrants in Balvatika and 1<sup>st</sup> standard

## Environmental Stewardship

- Planted 75,000 saplings.
- Oxygen Park at Kadi, District Mehsana on PPP mode with Forest Dept., Govt. of Gujarat
- Built 21 sanitation units in six villages.
- Held cattle care and agricultural seminars for farmers with focus on organic farming.



GRI: 201-1, 201-4, 203-1, 203-2, 302-1, 302-4, 303-1, 303-2, 304-2, 305-5, 306-1, 306-2, 401-2, 403-6, 403-8, 404-2, 413-1, 413-2

CSRD: ESRS E1, ESRS E2, ESRS E3, ESRS E4, ESRS S1, ESRS S3, ESRS G1

## The Path Forward

As Cadila Pharmaceuticals continues to strengthen its sustainability journey, the company remains committed to embedding ESG principles across all aspects of its operations. Building on the first year of structured ESG monitoring, Cadila will further enhance its environmental, social, and governance practices, with a focus on decarbonization, energy efficiency, and sustainable supply chain management. Our upcoming commitment to the Science Based Targets initiative (SBTi) will guide our climate strategy, while ongoing stakeholder engagement will ensure transparency and accountability.



Looking ahead, we will leverage technology, innovation, and global best practices to drive measurable improvements in environmental performance, workplace safety, and community impact. Through these efforts, we aim not only to meet regulatory and stakeholder expectations but also to create long-term value for our employees, partners, and society at large, solidifying sustainability as a core component of our business strategy.

## Annexures

### GRI Content Index

GRI STANDARD	DISCLOSURE	CORRESPONDING CHAPTER(S)
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	About Cadila Pharmaceuticals Ltd.
	2-2 Entities included in the organization's sustainability reporting	About the Report
	2-3 Reporting period, frequency and contact point	About the Report
	2-6 Activities, value chain and other business relationships	About Cadila Pharmaceuticals Ltd.
	2-7 Employees	Empowering People and Communities
	2-8 Workers who are not employees	Empowering People and Communities
	2-9 Governance structure and composition	Corporate Governance
	2-10 Nomination and selection of the highest governance body	Corporate Governance
	2-11 Chair of the highest governance body	Corporate Governance
	2-12 Role of the highest governance body in overseeing impacts	Corporate Governance
	2-13 Delegation of responsibility for managing impacts	Corporate Governance
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance
	2-15 Conflicts of interest	Corporate Governance
	2-16 Communication of critical concerns	Stakeholder Engagement
	2-17 Collective knowledge of the highest governance body	Corporate Governance
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance
	2-19 Remuneration policies	Corporate Governance
	2-23 Policy commitments	Corporate Governance
	2-24 Embedding policy commitments	Corporate Governance
	2-25 Processes to remediate negative impacts	Stakeholder Engagement
2-26 Mechanisms for seeking advice and raising concerns	Stakeholder Engagement	
2-27 Compliance with laws and regulations	Corporate Governance	

	2-29 Approach to stakeholder engagement	Corporate Governance
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Double Materiality Assessment
	3-2 List of material topics	Double Materiality Assessment

<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>CORRESPONDING CHAPTER(S)</b>
<b>GRI 201: Economic Performance 2016</b>	3-3 Management of material topics	Our Financial Performance
	201-1 Direct economic value generated and distributed	Our Financial Performance
	201-2 Financial implications and other risks and opportunities due to climate change	Our Financial Performance
<b>GRI 203: Indirect Economic Impacts 2016</b>	3-3 Management of material topics	Our Financial Performance
	203-2 Significant indirect economic impacts	Our Financial Performance
<b>GRI 204: Procurement Practices 2016</b>	3-3 Management of material topics	Supply Chain Management
<b>GRI 205: Anti-corruption 2016</b>	3-3 Management of material topics	Corporate Governance
	205-1 Operations assessed for risks related to corruption	Corporate Governance
	205-2 Communication and training about anti-corruption policies and procedures	Corporate Governance
	205-3 Confirmed incidents of corruption and actions taken	Corporate Governance
<b>GRI 206: Anti-competitive Behavior 2016</b>	3-3 Management of material topics	Corporate Governance

<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>CORRESPONDING CHAPTER(S)</b>
<b>GRI 302: Energy 2016</b>	3-3 Management of material topics	Energy Management
	302-1 Energy consumption within the organization	Energy Management
	302-2 Energy consumption outside of the organization	Energy Management
	302-3 Energy intensity	Energy Management
	302-4 Reduction of energy consumption	Energy Management
	302-5 Reductions in energy requirements of products/services	Energy Management
<b>GRI 303: Water and Effluents 2018</b>	3-3 Management of material topics	Sustainable Water Management
	303-1 Interactions with water as a shared resource	Sustainable Water Management

	303-2 Management of water discharge-related impacts	Sustainable Water Management
	303-3 Water withdrawal	Sustainable Water Management
	303-4 Water discharge	Sustainable Water Management
	303-5 Water consumption	Sustainable Water Management
<b>GRI 305: Emissions 2016</b>	3-3 Management of material topics	Our Emissions Profile
	305-1 Direct (Scope 1) GHG emissions	Our Emissions Profile
	305-2 Energy indirect (Scope 2) GHG emissions	Our Emissions Profile
	305-3 Other indirect (Scope 3) GHG emissions	Our Emissions Profile
	305-4 GHG emissions intensity	Our Emissions Profile
	305-5 Reduction of GHG emissions	Our Emissions Profile
	305-6 Emissions of ozone-depleting substances (ODS)	Air Emissions
	305-7 NOx, SOx, and other significant air emissions	Air Emissions
<b>GRI 306: Waste 2020</b>	3-3 Management of material topics	Waste Footprint
	306-1 Waste generation and significant waste-related impacts	Waste Footprint
	306-2 Management of significant waste-related impacts	Waste Footprint
	306-3 Waste generated	Waste Footprint
<b>GRI 307: Environmental Compliance</b>	3-3 Management of material topics	Extending our Care to the Planet
	307-1 Non-compliance with environmental laws and regulations	Extending our Care to the Planet
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management
	308-2 Negative environmental impacts in the supply chain and actions taken	Supply Chain Management

<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>CORRESPONDING CHAPTER(S)</b>
<b>GRI 401: Employment 2016</b>	3-3 Management of material topics	Empowering People and Communities
	401-1 New employee hires and employee turnover	New employee hires and turnover
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Well-being and Engagement

	401-3 Parental leave	Parental Leave and Retention
<b>GRI 402: Labor Management Relations 2016</b>	3-3 Management of material topics	New Employee Hires and turnover
	402-1 Minimum notice periods regarding operational changes	New Employee Hires and turnover
<b>GRI 403: Occupational Health and Safety 2018</b>	3-3 Management of material topics	Safety First at Cadila
	403-1 Occupational health and safety management system	Safety First at Cadila
	403-2 Hazard identification, risk assessment, and incident investigation	Safety First at Cadila
	403-3 Occupational health services	Safety First at Cadila
	403-4 Worker participation, consultation, and communication on occupational health and safety	Safety First at Cadila
	403-5 Worker training on occupational health and safety	Safety First at Cadila
	403-6 Promotion of worker health	Safety First at Cadila
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety First at Cadila
	403-8 Workers covered by an occupational health and safety management system	Safety First at Cadila
	403-9 Work-related injuries	Safety First at Cadila
403-10 Work-related ill health	Safety First at Cadila	
<b>GRI 404: Training and Education 2016</b>	3-3 Management of material topics	Nurturing Human Capital
	404-1 Average hours of training per year per employee	Learning and Development
	404-2 Programs for upgrading employee skills and transition assistance programs	Learning and Development
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance Measurement
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	3-3 Management of material topics	Diversity, Equity and Inclusion (DEI)
	405-1 Diversity of governance bodies and employees (405-1-a-i and iii, 40)	Corporate Governance
<b>GRI 406: Non-discrimination 2016</b>	3-3 Management of material topics	Corporate Governance, Learning and Development

	406-1 Incidents of discrimination and corrective actions taken	Corporate Governance, Learning and Development
<b>GRI 408: Child Labor 2016</b>	3-3 Management of Material Topics	Human and Labor Rights
	408-1 Operations and suppliers at significant risk for incidents of child labor	Human and Labor Rights
<b>GRI 409: Forced or Compulsory Labor 2016</b>	3-3 Management of Material Topics	Human and Labor Rights
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	3-3 Management of material topics	Human and Labor Rights
	411-1 Incidents of violations involving rights of indigenous peoples	Human and Labor Rights
<b>GRI 413: Local Communities 2016</b>	3-3 Management of material topics	Caring Beyond Business
	413-1 Operations with local community engagement, impact assessments, and development programs	Caring Beyond Business
	413-2 Operations with significant actual and potential negative impacts on local communities	Caring Beyond Business
<b>GRI 414: Supplier Social Assessment 2016</b>	3-3 Management of material topics	Supply Chain Management
	414-2 Negative social impacts in the supply chain and actions taken	Corporate Governance
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions	Supply Chain Management

## ESRS Content Index

ESRS STANDARD	DISCLOSURE	CORRESPONDING CHAPTER(S)
ESRS 2 GOV-1	Governance Structure	Corporate Governance
ESRS 2 GOV-2	Board Composition and Diversity	Board of Directors
ESRS 2 GOV-3	Nomination and Selection of Directors	Governance and Sustainability Oversight
ESRS 2 GOV-4	Remuneration Oversight	Governance and Sustainability Oversight
ESRS 2 GOV-5	Sustainability Oversight	Governance and Sustainability Oversight
ESRS 2 GOV-6	Conflicts of Interest and Performance Evaluation	Governance and Sustainability Oversight
ESRS G1-1	Transparency and Business Conduct	Codes and Policies
ESRS G1-3	Payments to Government	Our Financial Performance
ESRS G1-5	Donations and Political Contributions	Caring Beyond Business
ESRS G1-9	Taxes and Government Relations	Our Financial Performance
ESRS G1-11	Payments to Providers of Capital	Our Financial Performance
ESRS G1-13	Anti-competitive Behaviour	Corporate Governance
ESRS 2 SBM-3	Material Impacts, Risks and Opportunities (Financial)	Our Financial Performance
ESRS 2 IRO-1	Process to Identify Material Financial Effects	Double Materiality Assessment
ESRS E1	Climate-related Financial Impacts	Climate Change
ESRS E2	Pollution and Waste Management	Supply Chain Management / Water Footprint
ESRS E3	Water and Biodiversity	Water Footprint
ESRS E4	Circular Economy and Resource Efficiency	Supply Chain Management
ESRS S1	Employee Wages, Benefits and Social Protection	Nurturing Human Capital



ESRS S3	Community Investments and Social Impact	Caring Beyond Business
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## UNSDGs Content Index

SDG	CORRESPONDING CHAPTER(S)
<b>1 - No Poverty</b>	Caring Beyond Business
<b>2 - Zero Hunger</b>	Caring Beyond Business
<b>3 - Good Health and Well-being</b>	Safety First at Cadila
<b>4 - Quality Education</b>	Learning and Development
<b>5 - Gender Equality</b>	Empowering People and Communities; Learning and Development; Diversity, Equity and Inclusion (DEI); Corporate Governance
<b>6 - Clean Water and Sanitation</b>	Sustainable Water Management
<b>7 - Affordable and Clean Energy</b>	Energy Management; Our Emissions Profile
<b>8 - Decent Work and Economic Growth</b>	About Cadila Pharmaceuticals Ltd.; Empowering People and Communities; Our Financial Performance; Supply Chain Management; New Employee Hires and turnover; Learning and Development; Human and Labour Rights; Occupational Health and Safety
<b>9 - Industry, Innovation and Infrastructure</b>	About Cadila Pharmaceuticals Ltd.; Our Financial Performance
<b>10 - Reduced Inequalities</b>	Diversity, Equity and Inclusion (DEI); Corporate Governance
<b>11 - Sustainable Cities and Communities</b>	Caring Beyond Business
<b>12 - Responsible Consumption and Production</b>	About the Report; About Cadila Pharmaceuticals Ltd.; Double Materiality Assessment; Supply Chain Management; Waste Footprint; Extending our Care to the Planet; Air Pollution; Sustainable Water Management

<b>13 - Climate Action</b>	Double Materiality Assessment; Our Emissions Profile; Air Emissions; Waste Footprint; Extending our Care to the Planet
<b>14 - Life Below Water</b>	Caring Beyond Business
<b>15 - Life on Land</b>	Caring Beyond Business
<b>16 - Peace, Justice and Strong Institutions</b>	Corporate Governance; Stakeholder Engagement
<b>17 - Partnerships for the Goals</b>	Caring Beyond Business

## UNGC Content Index


UNGC PRINCIPLE	AREA	RELEVANT DISCLOSURE TOPICS	CORRESPONDING CHAPTER(S)
<b>Principle 1</b> - Support and respect the protection of internationally proclaimed human rights	Human Rights	Non-discrimination, Child Labour, Forced or Compulsory Labour, Rights of Indigenous Peoples, Local Community Engagement, Supplier Social Assessment	Corporate Governance; Learning and Development; Human and Labour Rights; Caring Beyond Business; Supply Chain Management
<b>Principle 2</b> - Ensure not being complicit in human rights abuses	Human Rights	Child Labour, Forced or Compulsory Labour, Indigenous Rights, Supplier Social Assessment	Human and Labour Rights; Supply Chain Management
<b>Principle 3</b> - Uphold freedom of association and effective recognition of the right to collective bargaining	Labour	Labour-Management Relations, Employee Consultation Mechanisms	New Employee Hires and Turnover
<b>Principle 4</b> - Elimination of all forms of forced and compulsory labour	Labour	Forced or Compulsory Labour Practices	Human and Labour Rights
<b>Principle 5</b> - Effective abolition of child labour	Labour	Prevention of Child Labour, Supplier Screening	Human and Labour Rights
<b>Principle 6</b> - Elimination of discrimination in respect of employment and occupation	Labour	Diversity and Equal Opportunity, Non-discrimination, Inclusive Workplace Practices	Corporate Governance; Diversity, Equity and Inclusion; Learning and Development
<b>Principle 7</b> - Support a precautionary approach to environmental challenges	Environment	Energy Management, Water and Effluent Management, Emissions Control, Waste Management, Environmental Compliance, Supplier Environmental Assessment	Energy Management; Sustainable Water Management; Our Emissions Profile; Waste Footprint; Extending our Care to the Planet; Supply Chain Management
<b>Principle 8</b> - Undertake initiatives to promote	Environment	Energy Efficiency, Resource Optimization, Waste	Extending our Care to the Planet; Energy Management;

greater environmental responsibility		Reduction, Sustainable Procurement	Sustainable Water Management; Waste Footprint
<b>Principle 9</b> - Encourage the development and diffusion of environmentally friendly technologies	Environment	Low-Carbon Technologies, Cleaner Production, Emission Reduction Initiatives	Energy Management; Our Emissions Profile
<b>Principle 10</b> - Work against corruption in all its forms, including extortion and bribery	Anti-Corruption	Anti-Corruption Practices, Anti-Competitive Behaviour, Public Policy and Compliance	Corporate Governance; Supply Chain Management

## SASB Content Index

TOPIC	METRIC	CHAPTER
<b>Safety of Clinical Trial Participants</b>	Discussion, by region, of management process for ensuring quality and patient safety during clinical trials	Safety First at Cadila
	Number of inspections related to clinical trial management and pharmacovigilance that resulted in: (1) entity voluntary remediation or (2) regulatory or administrative actions taken against the entity	Safety First at Cadila
	Total amount of monetary losses because of legal proceedings associated with clinical trials in developing countries	Safety First at Cadila
<b>Access to Medicines</b>	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	Safety First at Cadila
	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	Safety First at Cadila
<b>Affordability and Pricing</b>	Percentage change in: (1) weighted average list price and (2) weighted average net price across product portfolio compared to previous reporting period	Our Financial Performance
	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous reporting period	Our Financial Performance
<b>Drug Safety</b>	Products listed in public medical product safety or adverse event alert databases	Safety First at Cadila
	Number of fatalities associated with products	Safety First at Cadila
	(1) Number of recalls issued, (2) total units recalled	Safety First at Cadila
	Total amount of product accepted for take-back, reuse, or disposal	Waste Footprint
	Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards, by type	Safety First at Cadila
<b>Counterfeit Drugs</b>	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	Supply Chain Management
	Discussion of process for alerting customers and business partners to potential or known risks associated with counterfeit products	Supply Chain Management
	Number of actions that led to raids, seizure, arrests, or filing of criminal charges related to counterfeit products	Supply Chain Management
<b>Ethical Marketing</b>	Total amount of monetary losses because of legal proceedings associated with false marketing claims	Codes and Policies / Corporate Governance
	Description of code of ethics governing promotion of off-label use of products	Codes and Policies / Corporate Governance

<b>Employee Recruitment, Development and Retention</b>	Discussion of talent recruitment and retention efforts for scientists and research and development staff	Learning and Development
	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	New Employee Hires and Turnover
<b>Supply Chain Management</b>	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit programme or equivalent third-party audit programmes for integrity of supply chain and ingredients	Supply Chain Management
<b>Business Ethics</b>	Total amount of monetary losses because of legal proceedings associated with corruption and bribery	Corporate Governance



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Bhat (Gujarat)



Dholka (Gujarat)



Ankleshwar (Gujarat)



Samba (Jammu)



Hirapur (Gujarat)



Kadi (Jammu)



Addis Ababa (Ethiopia)

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