

HEALING BEYOND HOSPITALS



25 Years of Healing Beyond Hospitals

Twenty-five years ago, Max Healthcare Institute Limited (hereinafter referred to as Max Healthcare) began with a clear purpose: to deliver world-class, ethical care to every patient. Over time, this purpose has evolved into a trusted care ecosystem that supports patients across the full continuum, from prevention and early detection to advanced treatment and supported recovery in homes and communities. Today, care reaches beyond hospital walls, enabled by integrated digital records, strong clinical oversight, and a nationwide diagnostics network that ensures quality care is available across regions and communities.

In FY 2024–25, the commitment was reflected in the scale of our footprint. Across 22 healthcare facilities and more than 5,100 beds, a team of over 35,000 professionals cared for approximately 35 lakh people from 651 cities in India and 183 countries worldwide. Expanding reach through Max Lab's robust diagnostic network and Max@Home's hospital-grade services delivered at home, offering seamless, safe, and personalised care that respects dignity and convenience.

To carry this progress forward and meet evolving healthcare needs, Max Healthcare continues to expand its geographic footprint by developing a greenfield hospital in Sector 56,

Gurugram, and executing significant brownfield expansions across Mohali, Mumbai, Saket, and Patparganj. Our newly acquired hospitals in Lucknow, Nagpur, Noida, and Bulandshahr will further strengthen our network, ensuring better access to world-class healthcare across India. We are also planning to add over 3,900 new beds in the next 3-4 years through our greenfield and brownfield expansions, enabling us to serve more communities and meet the growing demand for advanced healthcare.

Operating at this scale requires strong governance and a culture that empowers people. Max Healthcare sustains performance through a

people-first approach, reflected in its recognition as a Great Place to Work® for the third consecutive year, where people feel valued, heard, and equipped to deliver their best work. Recognition as a 'Next Leader' by IAS and inclusion among the top 20 companies in the S&P BSE 100 Index further reinforces the strength of corporate governance.

This framework translates directly into care delivery, where clinical excellence remains central to earning patient trust every day. Patients choose Max Healthcare for its depth and capability in high-acuity programmes across oncology, transplants, neurosciences, cardiac sciences, and orthopaedics,

along with 3 AACI-accredited hospitals that align care delivery with global quality benchmarks. To support this level of clinical precision and consistency, 26 robotic systems, EDGE precision oncology, and MaxCel, our real-time clinical benchmarking platform, enable clinicians to make faster, more consistent decisions, translating innovation into safer procedures and improved outcomes.

Max Healthcare embeds sustainability into its operations by advancing Scope 1 and Scope 2 emissions reduction and adopting low-GWP refrigerants. The organisation extends environmental stewardship across EV infrastructure, full material tracking, energy-efficient hospital design, HVAC and lighting upgrades, on-site solar installations and renewable power purchase agreements. Max Healthcare integrates advanced sewage treatment, rainwater harvesting and loss-minimisation measures to reduce freshwater use and increase reuse. Teams actively segregate, recycle and track waste streams end to end. Across 12 hospitals, ISO 14001 certification formalises environmental management

through policy setting, monitoring and corrective action. While accreditation across 19 NABH and 4 JCI hospitals reinforces patient and employee safety through occupational health and safety systems, continuous risk assessment, incident reporting, regular drills and behavioural training.

Alongside growth and operational excellence, Max Healthcare places equity at the centre of its impact. Through the Max Medical Scholarship Programme, the organisation funded the medical education of 144 meritorious students, strengthening the clinician pipeline India will need in the decade ahead. During the same year, Max Healthcare delivered free medical treatment valued at ₹210.7 crore to approximately 3.47 lakh patients, ensuring that the ability to pay does not determine the ability to heal.

Across every phase of expansion, Max Healthcare remains guided by compassion, efficiency, and excellence. The organisation measures what matters, improves

what it measures, and reports progress with transparency. With every safer shift, every hour of learning, every litre of water reused, and every avoided emission, Max Healthcare continues to build a system of care that serves more people, delivers better outcomes, and shows deeper respect for the world we share.

To Serve. To Excel.



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Company Overview

What began as a vision 25 years ago has grown into one of India's most trusted healthcare organisation. Our legacy is defined by compassionate care, clinical excellence, and an unwavering focus on better health outcomes. As we move forward, we remain committed to delivering this standard of excellence in every patient experience.



About the Report

This year marks a significant milestone as Max Healthcare steps into 25 years of care and healing while presenting its Fifth Environmental, Social and Governance (ESG) Report. The report reflects our journey of growth and responsibility, highlighting how ESG principles are embedded across our hospitals, labs, and homecare services. It showcases key achievements, addresses emerging challenges, and outlines initiatives advancing community well-being, environmental stewardship, and stakeholder trust. We recognise that sustainability in healthcare extends beyond clinical excellence to include patient safety, equitable access, and responsible resource use. Through this report, we reaffirm our commitment to building a resilient and sustainable healthcare network that continues to transform care for generations to come.

Scope, Boundary and Reporting Period

The disclosures presented in this report cover the operations of Max Healthcare across its three core verticals:

- Healthcare facilities
- Max Lab
- Max@Home

In total, the reporting scope includes 72 facilities, comprising 22 hospitals, of which 17 are bedded hospitals and 5 are day-care centres. The boundary also extends to Max Lab facilities, offices, and the training centre under direct operational control. Unless specified otherwise, all data and information pertain to the period from April 1, 2024 to March 31, 2025.

Reporting Standards and Frameworks



This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, 2021, which serve as the primary framework for disclosure. In addition, the report draws on several complementary standards and benchmarks to enhance transparency and comparability:

MSCI  **MSCI ESG Ratings Methodology** aligning with investor-focused ESG



Sustainability Accounting Standards Board (SASB) Standards focusing on material issues for the healthcare delivery sector.



United Nations Sustainable Development Goals (UN SDGs) mapping our contributions to global development priorities.



Dow Jones Sustainability Indices (DJSI) benchmarking against global leaders in corporate sustainability.



IFRS S2 strengthening climate-related financial disclosures to improve investor decision-making and performance comparability.

This multi-framework approach reflects our intention to create disclosures that are comprehensive, relevant, and accessible to stakeholders across diverse interests.

Statement of Responsibility

This report was prepared under the guidance of the ESG and Sustainability Committee, with inputs from cross functional teams. It has been reviewed and approved by the Board of Directors and senior leadership, who affirm responsibility for the accuracy and integrity of the information disclosed. No restatements have been made unless otherwise stated.

Independent Assurance

TÜV SÜD South Asia Private Limited has provided Reasonable Assurance on the Business Responsibility and Sustainability Reporting (BRSR) core indicators and Limited Assurance on select sustainability disclosures presented in the ESG Report. The assurance engagement covered the group's facilities, laboratories, and offices, and the same approach was extended to the network facilities.

Forward-Looking Statement

This report is as much about the future as it is about the past. It outlines our ambitions to broaden access to quality healthcare, minimise our environmental footprint, and work with partners to create a resilient and inclusive healthcare ecosystem. While the future holds uncertainties, our commitment remains unwavering to elevate the standard of sustainable healthcare for the next 25 years and beyond.

Feedback Stakeholders

We encourage feedback on our report to ensure ongoing disclosure of relevant information that supports stakeholder decision-making.

Please direct any queries or suggestions to:
investors@maxhealthcare.com

To learn more about Max Healthcare, visit: www.maxhealthcare.in

Commitment to the UN SDGs

Max Healthcare is committed to global development priorities by delivering care that improves lives and protects the planet. Its integrated ecosystem strengthens key UN Sustainable Development Goals by expanding access, advancing clinical excellence, promoting equity, and reducing environmental impacts, shaping a stronger and more sustainable future.

	SDG 3 Good Health and Well Being	We strengthened health outcomes through high-quality clinical care, expanded access via Max Lab and Max@Home services, advanced technologies such as robotics and AI-driven diagnostics, and robust patient safety and preventive care systems.
	SDG 4 Quality Education	We invest in medical capability through structured training, fellowships, simulation based learning, and continuous staff development, while supporting students from underserved communities through scholarships.
	SDG 5 Gender Equality	We promote gender balance through inclusive hiring, leadership development for women, equal opportunity across roles, and robust prevention of sexual harassment mechanisms.
	SDG 6 Clean Water and Sanitation	We advance water stewardship through sewage treatment plants, reuse of treated water, and rainwater harvesting, reducing water intensity and strengthening operational resilience.
	SDG 7 Affordable and Clean Energy	We are accelerating our clean energy transition through onsite solar, green power procurement, and energy efficient systems, with renewables forming an increasing share of total energy use.
	SDG 8 Decent Work and Economic Growth	We generate employment and long term value through a workforce of over 35,000, continuous capability building, and sustained investment in people and healthcare infrastructure.
	SDG 9 Industry Innovation and Infrastructure	We strengthen future ready healthcare delivery through investments in robotics, AI assisted radiology, precision oncology, advanced ICUs, and digital platforms such as Max MyHealth and the OPD Command Centre.

	SDG 10 Reduced Inequalities	We ensure equitable access through dedicated EWS beds, free and subsidised treatment, and community outreach via diagnostics and homecare services.
	SDG 12 Responsible Consumption and Production	We support resource efficiency through waste reduction, recycling, and robust biomedical waste management across our hospitals.
	SDG 13 Climate Action	We advance decarbonisation through energy efficiency initiatives, renewable energy expansion, low GWP technologies, EV infrastructure, and transparent GHG reporting aligned with IFRS climate guidance.
	SDG 15 Life on Land	We promote biodiversity through tree plantation, pond rejuvenation, and green campus development around our facilities.
	SDG 17 Partnerships for the Goals	We collaborate with government bodies, academic institutions, technology partners, and research organisations to amplify innovation, community health outcomes, and sustainability impact.

Key Sustainability Highlights of FY 2024–25

People, Safety & Community

45.3% women in the workforce	10.32 Lakh training hours delivered	₹79.04 Crore spent on employee well-being initiatives
₹18.01 Crore spent on CSR activities	~57% reduction in Loss Time Injury Frequency Rate (LTIFR) for workers	₹210.7 Crore spent on EWS and beneficiary support

Planet Positive Care

Carbon & Energy

21% of total electricity consumption sourced from renewables	14,000 tonnes of carbon emissions avoided through green power use	69,915 GJ of total renewable energy consumed
12% contribution of Scope 1 emissions to total emissions	88% contribution of Scope 2 emissions to total emissions	330 Lakh units per annum of renewable power secured through execution of PPAs
55% of total built-up area designed as per green building standards		

Water, Waste & Biodiversity

~50% of the total freshwater withdrawn was recycled and reused	8% reduction in biomedical waste generation intensity	68% waste recycled (excluding C&D waste)
3 ponds rejuvenated, creating a groundwater recharge capacity of 1.8 Lakh kL	10% reduction in waste generation intensity	5,000+ trees planted

Governance & Ethics

~96% board meeting attendance	62.5% board Independence	Zero patient data privacy breaches
19 hospitals NABH accredited	18.5% reduction in work-related injury rate	ISO 27001 certified
~68% Net Promoter Score (NPS) in FY 2024–25, reflecting an 8.2% YoY improvement	4 hospitals JCI accredited	Zero instances of violations of Code of Conduct
‘Next Leader’ recognition awarded by IiAS under the Indian Corporate Governance Scorecard		



Message from the Chairman and Managing Director



Abhay Soi
Chairman and Managing Director



Healing is not confined to hospitals. It begins in communities, grows through compassion, and extends to the environment we share.

At Max Healthcare, this belief shapes our vision of a healthcare ecosystem that is inclusive, accessible, and sustainable. For 25 years, we have pursued this purpose by growing responsibly, innovating with intent, and embedding long-term thinking into every aspect of care. As we complete 25 years of care, trust, and purposeful growth, we reflect on a journey that began with a single facility and has evolved into one of India's most respected healthcare networks, recognised for clinical excellence, compassionate service, and an unwavering commitment to patients. This milestone reinforces our responsibility to expand thoughtfully and help shape the future of healthcare delivery.



Environmental Stewardship: Responsible Growth and Climate Action

Environmental responsibility continues to guide our decisions and operations. In FY 2024-25, we accelerated our transition to cleaner energy by sourcing 69,915 GJ of renewable energy, achieving a YoY increase in renewable energy share from 8% to 21%. These measures contributed to a reduction of 14,000 tonnes of carbon emissions.

Water stewardship remained a priority through sewage treatment plants, rainwater harvesting, pond rejuvenation, and enhanced recovery systems. These efforts enabled 33% overall recycled water usage. Our focus on waste circularity delivered tangible outcomes, with over 60% of total waste diverted from landfills, alongside a 8% reduction in biomedical waste intensity and a 10% reduction in overall waste generation intensity. Biodiversity initiatives progressed through native plantations and ecosystem restoration, including the planting of over 5,000 trees.

Today, 12 of our hospitals are ISO 14001 certified, and all new facilities are designed in line with IGBC and GRIHA Green Building standards, reinforcing our commitment to long-term environmental resilience.

Social Impact: Expanding Access, Care, and Digital Inclusion

Our commitment to care extends well beyond hospital walls, supported by a care delivery ecosystem designed to improve access and continuity. Through our physical network of 22 healthcare facilities, we treated approximately 35 lakh patients in FY 2024-25. Extending this hospital-based reach, Max@Home delivered care to over 2.4 million patients, while Max Lab served more than 2 million patients across 50+ cities, expanding access to preventive, diagnostic, and home-based care and bringing quality healthcare closer to communities.

Digital enablement plays a critical role in strengthening social impact and patient experience. The Max MyHealth App enables access to consultations, diagnostics, and medical records, supporting informed and timely care. This is reinforced by the OPD Command Centre, which streamlines patient flow and reduces waiting times, while PROMs (Patient-Reported Outcome Measurement Systems) support structured tracking of recovery data to improve long-term outcomes. Beyond physical infrastructure, hyperlocal digital outreach has increased awareness of specialised therapies in remote regions without a Max hospital, broadening access across India.

Patient safety remains integral to this approach through the integration of technology and automation, including continuous vitals monitoring, smart infusion systems, IoT-enabled ICU sound management, and QR-based tracking of single-use devices. In FY 2024-25, these initiatives contributed to improved patient outcomes, reduced ICU stays, and savings of over 500 nursing hours, while delivering measurable operational efficiencies.

Today, this care ecosystem is supported by 5,100+ beds and a workforce of 35,000+ employees, including 5,000+ doctors, 12,500+ nurses and allied healthcare professionals who form the backbone of our service delivery.

In addition, ₹18.01 crore was invested in FY 2024-25 for CSR initiatives focused on equity, access, and prevention, extending our impact to underserved communities. Through targeted outreach and dedicated campaigns, free treatment was provided to approximately 3.47 lakh patients from underserved communities, while preventive health initiatives reached over 1.6 lakh individuals through cancer, cardiac, and women's health camps.

Education and research remain integral to long-term impact. The Max Medical Scholarship Programme awarded 144 full scholarships to students from underserved backgrounds, pairing financial assistance with mentorship. Research activity continued to strengthen India's presence in global healthcare knowledge, with over 2,800 publications in national and international journals.

Governance: People and Organisational Well-being

Strong governance and a people-first culture underpin our ESG commitments. Max Healthcare was certified as a Great Place to Work for the third consecutive year, reflecting a culture of trust, respect, and collaboration. We were also recognised as a "Next Leader" by Institutional Investor Advisory Services India Limited (IIAS) and ranked among the top 20 companies in the S&P BSE 100 Index for corporate governance, underscoring our commitment to ethical conduct and transparency.

These principles translate into sustained investments in our workforce. During the year, ₹79 crore was invested in health, learning, and workplace initiatives to strengthen employee well-being and capability development.

Looking Ahead

As we enter the next chapter, our purpose remains clear. We will continue to expand responsibly, embrace innovation, and deepen our ESG commitments while advancing research, education, and clinical excellence. Together, we will continue to heal beyond hospitals and build the future of healthcare at scale.

Abhay Soi
Chairman and Managing Director

About Max Healthcare

For 25 years, Max Healthcare has grown into one of India's most valuable healthcare organisations, built on clinical excellence, empathy, and an ambition to raise the bar for care every year.

Max Healthcare operates a network of 22 advanced facilities across key locations, including Delhi NCR, Mumbai, Mohali, Bathinda, Dehradun, Lucknow, and Nagpur, with a combined capacity of over 5,100 beds. In the financial year FY 2024-25, we provided care to approximately 35 Lakh patients through comprehensive outpatient and inpatient services. Our reach extends further through Max@Home and Max Lab, delivering healthcare seamlessly to over 50+ cities across India and internationally.

We combine cutting-edge medical technology with deep expertise across critical specialties such as oncology, transplants, neurosciences, cardiac sciences, and orthopaedics. Our hospitals are equipped with advanced surgical platforms, imaging, and navigation tools, ensuring precision and safety across a wide range of procedures. Supported by a market capitalisation of ₹1.06

Lakh Crore, we are committed to enhancing patient outcomes, driving innovation, and advancing sustainable healthcare as we progress into the next phase of growth.

Central to our success is a dedicated team of over 35,000 professionals, including more than 5,000 doctors and 12,500+ nurses and allied healthcare professionals. This skilled workforce consistently delivers world-class care with compassion and precision, reflecting our commitment to professional excellence and the well-being of every patient.

Our clinical expertise is reflected in our key achievements, having performed over 12,670 neurosurgeries, approximately 14,800 oncology surgeries, and more than 6,600 robotic procedures. These milestones continue to set benchmarks for excellence in handling complex care.

Max@Home extends hospital-grade services into patients' homes across 15 cities, offering 15 specialised services, including physiotherapy, rehabilitation, step-down ICU setups, and diagnostics for corporate and school settings. With over 3,400 daily transactions, it delivers compassionate, multidisciplinary care that supports independent and dignified living. Accredited by the Quality and Accreditation Institute, Max@Home ensures continuity, convenience, and comfort while maintaining the highest clinical standards.

Max Lab enhances access to diagnostics in over 50 cities through 45+ test processing labs, 775+ trained professionals, and 130+ doctors. Its modern infrastructure and automation uphold the highest standards of clinical quality, supported by stringent quality control, standardised procedures, in-hospital presence, and active clinical engagement.



Key Highlights

Network & Scale



22
healthcare facilities
across the network



183
countries with active
presence



5,100+
bed capacity



15
cities coverage of
Max@Home



50+ cities and
1,200+
diagnostic centres under **Max Lab**

Financial Impact



₹9,065 Crore
revenue from operations



26%
YoY revenue growth



₹1.06 Lakh Crore
market capitalisation



₹1,392 Crore*
profit after tax

Patient Care Impact



~35 Lakh
patients treated
(IPD + OPD)



10%
patients treated from Economically
Weaker Sections (~3.47 Lakh cases)

Clinical Workforce



5,000+
doctors



12,500+
nurses and allied
healthcare professionals

*Excludes exceptional item of INR 74 Cr CIS charges paid to YEIDA for seeking permission for change in shareholding of Jaypee Healthcare Ltd prior to acquisition and one-off gain in tax costs of INR 18 Cr consequent to voluntary liquidation of a wholly owned step-down subsidiary

Our Vision

To be the most well-regarded healthcare provider in India, committed to the highest standards of clinical excellence and patient care, supported by latest technology and cutting-edge research.

Our Mission

To Serve.

With commitment and compassion in our heart, we deliver the highest standard of patient-centred care to those we serve.

To Excel.

From a dream team of doctors and specialists to support staff that goes the extra mile to deliver quality care, excellence is in our DNA.

Our Values



Compassion

We have a deeper level of patient understanding and are always empathetic to their needs. This encourages a culture of providing a higher standard of patient-centred care. We respect each other and our patients, and ensure that their needs are met with dignity. We rise to the occasion each time for we recognise the positive social impact we can create.



Excellence

We ask more of ourselves and are always passionate about achieving the highest standards of medical expertise and patient care. We understand that being the best is a continuous journey of becoming better versions of ourselves every day.



Consistency

We always deliver on our commitment and ensure the highest level of patient care is met at every stage, every time. We believe that only through consistency can we achieve our patients' trust and fulfil our goals.



Efficiency

We create a responsive healing environment, by being nimble to the needs of our patients and delivering what they really need with precision and timing. We are focused yet fast, personal yet practical, advanced yet seamless in delivering the exact care our patients need.



Max Healthcare's Roadmap for Superior Care

Delivering exceptional care lies at the heart of Max Healthcare's philosophy. Our roadmap is built on the pillars of clinical precision, innovation, and compassion, driving us to continually redefine standards in patient care and service excellence. We ensure that every individual, whether treated within our hospitals or through out-of-hospital services receives comprehensive, world-class care tailored to their unique needs.



Redefining Standards of Infrastructure

- Natural light across all patient spaces, including ICUs, to align circadian rhythms and promote healing.
- World-class medical infrastructure that integrates globally recognised technologies to deliver precision care, enhance clinical efficiency, and ensure superior patient outcomes.
- High proportion of OTs and ICUs, reflecting readiness for complex, high-end clinical work.
- Digital Front Door platform for unified, mobile-first access to appointments, health records, and real-time updates, ensuring seamless, personalised patient journeys.



Patient Safety & Inclusive Care

- Adoption of national and international accreditation standards, including NABH, NABL, and JCI, across hospitals, laboratories, and blood banks to ensure adherence to globally recognised protocols for patient safety.
- Comprehensive digital transformation programme across all units to enhance brand visibility, improve accessibility, and elevate the online experience of healthcare services.
- Enabled inclusive access to quality care by reserving 250+ beds for economically weaker sections and providing ₹210.7 Crore of free treatment to nearly 3.5 Lakh patients in FY 2024-25, supported by public and charitable partnerships.
- Comprehensive patient feedback and grievance management system, supported by satisfaction surveys and data-driven insights, to enhance service quality, safety, and overall care experience.
- Preventive and community health initiatives including regular health camps and awareness programmes to promote early intervention and inclusive healthcare access.



Exceptional Clinical Talent & Research Excellence

- High-class, award-winning specialists with advanced expertise delivering multidisciplinary care and managing complex, high-acuity cases with precision and confidence.
- Full-time commitment through exclusive doctor associations ensuring consistency, dedication, and seamless continuity of care.
- Medical education and training providing hands-on experience to nearly 1,000 doctors annually through national and international programmes.
- Pioneering clinical research with over 130 ongoing projects advancing medical innovation and improving patient outcomes.
- Global academic contributions through publication of more than 400 research papers in leading international journals via the Office of Research.



Sustainable & Efficient Healthcare

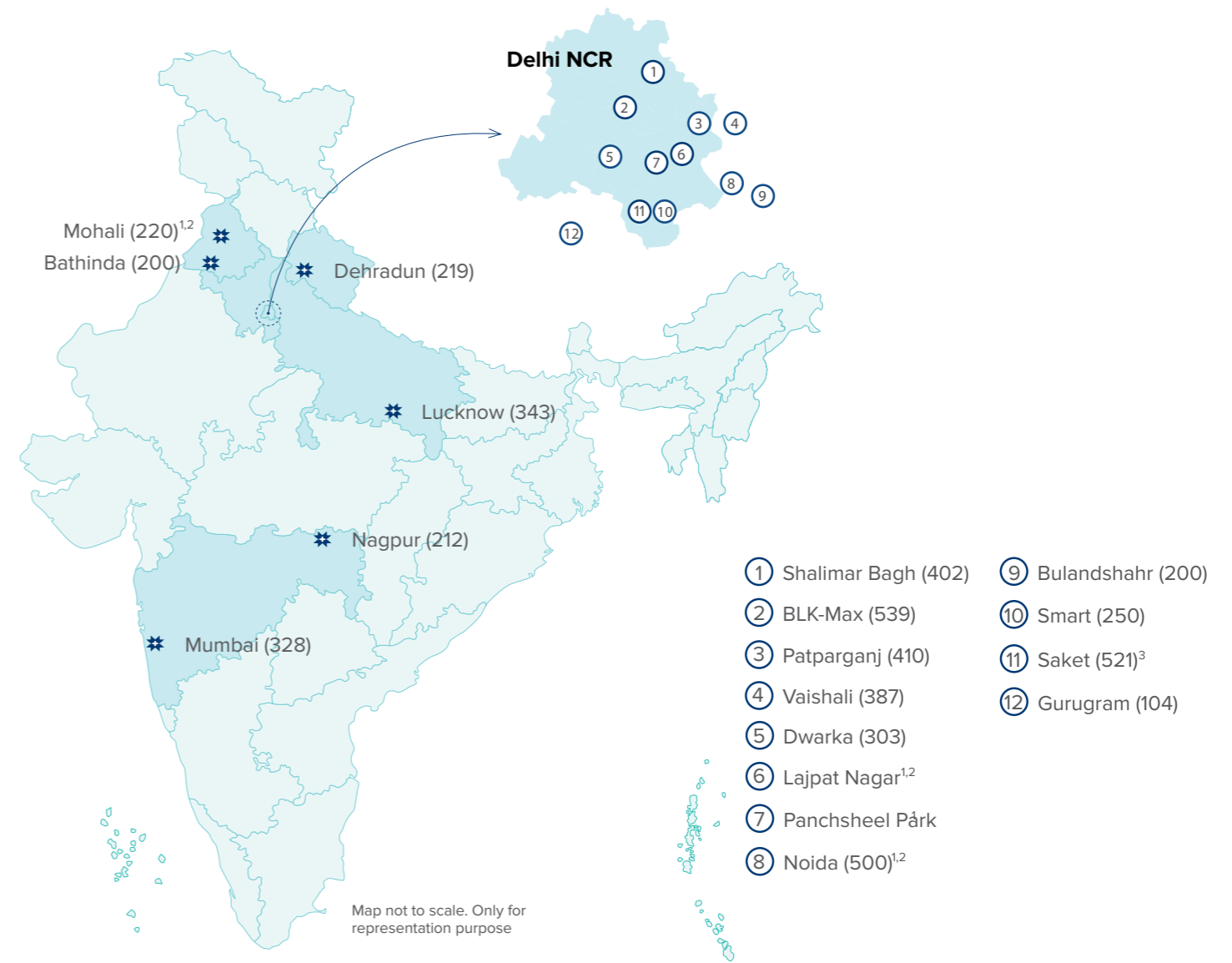
- Energy-efficient systems, including refrigeration-based heat pumps, reducing natural gas and electricity consumption while ensuring reliable hot water supply, lowering operational costs, and cutting Scope 1 and 2 CO₂ emissions.
- Increased adoption of renewable energy through solar installations and green power sourcing to reduce reliance on fossil fuels and support long-term decarbonisation goals.
- Responsible waste and environmental management with defined biomedical waste processes ensuring segregation and labelling at source, full regulatory compliance, and disposal through certified vendors to protect people and the environment.

Our roadmap for superior care is implemented consistently across all facilities, ensuring that every hospital upholds best-in-class standards of quality, safety, and operational excellence. This unified approach maintains consistency in clinical outcomes, patient experience, and service delivery across every location.

Geographic Presence

Max Healthcare has established a robust network of 22 healthcare facilities across 11 cities, enabling access to specialised care for diverse communities. Within the Delhi NCR region, its presence spans Saket, Rajendra Place (BLK-Max), Patparganj, Shalimar Bagh, Dwarka, Vaishali, Gurugram, Panchsheel Park, Noida, and Lajpat Nagar.

Beyond Delhi NCR, Max Healthcare serves key cities including Lucknow, Mohali, Nagpur, Bathinda, Dehradun, and Mumbai. Complementing this footprint, Max@Home delivers healthcare services directly to patients across more than 15 cities, while Max Lab offers comprehensive pathology services in over 50 cities ensuring convenience without compromising on quality.



Upcoming facilities

- ◆ Mohali – 155 beds
- ◆ Smart (Saket Complex) – 400 beds
- ◆ Vikrant (Saket Complex) – 550 beds
- ◆ Gurugram (Sec. 56) – 501 beds
- ◆ Nirogi (Patparganj) – 397 beds
- ◆ Nanavati Max⁴ – 268 beds in Phase 1 and 271 beds in Phase 2
- ◆ Thane⁵ – 500 beds
- ◆ Zirakpur (Mohali)⁵ – 400 beds
- ◆ Pitampura⁵ – 200 beds
- ◆ Vaishali – 140 beds
- ◆ Dwarka – 200 beds
- ◆ Nagpur – 100 beds
- ◆ Jaypee Noida⁶ – 700 beds
- ◆ Lucknow (Gomti Nagar) – 140 beds

¹ Standalone speciality clinics with outpatient and day care services

² Two facilities each at these locations

³ 320 beds in East Block and 201 in West Block

⁴ 160 beds to be demolished before Phase 2; 271 beds to be added post demolition, leading to net bed addition of 111 beds

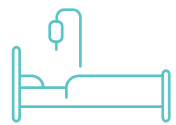
⁵ Asset-light 'built-to-suit' properties being developed by our partners

⁶ Indicates potential to expand; no plans formalised yet for such expansion

Growth Strategy

India's healthcare landscape continues to evolve rapidly with rising demand for accessible, advanced, and patient-centric tertiary and quaternary care. In response, Max Healthcare is strategically expanding capacity through new facilities and the optimisation of existing hospitals, ensuring broader reach and higher efficiency. The focus remains on strengthening super-specialities, integrating cutting-edge technologies, and enhancing clinical capabilities to deliver superior outcomes and elevate the overall patient experience across the network.

Our five strategic pillars for expansion are as follows:



Bed Expansion

Poised to nearly double capacity to 9,500 beds by FY 2027-28 adding 3,700 beds via greenfield and brown-field projects to strengthen presence across key metros and Tier-II cities



Technology Advancement

Deployment of cutting-edge innovations including advanced radio imaging systems, robotic surgical platforms, and AI-powered operating technologies to enhance precision and patient outcomes



Thought Leadership

Driving dialogue and innovation in healthcare through leadership perspectives, research insights, and academic contributions shared across professional and public platforms



Attracting and Retaining Talent

Home to best-in-class doctors, clinicians, and caregivers committed to advancing specialised, high-quality care through continuous learning and collaboration



Care of Community

Community outreach through free treatment programmes and regular health camps ensuring accessible, inclusive healthcare for underprivileged populations

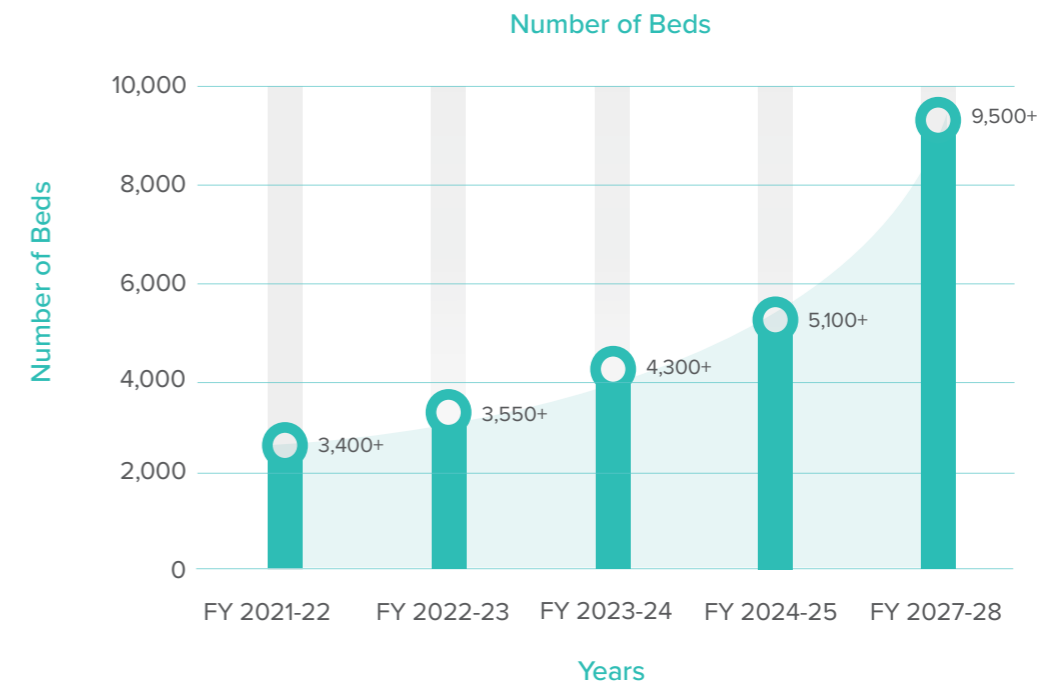
Expanding beds at new and existing hospitals

We are in an exceptionally proactive phase, targeting exponential growth in bed capacity. Max Healthcare has already expanded its network by approximately 50% from FY 2022-23 to FY 2024-25 and is now poised to nearly double its capacity to 9,500 beds by FY 2027-28, representing an 86% increase from FY 2024-25. This growth will add 3,700 beds through a mix of greenfield and brownfield projects, supported by a ₹6,000 Crore investment. The expansion will strengthen our presence across key metropolitan and Tier-II cities, making high-quality, safe, and accessible healthcare available to a broader segment of the population.

Max Healthcare plans to double its capacity to 9,500 beds by FY 2027-28, representing an 86% increase from FY 2024-25.

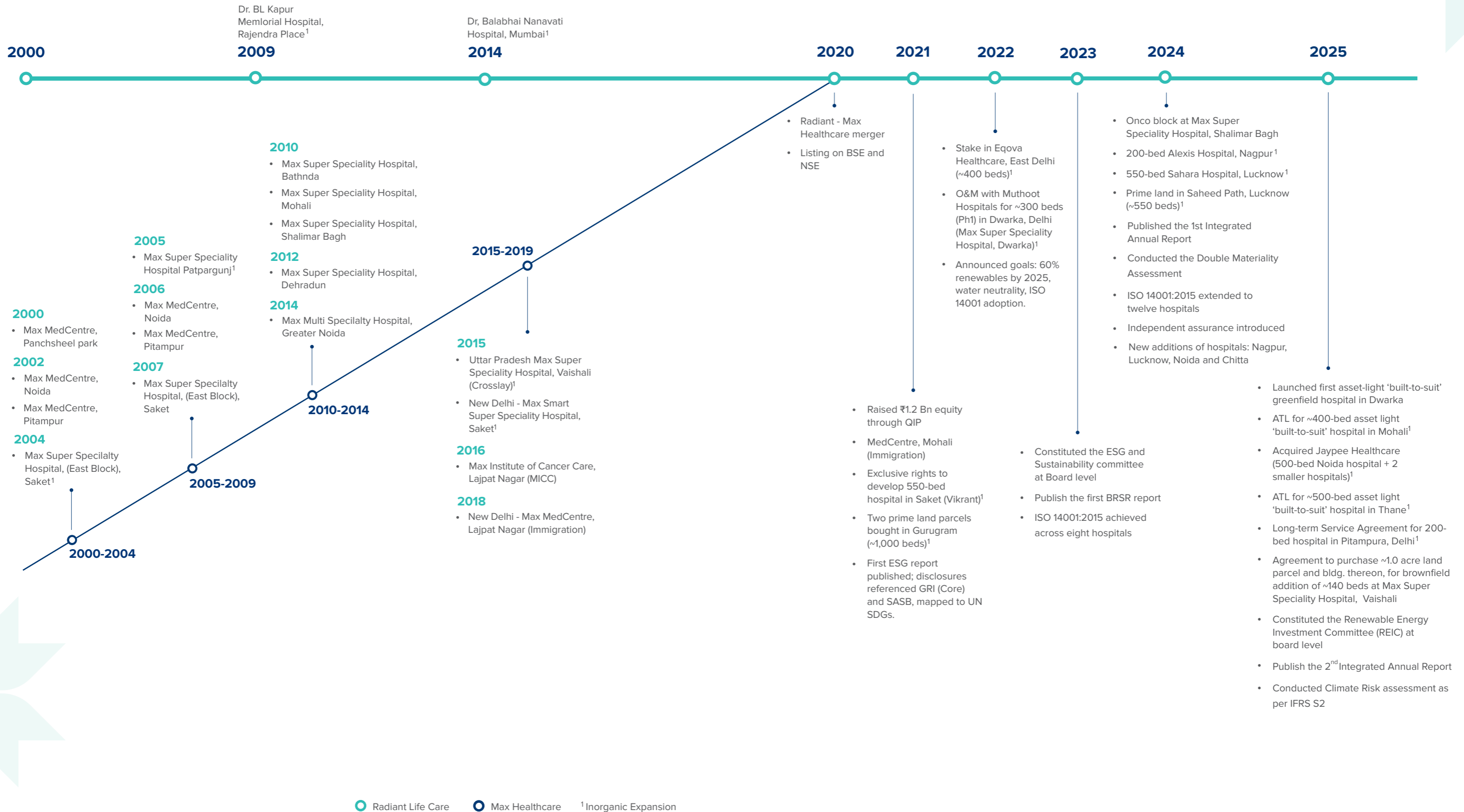
The network consists of 22 healthcare facilities, with 17 bedded hospitals and 5 day care centres, supported by ICU, ward, day care, and emergency beds.

YoY Change	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2027-28
Number of Beds	3,400+	3,550+	4,300+	5,100+	9,500+



Our talent, the scale and capability of our facilities, our advanced technology, and our highly engaged leadership have underpinned our growth over the years. These strengths will continue to fuel the next phase of our journey as we execute with discipline to bridge the persistent gaps in healthcare provision across India. We remain committed to delivering excellence and expanding equitable access, so that every step forward translates into measurable improvements in patient outcomes and experience.

Our Journey



Recognition for Responsible Care

Max Healthcare is not just participating in healthcare and sustainability. We are leading. Our prestigious awards and certifications are not symbolic. They are the independent proof that our strategy delivers real results. This recognition reflects disciplined execution, transparent measurement, and outcomes that matter for patients, communities, and the planet.

BLK-Max Super Speciality Hospital, Rajendra Place, New Delhi

Excellence in Digital Health

IPSC
Apollo Conference (2025)

Excellence in Hospital Operations (Clinical)

AHPI (2024)

Best Hospital for Patient Care

Financial Express
Healthcare Awards (2024)

Excellence in Digital Health

AHPI (2025)

Max Smart Super Speciality Hospital, Saket, New Delhi

Excellence in Digital Health

AHPI (2025)

Best Use of Robotics in Healthcare

ELETS Healthcare
Innovation Award (2024)

Best Hospital in Orthopaedics

ELETS Healthcare
Innovation Award (2024)

Nursing Excellence Award

AHPI (2024)

Max Super Speciality Hospital (East Block), Saket, New Delhi

Critical care Excellence Award

AHPI (2024)

Hospital of the Year Cardiology

ET Healthcare
Summit Award (2024)

Hospital of the Year Urology

ET Healthcare
Summit Award (2024)

Hospital of the Year Neurology

ET Healthcare
Summit Award (2024)

Top Multi-speciality Hospital Saket

Times Survey Ranking
(2024)

Top Multi-speciality Hospital New Delhi, Saket

ET Healthcare
Summit Award (2024)

Top Multi-speciality Hospital North Region, Saket

ET Healthcare
Summit Award (2024)

Max Super Speciality Hospital, Nagpur, Maharashtra

Advanced Super Speciality Hospital in Central India

AHPI (2025)

Best Multi-speciality Hospital in Central India

ELETS Healthcare
Innovation Award (2024)

Max Super Speciality Hospital, Patparganj, New Delhi

Best Multi-speciality Hospitals in New Delhi

Hansa Research Survey conducted by The Week (2024)

Max Super Speciality Hospital, Shalimar Bagh, New Delhi

Best Hospital Orthopaedics and Joint Replacement

Times Health Conclave (2024)

Max Super Speciality Hospital, Vaishali, Uttar Pradesh

Best Patient Centric Hospital

AHPI (2025)

Sustainable Innovation for Patient Safety

Apollo Patient
Safety Conference (2025)

Max Super Speciality Hospital, Mohali, Punjab

Best Oncology Centre

Financial Express (2024)

Best Organ Transplant Centre

Financial Express (2024)

Excellence in Nursing

AHPI (2025)

Nanavati Max Super Speciality Hospital, Mumbai, Maharashtra

Best Patient-centric Hospital

AHPI (2025)

Significant Hospital Achievements

(Recognised by FE Healthcare Summit & Awards)

Max Super Speciality Hospital, Shalimar Bagh

Best Hospital for Robotic Surgery Innovation (Gold-North)

Best Hospital for Multi-Specialty Care (Silver-North)

Best Hospital for Orthopaedic Care (Silver-North)

Best Hospital for Cardiac Care (Silver-North)

Best Hospital for Mother & Child Care (Bronze-North)

Best Hospital for Emergency & Critical Care (Bronze-North)

Max Super Speciality Hospital, Vaishali

Best Hospital for Excellence in Bariatric Surgery (Gold-North)

Best Hospital for Excellence in Oncology (Silver)

Best Hospital for Excellence in Surgical Innovation & Robotic Surgery (Silver)

Best Hospital for Excellence in Organ Transplantation (Bronze)

Best Hospital for Excellence in IVF & Fertility Care (Bronze)

BLK-Max Super Speciality Hospital, Pusa Road

Best Hospital for Excellence in Clinical Services (Gold-National)

Best Hospital for Best Patient Care (Gold-North)

Best Hospital for Multi-Specialty Care (Silver-North)

Best Hospital for Green & Sustainable (Silver-North)

Max Super Speciality Hospital, Mohali

Best Hospital for Excellence in Oncology (Gold-North)

Best Hospital for Excellence in Gastroenterology & Hepatology (Silver-North)

Certifications & Accreditations



02
QAI Accreditation



03
AACI Accredited Hospitals



04
JCI Accredited Hospitals



07
NABH Nursing Excellence Certification



01
NABH Dental Certification



12
ISO 14001 Hospitals



12
NABL Accredited Labs



3
NABH Digital Certification



19
NABH Accredited Hospital

19 out of 22 healthcare facilities, representing approximately 86.4% of our hospital portfolio are accredited by the National Accreditation Board for Hospitals and Healthcare Providers (NABH), a constituent board of the Quality Council of India (QCI) that sets nationally recognised standards for healthcare quality, patient safety, and clinical governance



Max Healthcare has achieved ISO 27001 certification, reinforcing robust information security and privacy controls across operations.

Great Place to Work®

Max Healthcare has been recognised as a Great Place to Work for three consecutive years, a testament to our deep commitment to a culture built on trust, inclusion and excellence. This continued recognition reflects our focus on empowering our people and creating an environment where they can truly thrive.



Our Approach to ESG

Our ESG approach is built on a structured understanding of the issues that most influence our ability to deliver sustainable healthcare outcomes. We use stakeholder engagement and a double materiality lens to assess ESG topics from both impact and business perspectives, enabling informed prioritisation of risks and opportunities. These insights guide the setting of focused goals and targets, aligning our ESG actions with stakeholder expectations and long-term strategic objectives.

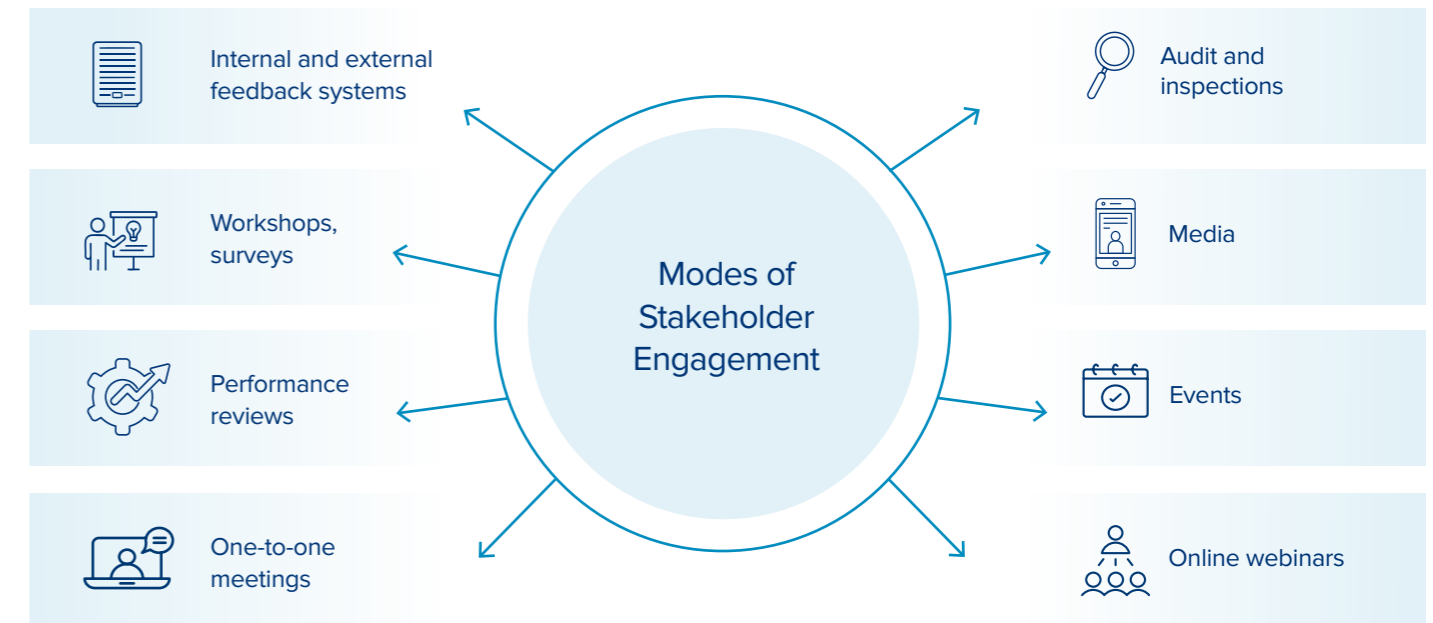


Stakeholder Engagement

Listening with Purpose

Sustainability in healthcare is strengthened when the voices of patients, employees, communities, regulators and investors are actively heard and integrated into decision-making. Through stakeholder engagement, we build trust, advance transparency, and align care with societal priorities.

By integrating stakeholder perspectives, Max Healthcare identifies material priorities, anticipates risks, and unlocks opportunities that improve outcomes. By continually understanding their needs, we remain aware of their impact on us and the impact we, in turn, have on them, so choices are grounded in real world expectations. This discipline strengthens accountability, guides responsible resource use, and builds operational and supply chain resilience while keeping our strategy responsive to evolving healthcare needs and safeguarding the long-term interests of patients, people, and society.



Stakeholder Engagement Process

We follow a structured, cyclical approach to stakeholder engagement that ensures relevance, impact, and continuous improvement. Our process is designed to identify key stakeholders, establish meaningful connections, and ensure their insights are embedded into our strategic decision-making.



Identifying Who Matters

We begin by identifying individuals or groups who are significantly impacted by our operations or who hold influence over our activities. This allows us to focus our efforts on those stakeholders whose perspectives are critical to our success and sustainability.



Designing Communication Pathways

We develop a clear and targeted communication strategy to guide how we engage with stakeholders. This includes defining the frequency of communication, selecting appropriate engagement channels, and considering stakeholder preferences to ensure interactions are effective and inclusive.



Defining Engagement Goals

We define specific objectives for our engagement activities, aligning them with our broader organisational goals. These objectives may include improving customer satisfaction, strengthening employee retention, or supporting community relationships. Setting clear goals ensures that engagement is purposeful and measurable.



Measuring Progress and Impact

















We establish key metrics to monitor the effectiveness of our engagement activities. Progress is tracked against these indicators to ensure transparency, accountability, and alignment with stakeholder expectations. Insights gained help inform both immediate actions and long-term strategies.












Evolving Through Continuous Improvement

Our stakeholder engagement process is continuously reviewed and refined. As our operations evolve, we reassess the relevance and impact of our approach to ensure it remains responsive, inclusive, and aligned with best practice. This commitment to improvement allows us to maintain strong, trust-based relationships with our stakeholders.

Key Stakeholders	Frequency of Engagement	Methods of Engagement	Key Expectations	Our Response	SDG Linkage
Patients or Customers	Ongoing	<ul style="list-style-type: none"> Listening to patient posts via email, SMS, website, feedback app, social media, Patient Feedback Surveys, Complaint Box, etc Patient Communication by the hospital via email, meetings, and calls 	<ul style="list-style-type: none"> Good Quality Healthcare Data Privacy Patient Relationship Affordable Healthcare Safety Initiatives Disease Awareness and Prevention Measures 	<ul style="list-style-type: none"> Setting up effective systems to promptly identify and resolve patient issues. Continuously improve healthcare service quality and patient safety by reviewing and analysing complaints and trends. Providing timely responses to patients and attending to grievances in real-time. 	
Healthcare Professionals	Ongoing	<ul style="list-style-type: none"> Trainings One-to-one Physician and Head of the Department Interactions Employee Experience Surveys 	<ul style="list-style-type: none"> Infrastructure and technological enablement support Research and Development Occupational Health and Well-being Growth and Career Advancement Diversity, Equity, and Inclusion in clinical and non-clinical roles Employee Engagement and Recognition Environmental, Health, and Safety Ethical Practice and Professional Integrity 	<ul style="list-style-type: none"> Building advanced medical infrastructure to support clinical excellence. Digitisation of lab processes to improve diagnostic accuracy. Delivering high-quality training specific to medical specialities. 	

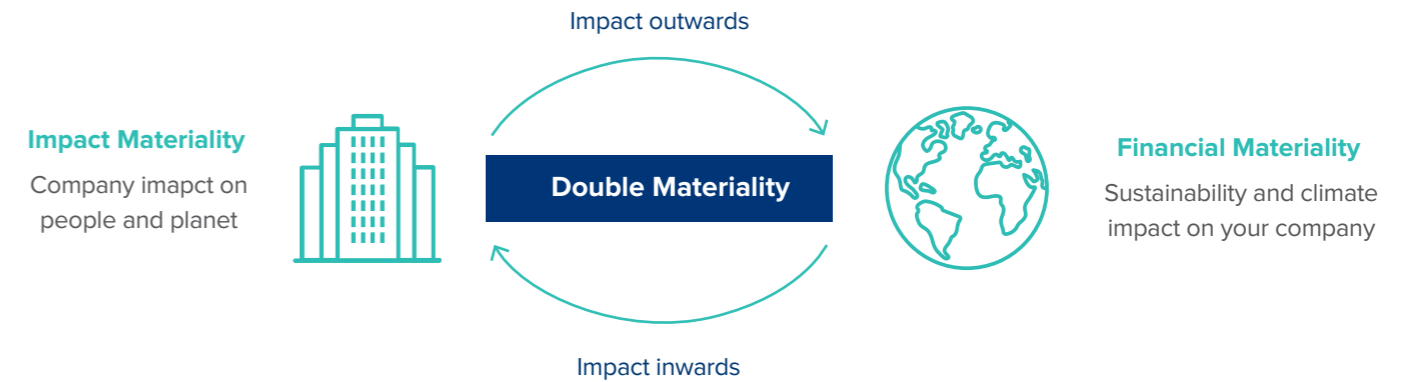
Key Stakeholders	Frequency of Engagement	Methods of Engagement	Key Expectations	Our Response	SDG Linkage
Employees	Ongoing	<ul style="list-style-type: none"> External Trainings One-to-one interactions (virtual and physical) Employee Experience Surveys 	<ul style="list-style-type: none"> Career Progression & Benefit. Diversity, Equity and Inclusion (gender, ethnicity, and inclusion of differently-abled people) Employee Engagement Employee Well-being Sustainability Performance, especially Environment, Health and Safety (EHS) Code of Conduct and Corporate Policies 	<ul style="list-style-type: none"> Creating a safe, inclusive, and empowering work environment. Rolling out initiatives such as compensation benchmarking and performance evaluations. 	   
Communities	Ongoing	<ul style="list-style-type: none"> Community Events Grievance Redressal 	<ul style="list-style-type: none"> Affordability in Healthcare Better Access to Health and Nutrition Environmental Protection 	<ul style="list-style-type: none"> Offering healthcare services for underserved populations. Providing communities with quality medical care. 	           

Key Stakeholders	Frequency of Engagement	Methods of Engagement	Key Expectations	Our Response	SDG Linkage
Investors & Shareholders	Annually/ Half Yearly/ Quarterly/ Ongoing	<ul style="list-style-type: none"> Email, Newspaper, Website, Investor and Analyst Meetings/ Conference One-to-one Meetings (Physical and Virtual) Earnings Call with Analysts and Investors Annual General Meeting / Postal Ballot Press Releases Stock Exchange Filings Integrated Annual Report Financial Reports ESG Report Shareholders Satisfaction Survey 	<ul style="list-style-type: none"> Business Performance Strategic Roadmap Revenue, EBITDA, PAT, ROCE Details, and Dividend Information 	<ul style="list-style-type: none"> Ensure clear and transparent communication on business performance. Share insights into the Company's strategic direction and sustainability plans. Address queries and concerns from investors/analyst. Uphold robust corporate governance practices. Enhance the organisation's reputation. 	 
Regulators	Ongoing	<ul style="list-style-type: none"> Communication with Regulators at periodic intervals Regulatory Reporting Practices 	<ul style="list-style-type: none"> Fair and Ethical Business Practices Transparency in Disclosures 	<ul style="list-style-type: none"> Maintaining transparent and accurate financial and operational records. Fulfilling all legal filing obligations. Ensuring compliance with all applicable laws and standards. 	     

Key Stakeholders	Frequency of Engagement	Methods of Engagement	Key Expectations	Our Response	SDG Linkage
Suppliers and Vendors	Ongoing	<ul style="list-style-type: none"> Standard clauses included in Suppliers' Purchase Orders and Agreement. Supplier Code of Conduct Email, telephonic and Face-to-Face meetings 	<ul style="list-style-type: none"> Ensuring quality in supply chain management Mitigating the Environmental and Social Risks in the Supply Chain Business Ethics and Transparency Compliance 	<ul style="list-style-type: none"> Carrying out regular procurement, planning and inventory processes. Conducting supplier evaluations and sharing constructive feedback. Ensuring local sourcing adheres to quality and compliance standards. 	   
Industry Associations	Ongoing	<ul style="list-style-type: none"> Industry Meets Thought Papers Collaborations 	<ul style="list-style-type: none"> Research and Development Patents Filed Tie-Ups 	<ul style="list-style-type: none"> Developing high tech research and development infrastructure. Collaborating with domestic and international healthcare institutions. 	  

Our Material Issues

Our Double Materiality Assessment integrates financial materiality, explaining how ESG drivers shape performance and resilience, and impact materiality, showing how our actions affect people and the planet. It identifies what matters most for us, from patient safety and data privacy to access and affordability, workforce well-being, supply chain resilience, and climate stewardship. These insights sharpen priorities, guide capital, embed accountability, and translate ambition into durable value and stronger health outcomes.



The assessment was conducted in five distinct phases, each contributing to a comprehensive understanding of both impact materiality and financial materiality. The five major stages of double materiality assessment are as follows:

Step 1: Topic Identification

We began by identifying a tailored set of sustainability topics based on sector-specific relevance and emerging global issues. This was informed by authoritative sources such as S&P Global, SASB, and disclosures from eight peer organisations within the hospitality industry. We also reviewed global reporting standards and ESG rating frameworks to ensure comprehensive coverage and relevance.

Step 2: Stakeholder Mapping and Engagement

We mapped stakeholders across our value chain according to their influence and relevance to our operations. Key stakeholder groups included investors, employees, customers, suppliers, communities, regulators, and industry associations. Engagement was conducted through surveys, interviews, forums, and grievance mechanisms to gather evidence on the significance and urgency of each topic.

Step 3: Business Exposure and Impact Evaluation

We assessed each topic's alignment with our business model and strategic priorities. This included evaluating the likelihood, scale, and scope of potential impacts - both financial and non-financial. We considered implications for our operations, reputation, and long-term value creation, ensuring that social and environmental dimensions were appropriately addressed.

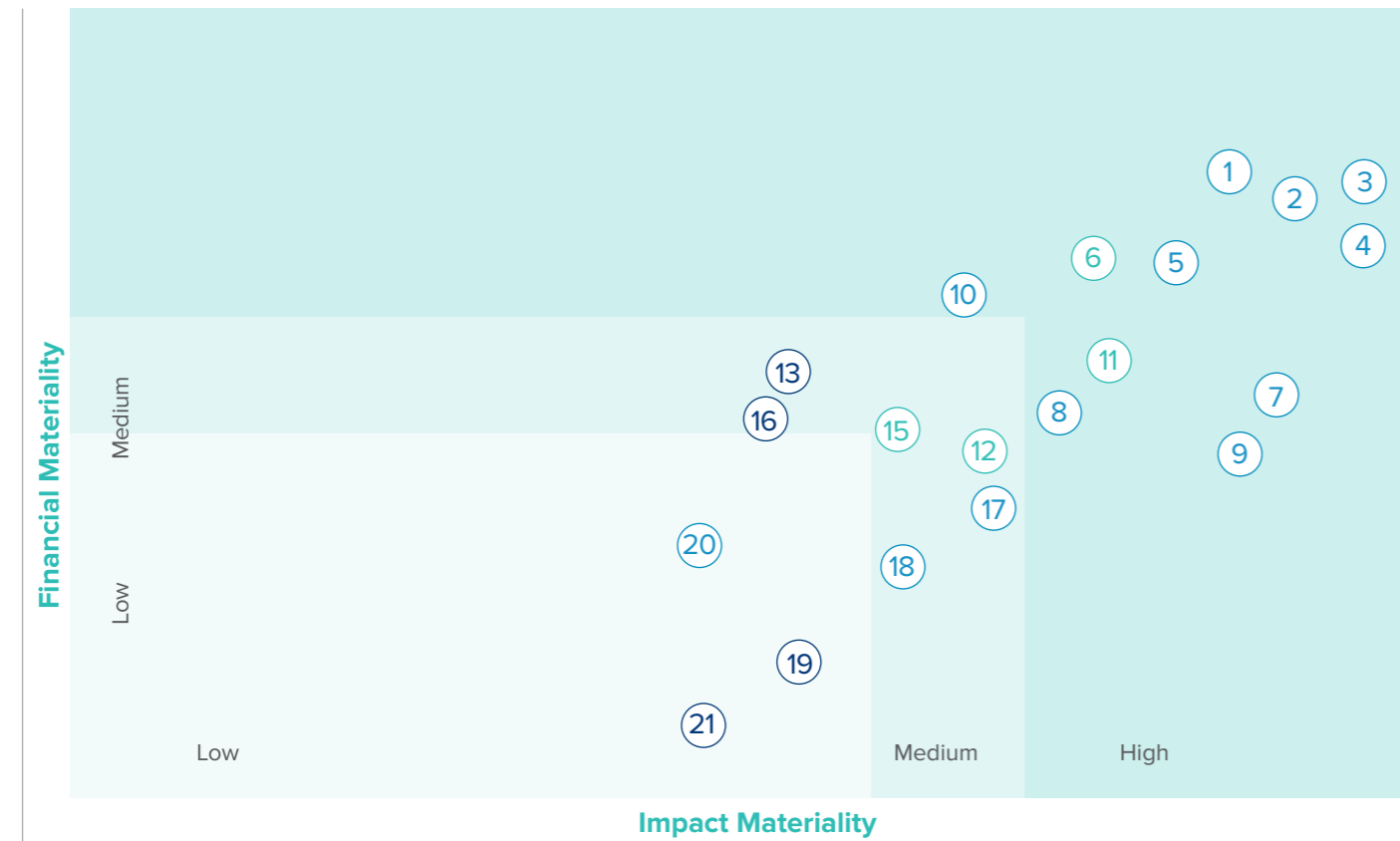
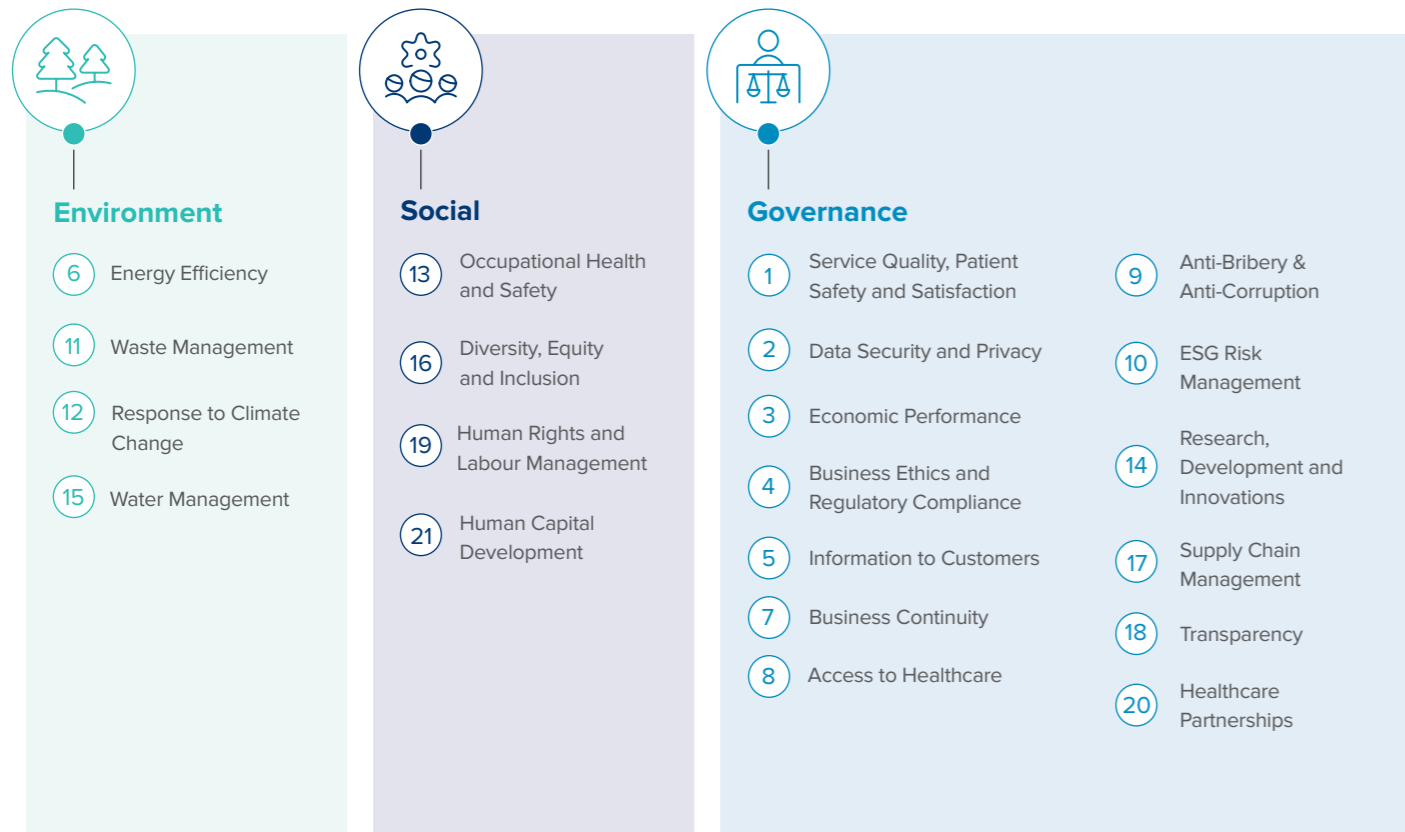
Step 4: Scoring and Evaluation

A structured scoring framework was applied to integrate stakeholder perspectives with internal assessments of business relevance. Topics were evaluated based on their significance (scope) and likelihood (impact), enabling a balanced view of external expectations and internal priorities.

Step 5: Prioritisation and Materiality Matrix Development








Topics were categorised into high, moderate, or low priority based on aggregated scores. These were plotted on a materiality matrix that compared stakeholder priorities with management's assessment of impact and financial materiality. The draft matrix underwent review and confirmation by senior management and the Board.











The detailed list of topics, boundaries, and rationale follows.









Environment					
Sl. No.	Material Topic	Risk/ Opportunity	Financial Implication	Linked to SDGs	Our Response
6	Energy Efficiency	Opportunity Enhancing energy efficiency reduces costs, lowers emissions and supports climate change mitigation efforts.	Positive	7 AFFORDABLE AND CLEAN ENERGY	<ul style="list-style-type: none"> Prioritising energy efficiency to reduce operational costs and integrating advanced technologies. Optimising energy use to lower electricity bills and greenhouse gas emissions. Contributing to the climate change mitigation strategy through energy-efficient practices.
11	Waste Management	Risk Inefficient waste management can lead to environmental harm, health hazards, regulatory non-compliance, fines and potential loss of licence.	Negative	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	<ul style="list-style-type: none"> Implementing the 3R principle (Reduce, Reuse, Recycle) as part of Max Healthcare's waste management strategy. Reducing pollution and conserving resources through efficient waste management practices. Achieving cost savings by integrating proper waste management practices.
12	Response to Climate Change	Risk Rising temperatures and regulatory changes could increase operational costs and compliance requirements, impacting business sustainability.	Negative	7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 13 CLIMATE ACTION	<ul style="list-style-type: none"> Developed a comprehensive strategy to address climate change impacts by reducing carbon footprint, improving energy efficiency and strengthening environmental stewardship. Making transparent GHG emissions disclosures to strengthen accountability.
15	Water Management	Risk Water scarcity and quality issues could disrupt operations and increase costs, particularly in waterintensive processes.	Negative	6 CLEAN WATER AND SANITATION, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	<ul style="list-style-type: none"> Promoting sustainable water use and conservation practices. Mitigating risks related to water scarcity and regulatory noncompliance.

 Social					
Sl. No.	Material Topic	Risk/ Opportunity	Financial Implication	Linked to SDGs	Our Response
13	Diversity, Equity & Inclusion	Opportunity A diverse workforce enhances creativity, innovation and problem solving. Additionally, equity ensures fair opportunities, fostering engagement and productivity, while inclusion promotes belonging, facilitating the optimal performance of employees.	Positive	 	<ul style="list-style-type: none"> Leveraging diverse perspectives for accelerating innovation and effective problem-solving. Promoting equity in opportunities and a more engaged workforce. Fostering inclusion to strengthen a sense of belonging and optimise productivity.
16	Human Capital Development	Opportunity Investing in employee upskilling and growth improves productivity, adaptability, morale, retention and increase overall organisational performance.	Positive	 	<ul style="list-style-type: none"> Strengthening employee skills enhances productivity and organisational performance. Investing in upskilling and professional growth for the workforce bolsters the Company's competitive edge. Boosting morale and job satisfaction, alongside reducing turnover rates, deepens employee loyalty.
19	Occupational Health & Safety	Risk Insufficient safety measures increase workplace accidents, injuries and illnesses, leading to higher medical and compensation costs.	Negative	  	<ul style="list-style-type: none"> Creating a safer and healthier workplace to reduce accidents and injuries. Lessening healthcare costs and improving overall productivity.
21	Human Rights and Labour Management	Risk Neglecting human rights and labour values can erode trust, hinder talent retention, lower productivity and cause operational inefficiencies.	Negative	  	<ul style="list-style-type: none"> Promoting employee well-being and fair labour practices. Ensuring a positive work environment and enhancing employee morale. Implementing measures to prevent discrimination and cultivate a culture of fairness and inclusivity.

 Governance					
Sl. No.	Material Topic	Risk/ Opportunity	Financial Implication	Linked to SDGs	Our Response
1	Service, Quality, Patient Safety, and Satisfaction	Opportunity High-quality care ensures patient safety, fosters trust and enhances satisfaction, leading to better experiences and loyalty.	Positive		<ul style="list-style-type: none"> Ensuring patients receive effective, timely and compassionate care. Prioritising patient safety to minimise risks and build trust. Improving patient satisfaction through positive experiences strengthens loyalty.
2	Economic Performance	Opportunity Strong performance ensures financial stability, enabling investments in growth, innovation and employee well-being while strengthening competitive advantage and market expansion.	Positive		<ul style="list-style-type: none"> Demonstrating financial health and stability to support growth and innovation. Investing in sustainable solutions, market expansion, improved services and employee well-being to strengthen competitive advantage and drive future growth.
3	Information to Customers	Opportunity Providing clear information empowers patients to make informed decisions, strengthens trust and enhances doctor-patient relationships.	Positive		<ul style="list-style-type: none"> Empowering patients with accurate and detailed information to make informed health and treatment decisions. Promoting transparent communication about services, treatment plans, risks and benefits to foster trust and strengthen doctor-patient relationships.
4	Access to Healthcare	Opportunity Expanding access ensures preventive care, early diagnoses, and proper treatment, contributing to a healthier population.	Positive		<ul style="list-style-type: none"> Strategically broadening access to preventive care, early diagnosis and proper treatment. Contributing to building a healthier population and a better future through improved healthcare accessibility.
5	Research, Development & Innovations	Opportunity Strong R&D capabilities enhance medical outcomes, drive operational efficiencies and deliver advanced patient care solutions.	Positive	 	<ul style="list-style-type: none"> Driving growth and competitiveness while unlocking new opportunities for long-term sustainability. Encouraging collaborations with researchers and institutions to attract top talent and advance medical innovations. Contributing to a healthier future through cutting-edge technology and medical care advancements.

Sl. No.	Material Topic	Risk/ Opportunity	Financial Implication	Linked to SDGs	Our Response
7	Healthcare Partnerships	Opportunity Collaborations improve patient care, operational efficiency and innovation by sharing resources, expertise and advanced technologies.	Positive	  	<ul style="list-style-type: none"> Sharing resources, knowledge and expertise to enhance patient care and operational efficiency. Collaborating with healthcare providers, research institutions and technology companies for innovative treatments and advanced technologies.
8	Data Security and Privacy	Risk Breaches of patient data can result in penalties, legal issues, operational disruptions, reputational damage and loss of trust, affecting revenue and growth.	Negative	 	<ul style="list-style-type: none"> Strong commitment towards Data Security & Privacy for maintaining business integrity and long term success. Maintaining trust and confidence among customers, employees and stakeholders. Strengthening business integrity and ensuring long-term success.
9	Business Ethics and Regulatory Compliance	Risk Non-compliance and unethical practices can result in fines, licence cancellations and operational restrictions, eroding stakeholder trust and negatively impacting credibility, partnerships and revenue.	Negative	  	<ul style="list-style-type: none"> Upholding ethical conduct to build trust with customers, employees and stakeholders. Adhering to laws and regulations to minimise legal and operational risks. Establishing a governance structure with transparent communication and Board oversight to earn and retain stakeholder confidence.
10	Business Continuity	Risk A lack of strategies for disruptions, such as disasters or cyber attacks, can lead to operational downtime and compromised patient safety without clear protocols.	Negative		<ul style="list-style-type: none"> Ensuring essential functions are maintained during and after a crisis to minimise disruptions. Protecting assets, reputation and stakeholder relationships by demonstrating resilience and preparedness.
14	Anti-Bribery & Anti-Corruption	Risk Unethical actions tarnish stakeholders' trust, damage reputation and compromise care quality, resulting in poor service delivery and loss of customers.	Negative		<ul style="list-style-type: none"> Upholding high standards of integrity, transparency and ethics. Maintaining ethical practices supports continued and sustainable business operations.

Sl. No.	Material Topic	Risk/ Opportunity	Financial Implication	Linked to SDGs	Our Response
17	ESG Risk Management	Risk Any gaps in delivering on ESG commitments can impact business continuity, attract penalties, erode stakeholder trust and damage reputation.	Negative		<ul style="list-style-type: none"> Proactively managing ESG risks to avoid financial losses from environmental damage and noncompliance. Strengthening reputation and attracting stakeholders who prioritise sustainability and ethics.
18	Supply Chain Management	Risk Ineffective supply chain management may lead to sourcing disruptions, delays, higher costs and critical stock shortages, impacting patient care.	Negative	  	<ul style="list-style-type: none"> Scaling operational efficiency to provide the best services for patients. Maintaining seamless material and information flow across the value chain to optimise inventory, reduce procurement time and strengthen supplier relationships.
20	Transparency	Risk Lack of transparency in patient care, financial practices or operations can invite regulatory scrutiny and impact patient outcomes due to the sharing of inaccurate information.	Negative	 	<ul style="list-style-type: none"> Building trust and credibility with stakeholders through open communication. Reinforcing relationships, fostering collaboration and encouraging constructive feedback for improved performance. Upholding accountability, integrity and accurate disclosures to ensure patient well-being and retain stakeholder trust.

Our Sustainability Framework



Healing Planet Healing People

- Transition to renewable energy in hospitals and reduce carbon footprint
- Manage biomedical waste responsibly and reduce landfill dependence
- Water stewardship through recycling, efficient usage and rainwater harvesting
- Green building certifications and energy-efficient infrastructure
- Sustainable procurement of medical equipment and supplies



Safe Inclusive Caring Communities

- **Patient safety as a non-negotiable:** zero harm culture, strict infection control, quality accreditations
- **Strengthen inclusivity:** gender equity in workforce, accessible care for differently abled and marginalised groups
- **Employee well-being:** mental health programmes, training, fair wages, and safe working conditions
- **Community health outreach:** preventive care, rural health initiatives, vaccination drives
- **Focus on affordability and ethical pricing:** to expand access to quality healthcare



Trust Through Transparency

- Ethical clinical practices, patient consent, and zero tolerance or malpractice
- Strong board oversight of ESG and risk management
- Transparent disclosures aligned with global standards (GRI, IFRS, SEBI BRSR, SASB, MSCI, DJSI)
- Cybersecurity and data privacy safeguards for patient records
- Responsible taxation, anti-bribery, and compliance with national/global standards




Care Reinvented Through Innovation

- Leverage AI, telemedicine, and digital health platforms to improve patient care
- Use predictive analytics for disease prevention and operational efficiency
- Enhance electronic health records for seamless, safe, and patient-centric experience
- Innovation hubs for sustainable healthcare solutions (low energy equipment, smart diagnostics)
- Collaborations with start-ups and academia for future-ready healthcare models


Sustainability Goals & Commitments

Max Healthcare views sustainability as a continuous journey and has established specific ESG commitments, goals, and targets with defined timelines, using FY 2015-16 as the baseline and setting key targets for FY 2024-25. These goals span environmental stewardship, patient safety, community engagement, and governance.

Scope 1 & 2 Emissions Reduction 

Commitment
Reduction in emission intensity by **60%** from baseline year FY 2015-16

Progress as of FY 2024-25
~**28%** reduction in emissions intensity (kg CO₂e/OBD) compared to baseline year FY 2015-16

Scope 3 Emissions Assessment 


Commitment
Identify and map relevant categories; engage stakeholders

Progress as of FY 2024-25
Groundwork completed: categories identified, data mapping initiated, stakeholder engagement underway; disclosures to be included in future reports

Renewable Energy Utilisation 


Commitment
Achieve **60%** usage of renewable energy sources

Progress as of FY 2024-25
~**21%** contribution from renewable energy sources

Freshwater Consumption Intensity 


Commitment
Reduction in freshwater consumption intensity (kL/OBD) by **45%**

Progress as of FY 2024-25
~**31%** reduction per occupied bed day against baseline year FY 2015-16

Water Neutrality 

Commitment
100% water neutrality by FY 2024-25

Progress as of FY 2024-25
Achieved 57.2% of water neutrality

Waste Generation intensity (kg/OBD) 

Commitment
5% reduction in kg/OBD as compared to baseline year FY 2021-22

Progress as of FY 2024-25
11% reduction in kg/OBD as compared to baseline year FY 2021-22

Patient Safety Excellence 

Commitment
'Chasing Zero' safety incidents

Progress as of FY 2024-25
Near-Zero safety incidents maintained

R&D for Sustainability 

Commitment
Allocate **≥20%** of R&D toward environmental and social performance

Progress as of FY 2024-25
Achieved **20%** of R&D efforts directed toward sustainable technologies and processes

Community Outreach & Health Education 

Commitment
Expand impact through **CSR initiatives**

Progress as of FY 2024-25
Over **14,500** individuals benefited

ISO 14001:2015 Implementation 

Commitment
Implement Environmental Management System (EMS) across all super specialty hospitals

Progress as of FY 2024-25
EMS implemented in 12 hospitals; newly acquired/commissioned facilities progress toward integration

ISO 27001 Certification 

Commitment
Strengthen information security and data privacy

Progress as of FY 2024-25
Certification achieved

Governance & Ethics

At Max Healthcare, governance is the foundation of our commitment to ethical, transparent and responsible value creation. We believe that strong governance safeguards stakeholder trust, drives sustainable growth and ensures that our purpose to deliver quality healthcare responsibly remains central to our operations.

Material Topic Addressed

- Business Ethics and Regulatory Compliance
- Anti-Bribery and Anti-Corruption
- Data Security and Privacy
- Human Rights & Labour Management
- Transparency

GRI Linkages

GRI 2, 205, 206, 307, 418, 419

SDG Contributions

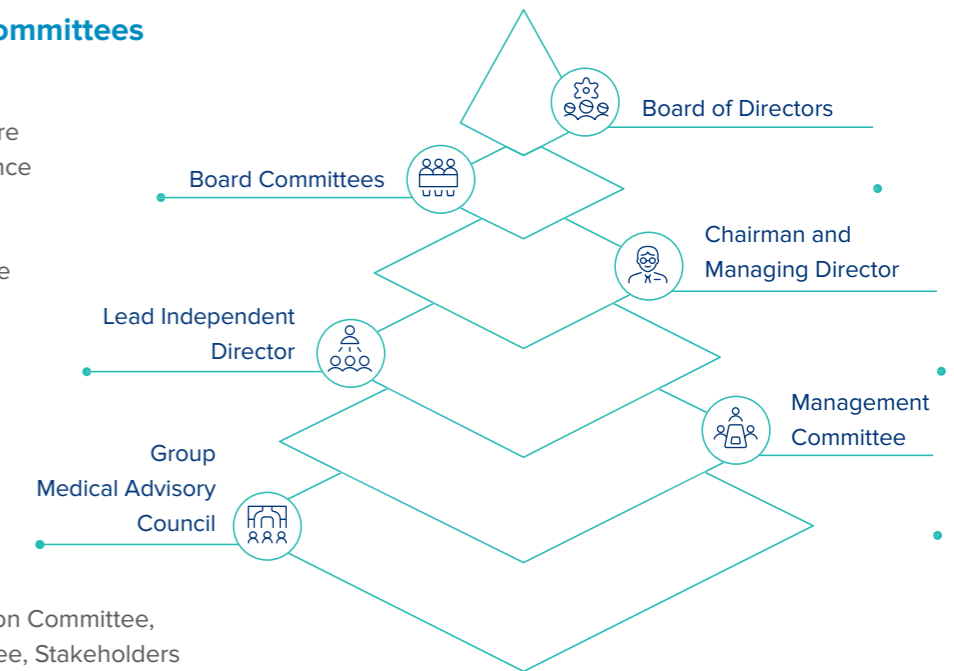


Board Structure & ESG Governance Mechanisms

Our Board of Directors provide strategic guidance and robust oversight across all aspects of the business, encompassing financial performance, operational excellence, and environmental and social impacts. The Board comprises eight Directors, including one Executive Director, two Non-Executive Directors, and five Independent Directors, among whom is one Independent Woman Director. The Board's leadership ensures that Max Healthcare's purpose and long-term vision are translated into responsible actions that build resilience and foster stakeholder trust.

Governance Framework and Committees

To uphold a culture of accountability and effective decision-making, Max Healthcare operates through a multi-tiered governance framework that cascades from the Board to senior management across operating hospitals. The Board has established nine committees - five statutory and four non-statutory - to oversee specialised areas. Each committee functions under a defined charter that outlines its scope, authority, and responsibilities, ensuring comprehensive coverage of all governance dimensions.

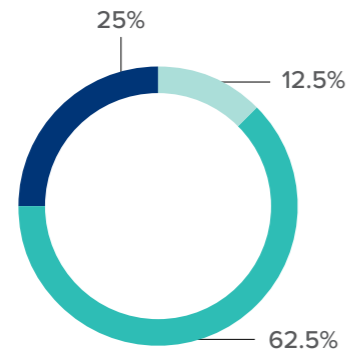


These committees include the Audit Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee, Stakeholders Relationship Committee, Risk Management Committee, IT Strategy Committee, ESG and Sustainability Committee, Renewable Energy Investment Committee, and Debenture Committee. Collectively, they provide structured oversight of our strategic, financial, operational, and sustainability objectives.

Complementing the Board's strategic oversight, the Management Committee and Group Medical Advisory Council play key roles in operational execution and adherence to ethical medical practices. Together, these bodies ensure that our governance system remains dynamic, transparent, and aligned with global best practices.

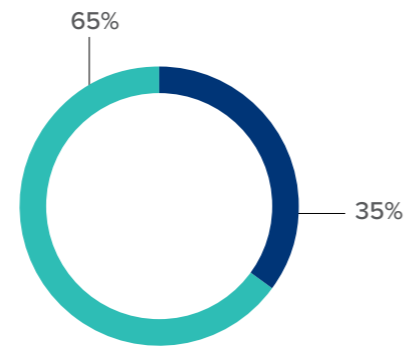
Board Demographics

Category wise - Percentage of total number of Directors



- Executive Director
- Independent Directors
- Non-Executive Directors

Band wise - Tenure of Board of Directors



- Up to 5 years
- 5-10 years

87.5%

Non-Executive Directors including Independent Directors on the Board

~3.28 Years

Average Tenure of our Independent Directors

~3.33 Years

Average Tenure of our Board members

Category	FY 2024-25	
	Male	Female
Board	7	1
KMPs	3	0



Governance Excellence

IIAS Award

We were recognised as a Next Leader in the Indian Corporate Governance Scorecard assessment by Institutional Investor Advisory Services India Limited (IIAS). This recognition places us among the top 20 companies within the S&P BSE 100 Index for corporate governance excellence.

100% Board Participation in Strategy Session

All Directors attended the Strategy Session held on November 6, 2024, in Dubai. The session focused on the organisation's growth strategy, advancements in healthcare technology and digital transformation, clinical developments in academics and research, patient care excellence, best practices, and the adoption of emerging medical technologies and digital healthcare innovations.

12 Awareness Sessions on Prohibition of Insider Trading

The Company conducted twelve Awareness Sessions for all designated persons, led by a subject matter expert, to enhance understanding of the SEBI (Prohibition of Insider Trading) Regulations, 2015.

Sustainability Governance

Max Healthcare has established a strong sustainability governance framework that embeds Environmental, Social, and Governance (ESG) principles into its strategy, culture, and operations. The Board of Directors provides overall oversight and ensures that sustainability objectives are aligned with the Company's long-term business goals and stakeholder expectations. The framework drives accountability, transparency, and compliance with SEBI's Business Responsibility and Sustainability Reporting (BRSR) framework and other leading sustainability standards.



ESG and Sustainability Committee

- The ESG and Sustainability Committee, supported by the ESG and Sustainability Management Council comprising members of the Company's senior leadership, drives Max Healthcare's sustainability agenda under the guidance of the Board.
- The Committee defines the ESG vision and goals, oversees their implementation, and ensures compliance with statutory and voluntary sustainability commitments. It monitors progress against defined targets and manages material ESG risks, including climate change, decarbonisation, energy and water efficiency, waste management, human rights, and data privacy.
- The Committee also reviews and recommends the Business Responsibility and Sustainability Report for Board approval and ensures alignment with national and global ESG frameworks and indices.
- The Committee convenes at least once annually and periodically reviews its Charter to ensure relevance to evolving laws, SEBI regulations, and sustainability best practice.



ESG and Sustainability Management Council

The ESG and Sustainability Management Council, comprising senior leaders from key business functions, supports the Committee in executing the Company's sustainability strategy. The Council translates strategic priorities into measurable actions and Key Performance Indicators; monitors progress and ensures coordination across departments. It focuses on embedding sustainability into operations through initiatives related to energy optimisation, renewable energy sourcing, waste reduction, stakeholder engagement, supply chain ethics, and governance transparency. The Council also ensures that ESG risks and opportunities are systematically identified, managed, and communicated across the organisation.

Departmental Integration

Sustainability at Max Healthcare is embedded at the departmental level, where each function implements defined ESG targets and ensures compliance with environmental, social, and governance standards. Departments are responsible for tracking performance, reporting outcomes to the Management Council, and incorporating ESG considerations into daily decision-making, patient care, and community initiatives.

Accountability and Continuous Improvement

Through the leadership of the Board, ESG and Sustainability Committee, and ESG and Sustainability Management Council, Max Healthcare ensures disciplined, transparent, and forward-looking sustainability governance. Regular reviews, risk assessments, and disclosures reinforce the Company's commitment to responsible growth, measurable impact, and long-term value creation, positioning it as a leader in sustainable and ethical healthcare.

Business Ethics & Regulatory Compliance

Doing what is right is non-negotiable for us. Our commitment to ethics and compliance defines how we operate, shaping decisions that uphold trust, protect our licence to serve, and reinforce our purpose of delivering care with integrity and accountability.

Ethical conduct and full regulatory compliance are material to our performance and trust. We understand that any lapse in these areas can lead to fines, licence cancellations, operational restrictions, or loss of confidence among our stakeholders. To prevent such risks, we hold ourselves to the highest standards of integrity, follow all applicable laws and regulations, and maintain strong governance with open communication and active Board oversight. These practices are woven into our daily operations and guide every decision we make, helping us protect our licence to operate and uphold credibility in every interaction.

Key Components of Our Ethics and Regulatory Compliance Framework



Code of Conduct

Defines principles of integrity, fairness, confidentiality, and non-discrimination to guide responsible decisions.



Corporate Governance

Ensures accountability and ethical oversight through active Board and committee engagement.



Compliance with Laws and Regulations

Defines principles of integrity, fairness, confidentiality, and non-discrimination to guide responsible decisions.



Sustainability in Action

Aligns ethical practices with ESG goals, promoting responsible resource use and equitable healthcare access.



Training and Awareness

Builds awareness through regular training on ethics, compliance, and responsible conduct.

Policies

We have established a robust set of policies that guide ethical and responsible behaviour across all our operations. These policies define clear standards for governance, compliance, environmental sustainability, employee welfare, responsible sourcing, data protection, and stakeholder engagement.

Anti-Bribery and Anti-Corruption Policy	Internal Audit Charter	Related Party Transactions Policy
Code of Conduct for Directors and Senior Management	Investor Grievance Redressal Policy	Risk Management Policy & Guidance note on Risk Appetite
Code of Conduct for Employees	Max Healthcare Group – Tax Strategy	Silent Period Policy
Code of Conduct to regulate, monitor and report trading by Designated Persons	Nomination, Remuneration and Board Diversity Policy	Staff Health and Safety Programme
Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information	Policy for Determining Material Subsidiary	Stakeholder Engagement Policy
Corporate Social Responsibility Policy	Policy for Preservation of Documents and Archival of Documents	Supplier's Code of Conduct
Dividend Distribution Policy	Policy on Determination of Materiality of Events or Information	Sustainability and Climate Change Policy
Equal Employment Opportunity Policy	Policy on Independence of Statutory Auditors/ Provision of Non-audit Services by Statutory Audit Firm & related matters	Sustainable Sourcing Policy
Environmental Policy	Preferential Procurement Policy	Whistle Blower Policy
Familiarisation Programme for Independent Directors	Prevention of Sexual Harassment Policy	
Human Rights Policy	Privacy Policy	

Max Healthcare's policies are accessible at: <https://www.maxhealthcare.in/investors/corporategovernance/policies-and-other-documents>

Ensuring Compliance at Every Step

We take a proactive approach to compliance, continuously reviewing our systems to ensure they remain strong and effective. Regular risk assessments guide our audit plans, which cover areas such as billing and coding, privacy and data protection, vendor integrity, clinical governance, and competition law. Findings and actions are closely monitored and reviewed by management and the Board to ensure timely resolution and continuous improvement. Regulatory inspections and engagements are handled transparently, with central coordination and local support to ensure consistency and accountability. Our disclosures align with global frameworks such as the GRI Standards, SASB Health Care Delivery metrics, and MSCI themes on ethics, privacy, and governance, reflecting our commitment to transparency and responsible business conduct.

Anti-Bribery & Anti-Corruption

At Max Healthcare, we uphold zero tolerance for bribery and corruption. Any lapse undermines patient trust and jeopardizes our licence to operate. Our commitment is anchored in a comprehensive Anti-Bribery and Anti-Corruption (ABAC) Policy, supported by Board oversight and leadership accountability across all healthcare facilities.

The ABAC Policy applies to all individuals acting on behalf of Max Healthcare, including Directors, Key Managerial Personnel, employees, consultants, contractors, and third parties, and strictly prohibits improper payments or the offering of undue advantages to any person, including public officials, to influence decisions or obtain business benefits. Non-compliance attracts disciplinary action, including termination of employment or contracts, and any fines or penalties arising from violations are not reimbursed under any circumstances. These requirements are reinforced through the Employee Code of Conduct and Supplier Code of Conduct, embedding ethical conduct and transparency across our operations. Mandatory Code of Conduct training is provided to all employees, including outsourced personnel, and forms an integral part of contractual agreements for outsourced staff.



Governance Oversight

The Ethics and Compliance Committee monitors adherence, investigates allegations, and reports directly to the Board of Directors. Anti-corruption and ethical conduct training is mandatory for employees, KMPs and Board members. In FY 2024-25, 100% of relevant personnel completed training, and no incidents of corruption or bribery were reported.

We maintain continuous vigilance through mandatory disclosures, periodic risk assessments, and random audits. Employees and third parties are required to report any suspected violation through secure reporting channels.



Whistleblower Mechanism

The Whistleblower Policy complements the ABAC framework by providing confidential and accessible channels, including anonymous reporting, for employees, directors, KMPs, partners, vendors, consultants, customers, auditors, and other stakeholders to raise concerns. All disclosures are received by a designated official and reviewed under the oversight of the Ethics and Compliance Committee, with escalation to the Audit Committee or the Board, as required. Contact details of the Audit Committee Chair and the Head of Internal Audit are prominently displayed across facilities and published on the corporate website to enable unrestricted access.

Awareness of the whistleblower mechanism is reinforced through induction and periodic refresher sessions, with employees confirming familiarity with reporting channels and the ability to contact the Audit Committee Chair. Policy updates are published on the website within two days of approval. The framework protects bona fide whistleblowers from retaliation or victimisation while discouraging frivolous or malicious complaints.

Data Security and Privacy

Max Healthcare prioritises the protection of patient and stakeholder data through a comprehensive privacy and cybersecurity framework that integrates strong governance, regulatory compliance, and cutting-edge technology.



Our cybersecurity architecture spans seven key domains which are Network, Endpoint, Governance, Digital Applications, Advanced Fraud, Identity & Access Management, and Data Protection, all supported by an integrated Security Intelligence Core for real-time monitoring and incident response. The framework is designed to protect enterprise-wide systems, clinical applications, and patient information across all operations.

To mitigate evolving threats, we deploy advanced security tools such as Web Application Firewalls (WAF), Privileged Identity Management (PIM), and Security Operations Centres (SOC) for continuous monitoring. Complementary measures like Patch Management, Data Backup Management, and comprehensive incident response and recovery plans enhance resilience and ensure operational continuity during potential cyber incidents or natural disruptions.

Cybersecurity and data protection are overseen by the Board-constituted IT Strategy Committee, which provides strategic direction on technology

adoption, cybersecurity preparedness, and IT risk management as outlined in its Charter. A Chief Information Security Officer (CISO) leads operational implementation and audits under the Information Security Policy and Incident Management Policy. In alignment with the Data Protection Bill, the role of Data Protection Officer (DPO) is being introduced or merged with the CISO function to further strengthen Governance, Risk, and Compliance (GRC).

Employee awareness remains a critical pillar of cybersecurity readiness. Regular mandatory training and simulation sessions are conducted for all the employees covering topics such as phishing prevention, password security, and incident reporting. These programmes cultivate a culture of vigilance and accountability across the organisation.

Cyber Fraud Prevention and Risk Coverage

The organisation has strengthened its cyber fraud prevention framework

through the implementation of multifactor authentication, enhanced privileged access controls, and real-time anomaly detection systems. These measures significantly reduce exposure to risks such as phishing attempts, identity theft, and other emerging cyber threats.

Policies and Compliance

Strong internal controls are supported by the Information Security Policy, Incident Management Policy, and Data Security Policy, all of which ensure compliance with industry standards and regulatory requirements. Regular audits and risk assessments are conducted to identify and address potential vulnerabilities, enabling the organisation to remain agile amid evolving security threats. A comprehensive Business Continuity and Disaster Recovery Plan further minimise operational downtime during disruptions, ensuring that patient care and critical services remain uninterrupted.

In addition, our publicly available App Privacy Policy outlines how personal information collected through our mobile applications is managed. It specifies the processes for data collection, storage, usage, and protection in accordance with relevant privacy regulations. The policy promotes transparency by maintaining robust security measures, and affirming user rights to access, correct, or delete their personal information. The App Privacy Policy can be accessed [\[here\]](#).

During FY 2024-25, Max Healthcare reported zero incidents of data breaches for our patients, reflecting the effectiveness of its governance, technology safeguards, and awareness initiatives.

Furthermore, our Website Privacy Policy reinforces this commitment by setting out how personal data shared through our website is securely handled. It describes the application of advanced security technologies, confidentiality measures, and user consent protocols to prevent unauthorised access or disclosure. The policy ensures that personal data is not shared with third parties without explicit consent, and users retain full control over the information they provide. It applies across all business units within the organisation. The Website Privacy Policy can be accessed [\[here\]](#).

Internal policies governing data encryption, access control, and incident response are made accessible to all employees, thereby promoting consistent awareness and accountability. All third-party agreements incorporate explicit data privacy provisions that prohibit the sharing of personal information without the express consent of the user, ensuring that individuals retain full control over their data. The organisation also maintains formal contracts with service providers that define clear requirements for data protection and responsible data processing practices.

Also to strengthen resilience, we maintain cyber risk insurance

policy covering breaches, ransomware, legal liabilities, and reputational loss. It also conducts regular Vulnerability Assessments, Penetration Testing (VAPT), ethical hacking, and bug bounty programmes with independent experts to proactively identify and mitigate potential risks.

In FY 2024-25, there were no monetary losses incurred from legal proceedings related to data security and privacy.

Data Protection Requirements for Suppliers and Business Partners

Max Healthcare extends its data protection and confidentiality standards to all suppliers and business partners through clearly defined requirements and contractual obligations. Suppliers are mandated to safeguard all confidential information shared with them, ensure its use strictly for authorised business purposes, and comply with all applicable data privacy laws. They are prohibited from recording audio or video during meetings, discussions, or site walkthroughs without prior approval, and may not disclose any confidential information to third parties without written consent from the authorised Max Healthcare's representative, such as the Head of Supply Chain or Pharmacy. These expectations reinforce a secure operating environment across the value chain and ensure that data protection responsibilities are upheld beyond organisational boundaries.

Artificial Intelligence Solutions for Cybersecurity

Artificial intelligence (AI) is transforming both clinical outcomes and digital security. In FY 2024-25, Max Healthcare integrated AI-driven solutions to strengthen cybersecurity preparedness and operational efficiency. These include:

- **AI-enabled security analytics** for early detection of cyber threats
- **AI-powered systems** for real-time fraud detection
- **AI-based diagnostic tools** enhancing speed and accuracy in radiology
- **Machine learning applications** improving operational efficiency and resource optimisation
- **Generative AI initiatives** for knowledge management and support systems



DPDPA Compliance and Data Privacy Management

In FY 2024-25, Max Healthcare advanced its compliance journey under the Digital Personal Data Protection Act (DPDPA) by initiating a third-party assessment and subsequently nominating a Data Protection Officer (DPO) to drive organisation-wide accountability for privacy governance.

A comprehensive Data Protection and Privacy Framework is being implemented, covering breach response protocols, lawful data processing, personal data flow mapping, and third-party risk assessments. Additionally, data discovery workshops and a centralised personal data inventory will be established in alignment with the DPDPA's principles of privacy by design and by default.

In FY 2024-25, Max Healthcare made significant progress in strengthening its cybersecurity and data protection systems, aligning with global standards such as NIST, ISO 27001 and India's newly enacted Digital Personal Data Protection Act (DPDPA).



Cyber Fraud Prevention and Risk Mitigation Policies

Max Healthcare has strengthened its cyber fraud prevention framework through multifactor authentication, privileged access controls, and real-time anomaly detection, mitigating risks such as phishing and identity theft.



Awareness and Engagement

Employees undergo regular training on cyber threats, data protection, and reporting protocols, reinforced through internal communications and newsletters to ensure awareness of emerging risks and best practices.



IT and Cybersecurity Governance

The enterprise-wide Information and Cybersecurity Programme is governed by the Information System Security Committee, overseeing strategic decisions, risk assessments, and audits. Governance is further supported by the GRC framework and CIA and FAIR models, enabling accurate cyber risk quantification and ensuring business continuity.

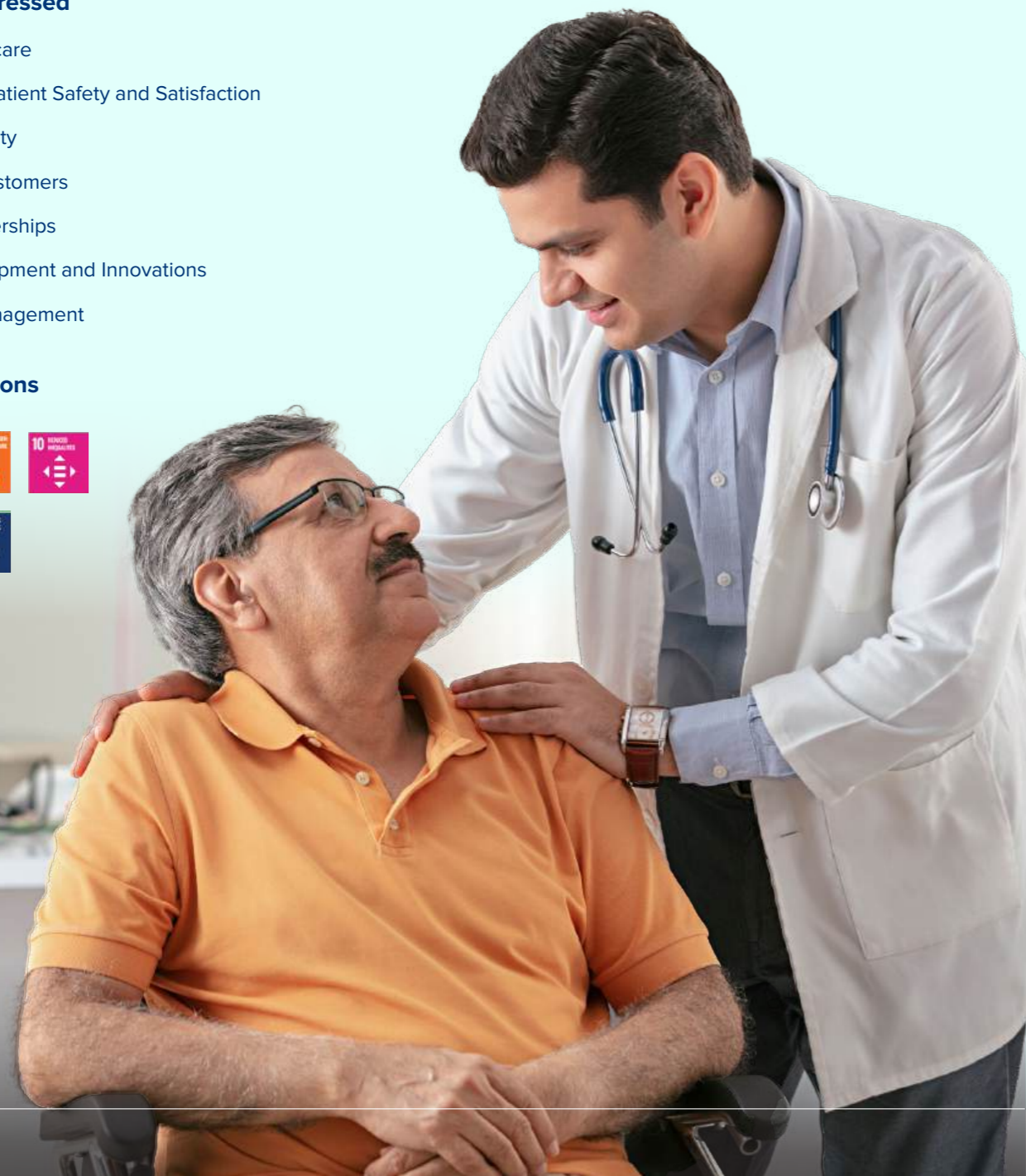
Delivering Sustainable and Inclusive Healthcare

Max Healthcare is shaping a healthcare system that delivers quality, trust, and reach in equal measure. Our focus is to expand access, enhance clinical standards, and ensure every patient receives care that is safe, timely, and informed. We continue to invest in research, innovation, and responsible sourcing to strengthen the foundation of our services and support better outcomes across communities. This chapter presents how we are advancing inclusive care, elevating patient experience, empowering customers with information, driving scientific progress, and building a resilient supply chain for the future.

Material Topic Addressed

- Access to Healthcare
- Service Quality, Patient Safety and Satisfaction
- Business Continuity
- Information to Customers
- Healthcare Partnerships
- Research, Development and Innovations
- Supply Chain Management

UN SDG Contributions



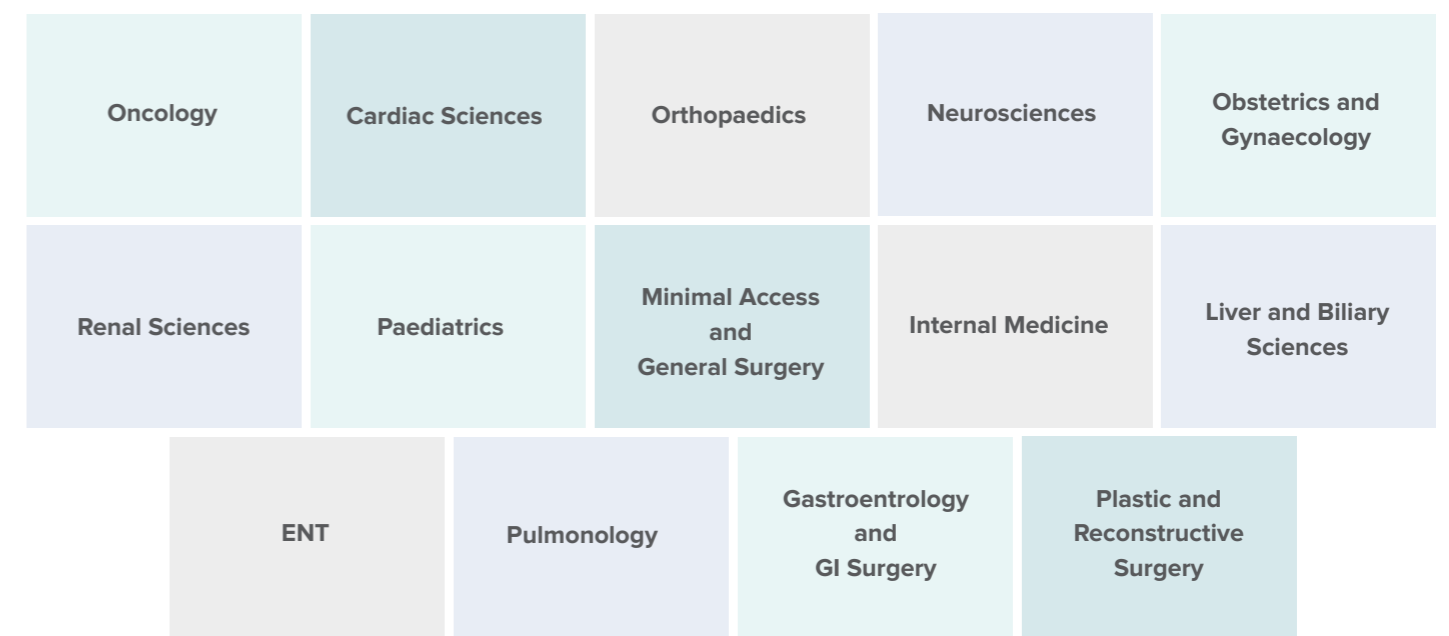
Access to Healthcare

At Max Healthcare, we take immense pride in being recognised as one of India's most trusted and preferred healthcare providers. Our hospitals are staffed by highly skilled and experienced medical professionals, including doctors, nurses, paramedics, and support teams, all united by a shared commitment to delivering compassionate and high-quality care.

Our Clinical Excellence Team

At Max Healthcare, we deliver world-class care through a combination of clinical expertise, advanced infrastructure, and a commitment to excellence. Our hospitals are equipped with cutting-edge surgical platforms and high-end imaging and navigation tools that enable precision and safety across a wide range of procedures. We have successfully performed over **12,670 neurosurgeries**, approximately **14,800 oncology surgeries**, and more than **6,600 robotic procedures**, a testament to our capability in handling complex cases with consistency and care.

Through continuous innovation and a patient-first approach, we remain one of India's most trusted healthcare providers-delivering care that is not only technologically advanced but deeply human.



Expanding Our Reach

Max Healthcare continues to strengthen its legacy of excellence by expanding infrastructure, capacity, and service capabilities to meet India's growing healthcare needs. FY 2024-25 was a transformative year marked by strategic investments, operational milestones, and the extension of high-quality care to new geographies.

Pan-India Expansion Strategy

During the year, Max Healthcare operationalised its first asset-light greenfield hospital in Dwarka, a 303-bed facility designed to deliver scalable, world-class care. The Company also accelerated its growth through strategic acquisitions in Lucknow, Nagpur, and Noida, unlocking significant opportunities for brownfield development and regional consolidation. These expansions extended our footprint into emerging metros and underserved Tier-II cities, enabling more people to access our trusted care network.

Our expansion efforts also contributed significantly to Max@Home's revenue growth, generating ₹11.17 Crore during the reporting period indicating a strong indicator of the return on investment and scalability of our strategy. Each new addition strengthens Max Healthcare's mission of making quality healthcare more accessible and affordable across India.

Strengthening Existing Hospital Network

We have proposed enhancing capacity across key facilities, including Mohali, Mumbai, Saket, Patparganj (Nirogi), Lucknow, Nagpur, Dwarka, Vaishali, and Noida, ensuring improved accessibility and operational efficiency. These capacity augmentations not only expand patient reach but also enhance service quality through upgraded infrastructure and clinical capabilities.

Development of New Facilities

Our development pipeline reflects a balance of growth and innovation. Construction of a new greenfield hospital in Gurugram (Sector 56) is underway, alongside plans for asset-light, built-to-suit hospitals in Zirakpur (Mohali), Thane, and Pitampura. Additionally, brownfield expansions across multiple cities (Mohali, Mumbai, Saket, Patparganj (Nirogi), Lucknow, Nagpur, Dwarka, Vaishali, Noida) are strengthening our regional presence and aligning capacity with rising patient demand.

Redefining Patient Care in India

Max@Home and Max Lab, Max Healthcare's capital-light healthcare initiatives, are redefining how care is delivered across India. Together, they bring hospital-level treatment and advanced diagnostic services directly to patients' homes, combining medical excellence with accessibility and comfort. By extending quality care beyond hospital walls, these platforms ensure continuity, convenience, and trust—empowering patients to receive world-class healthcare where they feel most at ease.

Max@Home: Extending Patient Care at Home

Operating across 15 cities, Max@Home offers a wide spectrum of 15 specialised services, including physiotherapy, rehabilitation, step-down ICU setups, diagnostics, and medical rooms in corporate and school environments—ensuring accessible, high-quality care tailored to diverse patient needs.

With over 3,400 unique daily transactions, Max@Home is guided by a mission to help individuals lead independent and dignified lives through compassionate, reliable, and

multidisciplinary care. Accredited by the Quality & Accreditation Institute (ISQua member), the platform ensures continuity, convenience, and comfort without compromising clinical standards, setting a benchmark in out-of-hospital care delivery.

During the reporting year, Max@Home focused on expanding its reach, diversifying its service portfolio, and advancing patient-centric innovations. These efforts strengthened accessibility, enhanced the quality of care, and delivered strong growth in both operational performance and patient outcomes.



Stream Task - PIDGE Integration

We have streamlined transport task management across Max@Home locations through the integration of the PIDGE platform, which enables digital creation and tracking of tasks involving the movement of pharmacy items, medical equipment, administrative materials, and staff.

With features such as route tracking, utilisation data, and real-time monitoring, the system has delivered a 17% reduction in operational costs while significantly improving delivery efficiency. Notably, we have achieved 90% on-time performance, live movement tracking, and digital proof of delivery, enhancing both service reliability and the overall delivery experience.

Strengthening Out-of-Hospital Care

We have strengthened our 'Out-of-Hospital' care portfolio at Max@Home by expanding services such as physiotherapy, diagnostics, long-term care, and neuro rehabilitation. This growth was supported by the introduction of bundled offerings and clinically tailored protocols designed specifically for chronic care and recovery. This vertical continues to be a strong contributor to both revenue generation and the enhancement of brand trust, reflecting our commitment to delivering comprehensive and patient-centric healthcare beyond traditional hospital settings.

CareKonnnect

To strengthen operational efficiency and enhance patient-centric care, Max@Home launched the CareKonnnect project in May 2024 as a phased digital transformation initiative aimed at unifying and optimising home healthcare operations. The platform automates workflows and centralises data, improving lead and revenue management, ensuring accurate billing, enhancing clinical documentation, and streamlining staff scheduling.

Previously, dependence on manual data entry and fragmented systems often resulted in delays, inconsistencies, and limited visibility into patient information and staff

availability, particularly for long-stay patients. CareKonnnect addresses these challenges through an integrated, data-driven approach that enables faster, more accurate, and scalable home care delivery.

ABG@Home

We deliver ABG@Home, our at-home Arterial Blood Gas (ABG) testing service for Critical Care Nursing patients across Delhi/NCR. Using a portable Abbott i-STAT device, we conduct a full ABG panel (pH, PaO₂, PaCO₂, HCO₃, O₂ saturation, etc.) alongside select cardiac markers (Troponin I, CK-MB, BNP) at the patient's residence, generate reports on-site, and complete each visit in approximately 20-25 minutes. By minimising avoidable hospital transfers, we enable faster clinical decision-making while improving patient comfort and continuity of care. Launched in August 2024, the service has expanded from 10 tests initially to a peak of 32 tests per month, achieving ₹6.055 Lakh in revenue by March 2025.

Max MyHealth App

We scaled the Max MyHealth app to widen access and improve digital care journeys by expanding serviceable PIN codes, particularly for pathology and homecare, introducing a direct call feature for rapid assistance, adding more homecare services, and optimising in-app search while increasing installations through targeted digital campaigns. As a result, revenue generated via the app rose from ₹1.96 Crore in April 2024 to ₹5.72 Crore in March 2025, with ₹67 Lakh attributable to the new call functionality and ₹19 Lakh from added homecare services. Together, these enhancements delivered a 2.9X uplift, improved service discoverability and conversion, and strengthened user engagement.



Transforming Critical Care Nursing (CCN)

We launched the CCN Transformation Programme at the Okhla Nursing Lab (17/04/2024) to strengthen clinical competency, improve patient safety and outcomes, and build capacity using simulation-based training, mock scenarios and standardised protocols. Early results indicate reduced ICU mortality, shorter stays and lower infection rates, with effectiveness tracked via competency evaluations, audits and patient-feedback tools.

Recovery Case

We managed Anjali Tandon (65F), who was admitted to Max Hospital, Gurugram with severely low oxygen saturation and a diagnosis of viral pneumonia, alongside a history of hypothyroidism and recent dengue. She was initiated on continuous BiPAP with minimal oxygen and, once stabilised, we transitioned her to home care under Dr Saagar with round-the-clock monitoring, regular physiotherapy, and close clinical supervision. As recovery progressed, we stopped oxygen, began daytime BiPAP weaning trials, and subsequently discontinued BiPAP entirely. She now maintains normal oxygen saturation without support, ambulates independently, and has resumed daily self-care marking a strong functional recovery, recorded in her video testimonial.

Feedback Mechanism (PDMS)

We implemented our Patient Feedback Management System (PDMS) across Max@Home locations in September 2024 to digitise and streamline feedback covering appreciations and complaints with same-day acknowledgement and an average closure TAT of ~24 hours. By consolidating dashboards and tracking Net Promoter Score and Patient Satisfaction (NPS ~70%, PSAT 77% since implementation in FY 2024-25), we now surface department-level insights, prioritise improvements, and embed learning mechanisms that strengthen decision-making and enhance the overall patient journey.

Max Lab: Extending Diagnostic Excellence Beyond Hospitals



Max Lab has been operational since 2016 and became a wholly owned subsidiary of Max Healthcare in 2021. It extends diagnostic services beyond hospital settings, serving communities across more than 50 cities.

In FY 2024-25, we recorded a revenue of ₹175 Crore, reflecting a 21% YoY growth. With over 45 test processing labs and 1200+ patient collection points, a team of 775+ trained professionals, and 130+ doctors are committed to deliver accurate and timely diagnosis that support effective clinical decision-making.

Max Lab's mission is to deliver accurate, clinically reliable reports - on time, every time through modern infrastructure, automation, and rigorous quality protocols. Backed by expert doctors and a highly trained team, Max Lab ensures safe, hygienic sample collection and uncompromising standards across every lab.

Our Diagnostic Portfolio Includes:

- Routine Testing
- Preventive Health Packages
- Specialised Tests (including transplant, genetic & oncology related tests)

Expansion Strategy

Our expansion strategy focuses on entering new geographies while deepening our presence in existing markets. In the year gone by, we entered 14 new cities through a structured retail and digital footprint and grew our active partner network to 1,200+ facilities.

Max Lab leverages a strong retail and digital channel presence to enhance brand visibility and acquire new customers. Strategic partnerships have further accelerated Max Lab's growth in new regions. The continued growth of its Hospital Lab Management (HLM) services, Pick-Up Points (PUPs) and Patient Collection

Centres (PCCs) is further reinforcing Max Lab's strong market position. Growing the network in existing markets and entering new regions will remain a key focus for Max Lab in the coming years.

Patient Centricity and Technological Advancement

Leveraging digital marketing platform, Max Lab activated home sample collection in 10+ new cities, prioritising preventive health checks and specialised tests via online booking. To enhance efficiency, we launched a dedicated phlebotomist mobile application with real-time tracking, digital payments, integrated patient feedback and seamless data exchange with our central lab information systems. Max Lab also enabled WhatsApp e-commerce and are preparing a patient mobile application for iOS and Android to further improve access and engagement.

Quality Assurance

Max Lab upholds stringent quality standards across its diagnostic operations through a comprehensive framework of internal and external quality assurance measures.

- **Internal Quality Control (IQC):** All Max Labs run multi-level IQC several times in a day to ensure precise results.

- **External Quality Assessment Scheme (EQAS):** Max Lab participates in EQAS programmes with nationally and internationally recognised institutes to ensure accuracy.
- **Max Quality Assurance Programme (MQAP):** Central Lab quality initiative which has participants from both within and outside Max Lab.
- **Inter-Lab Comparison (ILC):** Max Lab participates in ILC programmes with other accredited Labs.

Patient Satisfaction and Feedback

Max Lab remains committed to excellence in pathology testing, with a strong emphasis on patient experience and operational efficiency. With a high on-time home sample collection rate and consistently delivering reports on time, we continue to elevate patient satisfaction. A 24x7 customer feedback and complaint system ensures prompt query resolution, while real-time feedback through WhatsApp and text enables active monitoring of satisfaction levels and quick identification of issues. These insights drive continuous improvement, ensures responsive support and a seamless end-to-end testing experience.

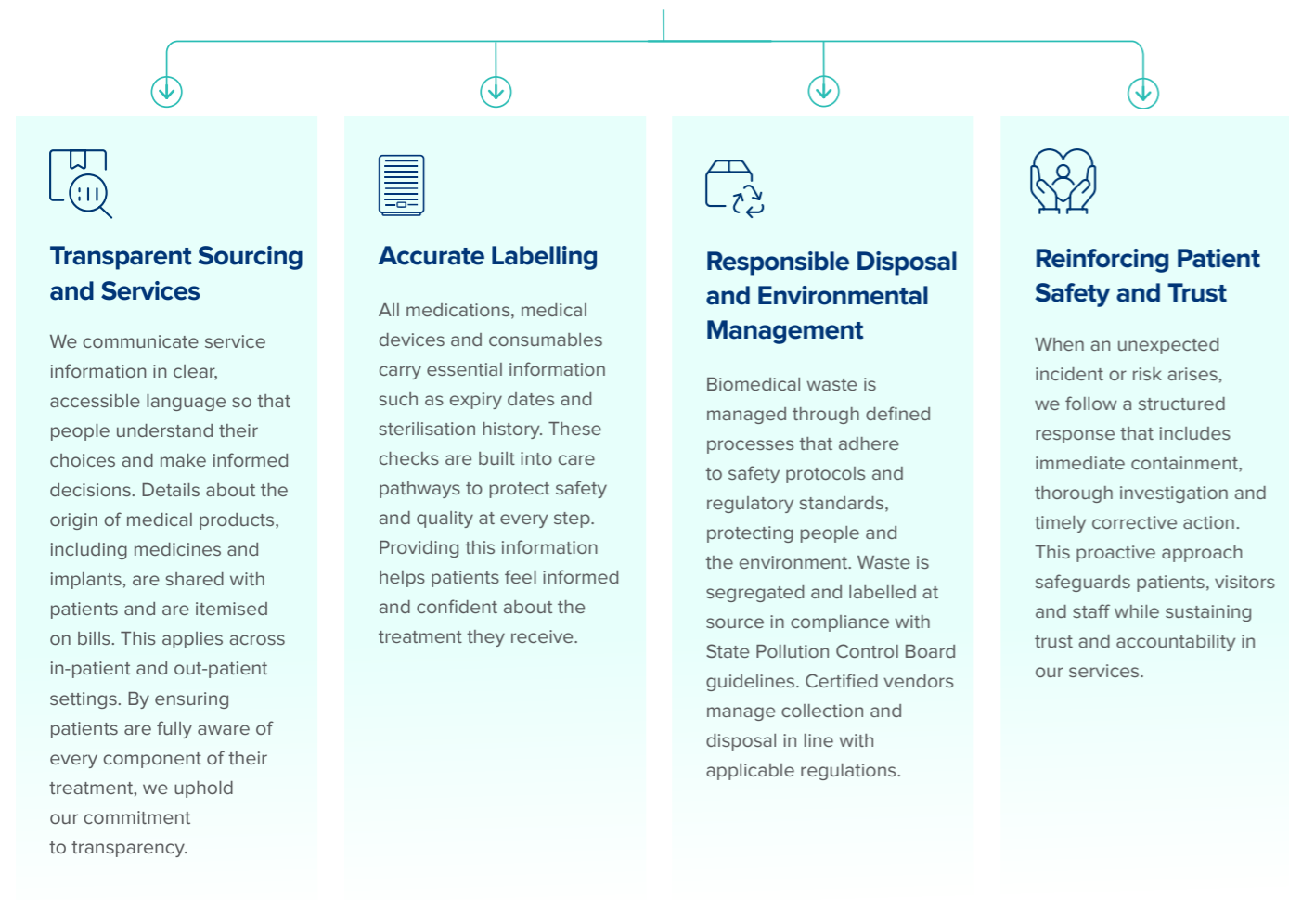
Service Quality, Patient Safety and Satisfaction

Patient-centric care is the cornerstone of our ethos. We place patients at the heart of every clinical and operational decision, from building design for optimal clinical flow and capacity management to personalised treatment planning, so that care remains compassionate and tailored to individual needs and preferences. We implement continuous improvements to deliver a seamless and consistent experience at every stage of the patient journey, ensuring timely and effective care while reinforcing our reputation as a trusted and reliable healthcare provider.

Elevating Patient Experience with Seamless Service

We prioritise patient safety and service quality, ensuring that patients and their families feel heard, respected, and supported. This commitment reduces risk, strengthens trust, and delivers consistent experiences across every touchpoint, driving satisfaction today and building loyalty for the future.

What Underpins Patient Safety



In FY 2024-25, ~35 Lakh patients received care through Out-Patient Department (OPD) and In-Patient Department (IPD) care, including ~32 Lakh OPD cases and ~2.5 Lakh IPD cases.

Comprehensive staff training underpins all patient safety measures. Annually, 95-100% of employees undergo mandatory induction and periodic refresher sessions on quality and patient safety, with compliance monitored via the Learning & Development system to ensure alignment with accreditation standards.

Max Extended Care Programme (MECP)

We strengthen collaboration with the wider medical community through the Max Extended Care Programme. Regular Continuing Medical Education sessions and Round Table Meets are conducted across multiple specialities, deepening relationships with external doctors and encouraging peer-to-peer learning. These interactions create space for shared learning while aligning external practitioners with evolving standards and best practices in patient care.

The programme also provides a suite of communication tools to keep the community informed and connected. The **MaxScene** shares updates from across our hospital network, including breakthrough cases and knowledge bytes, contributed by our doctors, students, and healthcare professionals. Published quarterly, **The Max Medical Journal** features articles, expert perspectives, and notable research highlights that reflect our ongoing commitment to clinical excellence. **MedInsiders**, a fortnightly digest, curates notable case studies and clinical advancements from within the Max Healthcare network.

We also adhere to the International Patient Safety Goals (IPSG) framework to uphold globally recognised standards in patient safety. This ensures consistent implementation of safety protocols, minimises risks, and reinforces a culture of safe, high-quality care across all facilities.



IPSG 1: Identify Patients Correctly

We verify each patient using two unique identifiers and apply strict checks before diagnostics, procedures, feeding, and medication labelling. This ensures accuracy and prevents misidentification across all care settings.



IPSG 2: Improve Effective Communication

Critical results are reported, read back, and documented promptly. Standardised handover practices strengthen clarity during staff transitions, discharges, and patient transfers, reducing communication-related risks.



IPSG 3: Improve the Safety of High-Alert Medications

High alert medicines and concentrated electrolytes are stored, labelled, and accessed under controlled protocols to minimise errors and ensure safe administration.



IPSG 4: Ensure Safe Surgery

We follow rigorous preoperative verification, site marking, and Time Out and Sign Out practices for every surgical and invasive procedure to enhance safety and prevent avoidable incidents.



IPSG 5: Reduce the Risk of Healthcare Associated Infections

Evidence based hand hygiene protocols, including the five moments and structured cleaning steps, guide our infection prevention efforts and help reduce healthcare associated infections.

Hearing Every Patient, Acting on Every Insight

We treat feedback as a primary driver of improvement. Inputs are captured across outpatient and inpatient interactions, mobile applications, SMS links, social media, website forms and manual channels. A defined pathway logs each item, assigns ownership and timelines, and tracks resolution so that concerns are recorded, reviewed and closed. This discipline helps us identify recurring issues, close service gaps and implement corrective measures that patients can see and feel.

How Feedback Reaches Us

Patients and families can share views at point of care and through digital touchpoints after a visit. Consistent capture and categorisation across channels ensure that no theme is missed when we analyse trends and design fixes.

From Feedback To Action

Every submission moves through a structured process that prioritises safety, responsiveness and transparency. Insights are shared with operational and clinical teams so that learning translates into visible enhancements to service quality and safer care.

Patient Satisfaction Survey

Max Healthcare systematically gathers insights across the patient journey to understand experiences at every touchpoint. Last year, traditional survey methods were used to capture feedback, while in FY 2024-25 we transitioned to the Net Promoter Score (NPS) methodology, a globally recognised standard for measuring patient loyalty and satisfaction.

Our approach goes beyond simple ratings, examining specific service areas such as inpatient care and nursing to identify key drivers and variations across

departments. Findings are compiled into consolidated reports with trend summaries, detailed analysis of service attributes, and snapshots of patient feedback. Real-time access through an online portal, supported by monthly dashboards and detailed reports, enables timely insights that guide continuous improvements in service quality, patient experience, and safety standards.

The Net Promoter Score (NPS) measures brand loyalty and the likelihood of recommending Max Healthcare to others, increased by 8.2%, rising from 59% in FY 2023-24 to ~68% in FY 2024-25.

During the reporting period, there were no instances of medical fraud and, consequently, no monetary losses incurred from legal proceedings associated with such cases.

Number of serious reportable incidents	2
Hospital acquired condition/infection rate rates per hospital	0.71
Number of unplanned readmissions in hospital (Pan MAX)	451

Raising Care Standards through Nursing Excellence

We initiated a systemwide programme to elevate care standards across Saket East, Saket West, and BLK hospitals. Insights from patient feedback revealed recurring challenges in nursing responsiveness, communication, and empathy. Recognising these gaps allowed us to design a focused strategy to transform the inpatient care experience, ensuring it is timely, compassionate, and patient-centred.

The Programme

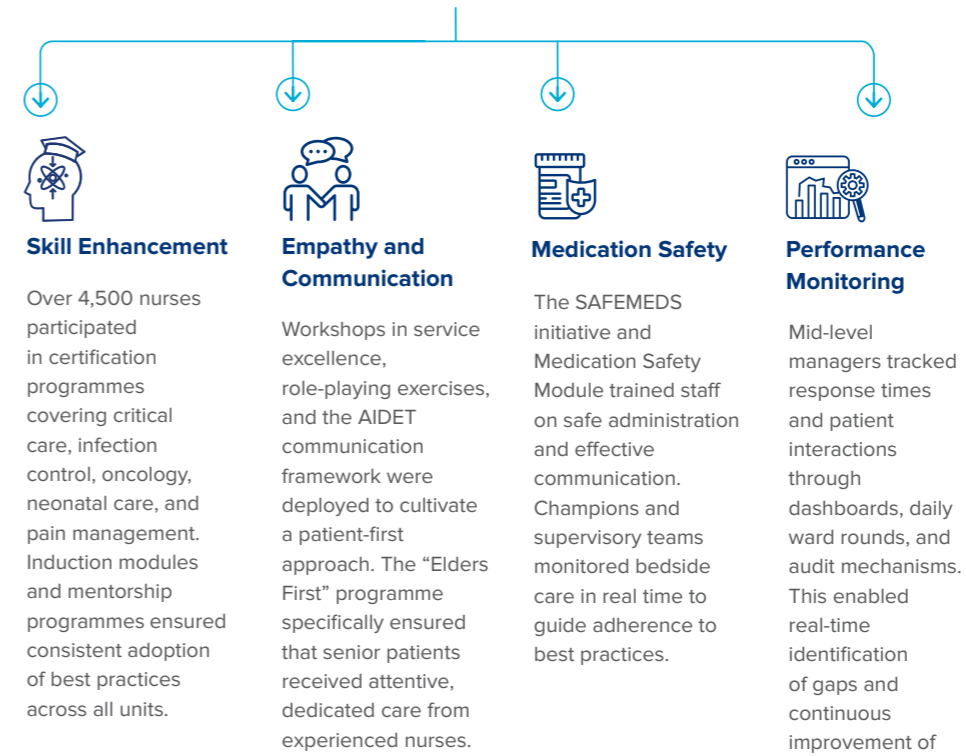
The initiative targeted a reduction in service-related complaints and a measurable improvement in patient satisfaction. It concentrated on three core areas:

- Refining nursing protocols
- Strengthening communication with patients and families
- Embedding a culture of compassionate care

A structured approach was adopted to address persistent concerns. This included ensuring timely responses to patient needs, clear and transparent communication regarding medications and procedures, and fostering courtesy, respect, and empathy across all interactions.

To achieve these objectives, we introduced structured training programmes, continuous skill development, and regular performance assessments. The overarching aim was to achieve a 10 to 20% reduction in complaints and a 5% increase in In-patient satisfaction scores.

Key Initiatives



Outcomes: FY 2024-25

Nursing-related complaints declined by 35% year on year, with reductions of 25% at Saket East, 19% at Saket West, and 12% at BLK. Nursing satisfaction scores rose from 80.5% to 86.9%, despite the implementation of more rigorous evaluation criteria.

Patient satisfaction improved across three critical dimensions:

- Call bell responsiveness increased from **85.8% to 90%**
- Information on medications and procedures improved from **86.6% to 90.5%**
- Courtesy and compassion rose from **87.1% to 91%**

Patients and clinical teams reported marked improvements in bedside communication, empathy, and overall confidence in care. This contributed to a reduction in incidents such as repeated cannulations and other adverse events. Additionally, junior nurses demonstrated increased confidence and competence in their roles. Daily supervision and regular audits ensured sustained adherence to high nursing standards across all hospitals.

During the reporting period, there were **no instances of medical fraud** and, consequently, **no monetary losses incurred** from legal proceedings associated with such cases.



Management of Controlled Substances

We have instituted a comprehensive policy framework to ensure the safe, transparent, and compliant management of Essential Narcotic Drugs (END) and Schedule X drugs across all facilities. The approach is guided by the following key elements:



Comprehensive Documentation

Detailed records are maintained for every transaction involving controlled substances to ensure patient safety, full traceability, and adherence to statutory requirements.



Standardised Policy Framework

A group-wide policy governs the entire lifecycle of controlled substances, including procurement, storage, prescription, indenting, dispensing, administration, disposal of residual quantities, and record-keeping.



Legal and Ethical Compliance

All processes comply with applicable national laws and state-specific regulations, ensuring both patient protection and regulatory integrity.



Licensing Oversight

Valid licences for indoor and outdoor use of controlled substances are maintained and periodically reviewed in accordance with respective State Government requirements.



Secure Storage and Controlled Access

Controlled substances are stored under double lock in marked, segregated areas, accessible only to authorised personnel. Dispensing is limited to authorised clinicians and pharmacists, with system alerts, approvals, and periodic audits ensuring compliance.



Safe Administration, Disposal, and Monitoring

Authorised staff perform independent double checks for safe drug administration. High-risk medications are handled only by qualified personnel. Disposal follows policy to prevent misuse, and regular audits monitor compliance and corrective actions.



Upholding Safety Through Proactive Medication Recall Management

Max Healthcare follows a structured and proactive approach to medication recall to protect patient safety and ensure regulatory compliance. Our recall process is guided by an established Medication Recall Policy, which outlines clear responsibilities, rapid notification protocols, and hospital wide coordination led by the Chief of Pharmacy. Recalls triggered by manufacturers, regulatory authorities, or internal clinical alerts are managed through swift identification, retrieval, quarantine, and safe disposal of affected batches. This system ensures that potentially harmful or defective medications are removed from all care areas in a timely and controlled manner, reinforcing our commitment to preventing patient harm and upholding the highest standards of clinical quality.

Product Recall Case Study: Inj. Vanking 500 mg (Vancomycin)

During routine quality monitoring, repeated instances of colour change were observed in Inj. Vanking 500 mg (Vancomycin), Batch No. 1730013, Expiry: 03/2027. As a precautionary measure to ensure patient safety and maintain regulatory compliance, an immediate recall was initiated. The recall process included stopping dispensing of the affected batch, segregating and quarantining all available stock, and updating the recall entry in the Hospital Information System (HIS) master. A Medication Recall Warning Notice was circulated to all relevant units for reference and action.

Impact

The recall ensured patient safety by proactively preventing potential adverse events, with no incidents reported. It reinforced regulatory compliance by adhering promptly to quality and safety standards. Operationally, all affected stock was quarantined, preventing further dispensing, and the recall was thoroughly documented in the HIS system, ensuring full traceability and audit readiness.

Expanding Access to Healthcare for Economically Weaker Sections

We are dedicated to making quality healthcare accessible to all, particularly to underserved and economically vulnerable communities. Through well-structured programmes that remove financial barriers, we ensure that treatment is never compromised by a patient's income.

Our strategy focuses on effectively managing patients across diverse insurance categories including those with private insurance, those covered under government-sponsored schemes, and uninsured individuals. For the uninsured, we have established robust financial assistance mechanisms and indigent care programmes designed to ensure that inability to pay never prevents access to essential medical services.

These initiatives include no cost or discounted care for patients demonstrating financial hardship, sliding fee schedules, and charitable care programmes in line with our

commitment to inclusive healthcare delivery. Collaborations with government agencies, insurance partners, and charitable organisations further enhance our reach, enabling us to extend affordable, high-quality care to those who need it most.

Across our network, hundreds of thousands of patients have benefited from these initiatives through free or subsidised outpatient and inpatient services. Additionally, regular health camps, community outreach, and preventive awareness drives bring healthcare directly to local communities, promoting early intervention and reducing long-term health disparities.

~3.47 Lakh patients from Economically Weaker Sections were served through OPD and IPD services, accounting for nearly 10% of the total patient base. Multiple health camps and awareness sessions were conducted to promote preventive healthcare and enhance health literacy within underserved communities. A total of ₹210.7 Crore was spent on supporting EWS patient care.



Optimising Hospital Infrastructure for Enhanced Patient Safety and Care

At Max Healthcare, we are committed to creating environments where patient safety and experience are paramount. Our infrastructure investments encompass not only physical capacity but also the integration of advanced technologies and sustainable practices to support high-quality care.

Capacity Expansion and Modernisation

Our multi-year capacity expansion aims to reach approximately 9,500 beds by FY 2027-28 through a combination of brownfield expansions and select greenfield projects. This growth is complemented by significant modernisation efforts in key cities. For instance, the redevelopment of the former Sahara Hospital into Max Super Speciality Hospital in Lucknow involves an investment of around ₹2,500 Crore, enhancing critical capabilities and safety systems in the region.

Designing for Safety and Efficiency

Within our hospitals, infrastructure is meticulously designed to facilitate safe patient flow and rapid clinical escalation. High-end modular operation theatres and a substantial proportion of critical-care beds at hubs such as Saket and Vaishali support sterile workflows, infection control, and timely interventions. Clinical spaces are equipped with evidence-led lighting that balances patient comfort with procedural accuracy, reducing medication and documentation errors, improving visibility, and lowering fall risk.

Emergency pathways and critical equipment benefit from uninterrupted power and redundancies, ensuring patient safety is never compromised.

Acoustic and Ambient Considerations

Recognising the impact of environmental factors on patient recovery, we treat noise as a clinical risk. Continuous decibel monitoring in sensitive areas, including ICUs, NICUs, and recovery rooms, provides real-time alerts and unit-level dashboards. Acoustic design measures, operational practices such as quiet hours and alarm rationalisation, and staff huddles work together to reduce avoidable noise without masking critical clinical signals. Patient feedback on rest and disturbance is reviewed alongside incident data, enabling targeted improvements that protect sleep, reduce stress, and enhance recovery.

Integrated Infrastructure Ecosystem

Taken together, these investments in capacity, tertiary upgrades, procedure-safe facilities, transparent controls, incident readiness, lighting and acoustic design, and digital access form an integrated infrastructure ecosystem. This ecosystem enables safer care, better patient experiences, and consistent service excellence across our network.

Pneumatic Shoots to Enhance Delivery Response

Few Max hospitals use compact, high-speed vertical lift systems to deliver emergency medical supplies such as life-saving drugs or surgical tools from central storage areas to patient care floors within seconds. When a nurse or doctor initiates a request through a digital interface, the store in-charge retrieves the item and dispatches it via a secure lift compartment. The lift travels directly to the designated floor, typically arriving in just 10 seconds, where staff can quickly access the item. This streamlined process ensures rapid response during critical situations, minimises delays, and enhances overall patient care efficiency.

Redefining Patient Comfort and In-Room Patient Journey

We continue to enhance the in-room journey by improving convenience, comfort, and access to essential services.



Entertainment

A unified in-room TV application now consolidates key hospital services, enabling patients to view billing and discharge status, request housekeeping, submit feedback, order meals, and access entertainment through TV channels and OTT platforms. Its intuitive, multilingual interface reduces routine service queries and supports a diverse patient base.

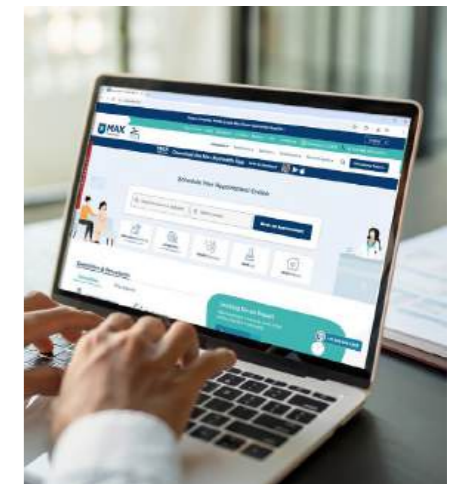


Dining

A QR code-based food and beverage ordering system enables patients, visitors, and attendants to place contactless orders, make digital payments, and avoid queues. Integration with enterprise systems ensures accurate order management, real-time updates, and stronger operational oversight, resulting in a smoother and more responsive patient experience.

The solution has been rolled out in 12 hospitals, with implementation underway at three additional sites.

Strengthening Digital Access to Enhance Customer Engagement



We recognise that accessible and seamless digital experiences are integral to modern healthcare delivery. During FY 2024-25, we undertook a comprehensive digital transformation across all units, aimed at improving online accessibility, patient engagement, and overall experience.

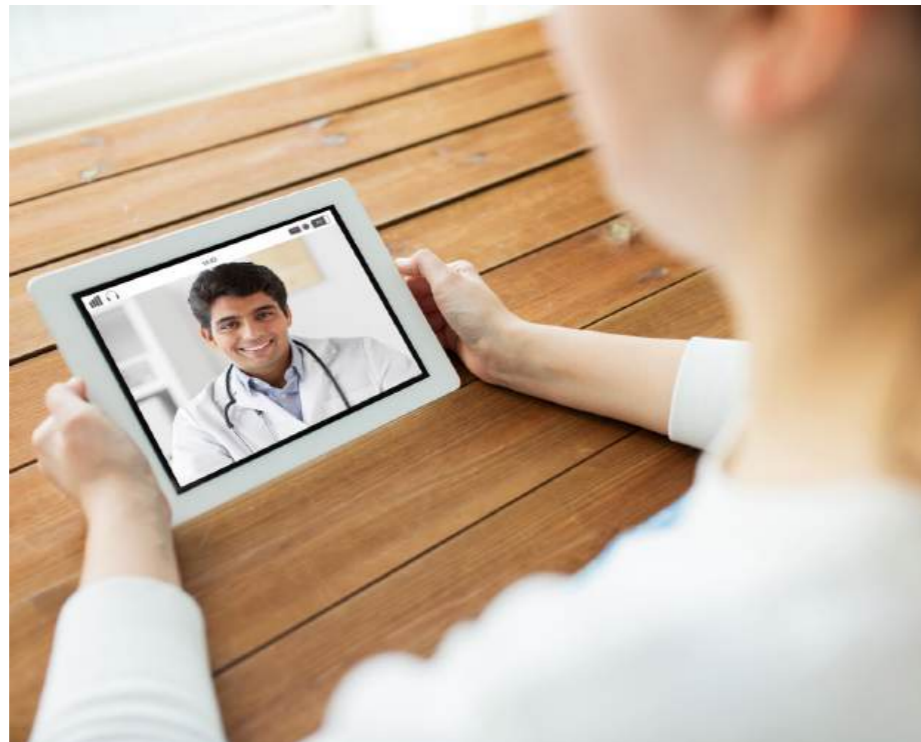
Our website was redesigned to offer intuitive navigation and targeted information tailored to patient needs. To simplify care access, a new appointment booking system was introduced, enabling faster scheduling and reducing administrative delays. Communication campaigns were refined with clearer messaging and multilingual content in Hindi and Bangla was added, ensuring effective engagement with diverse patient communities.

Strategic partnerships with aggregator platforms expanded our reach and created new revenue opportunities, while upgrades to CRM systems strengthened follow-ups and engagement with both new and returning patients. Enhancements to investor communications through a refreshed digital interface ensured regulatory compliance while improving transparency and accessibility.

Looking ahead, we are exploring AI-driven personalisation in patient communication and leveraging predictive analytics to optimise campaign impact. Expanding digital content into additional Indian languages will further broaden access, ensuring that underserved communities can benefit from our services. Through these initiatives, we are embedding inclusivity, efficiency, and patient-centricity into every digital touchpoint.

Key Outcomes

- **Monthly digital leads up 30%**, topping 13,000 by March 2025
- **Regional language** content boosted engagement among Hindi and Bangla users
- **CRM campaigns achieved +18%** growth in open and click-through rates
- **Aggregator partnerships delivered revenue +30%** above forecast and drove a +60% YoY increase in average monthly earnings
- Investor section upgraded to **SEBI** norms, improving transparency and access
- **Redesigned landing pages and clearer CTAs** strengthened paid campaign performance



Redefining Patient Engagement Through Digital Transformation

We are committed to making the patient journey effortless, guiding individuals from their first exploration of treatment or preventive care through hospital visits, admissions, discharge, and follow-up. Our digital initiatives are transforming patient engagement.

The Max MyHealth App provides seamless access to consultations, diagnostics, and medical records. The OPD Command Centre optimises patient flow, while the Patient-Reported Outcome Measurement System (PROMs) captures recovery data to enhance long-term outcomes. Hyperlocal outreach raises awareness of specialised therapies in regions without a physical presence, extending quality care to communities across India.

Complementing these, we have deployed a suite of digital solutions designed to minimise inconvenience, improve operational efficiency, and elevate the patient experience at every stage.

Over 9.5 Lakh registrations and 1.15 Lakh monthly active users on Max MyHealth, our omnichannel digital platform.

Digital Front Door for Seamless Healthcare Access

A mobile-first 'Digital Front Door' consolidates previously fragmented digital services into a single, user-friendly platform. Patients can now book appointments, access health records, and receive real-time updates across departments efficiently. By integrating a central scheduler with OPD, IPD, and diagnostics workflows, we have streamlined patient journeys while creating a centralised data layer that enables personalised services and informed decision-making. Since its launch, this platform has generated cost savings of ₹1 Crore in its first year.

The newly implemented appointment booking system allows patients to schedule consultations swiftly through an intuitive interface, reducing waiting times and significantly enhancing the overall experience.

Automating CGHS Patient Verification

For patients covered under the Central Government Health Scheme (CGHS), a digital verification solution has been implemented to streamline check-in and authentication processes. The system captures patient photographs and geo-coordinates of the billing hospital for verification purposes and is accessible via both web and mobile platforms. Real-time searches through the Hospital Information System using UHID allow efficient patient processing. Once recorded, data is converted into a PDF through the Sampark system and uploaded to the Document Management System, creating a formal administrative record. Photographic evidence and geo-location tagging strengthen accountability and traceability across CGHS workflows.

Since going live, over 6,000 patient entries have been processed, with high adoption observed from November 2024 to February 2025 at hospitals in Vaishali, Mohali, and Nagpur.

Self-Service Kiosks for Efficient Patient Flow

Self-service kiosks have been deployed across multiple locations to reduce crowding and streamline outpatient department operations. Patients can complete registrations, schedule appointments, and make payments quickly and independently. By reducing reliance on front desk interactions, these kiosks enhance operational efficiency and ensure uninterrupted service delivery.

With capabilities including new patient registration, adding family members, and pre-booked appointment billing, the kiosks complement the Max Healthcare mobile app to offer a seamless onboarding experience.

Planned features for FY 2024-25-26 include walk-in appointment support, access to lab reports via WhatsApp or email, future appointment scheduling, and Max@Home service integration. Six kiosks were successfully deployed in FY 2024-25.

Automating the Fire Safety Checklist

Patient and staff safety is further reinforced through a QR-based fire safety checklist that ensures firefighting equipment across hospitals is operational, accessible, and routinely inspected. This system covers fire alarms, extinguishers, hydrant and sprinkler systems, and hose reels, with each item linked to a digital inspection log accessible via mobile devices.


The checklist enhances standardisation, mitigates fire-related

risks through early detection, and maintains regulatory compliance. Real-time documentation allows timely follow-up actions, ensuring all equipment remains ready for emergencies, while also serving as an internal control mechanism for audits and risk assessments.


Nursing Automation - Enhancing Patient Safety and Workflow through Digital Integration

Manual nursing documentation and fragmented monitoring practices at Max Gurugram and Max Shalimar Bagh often led to delayed risk identification, increased workload, inconsistencies in patient care, and discrepancies in clinical documentation. To address this, the Nursing Automation initiative introduced a digital application across these pilot units and later extended to Max Saket, Max Smart, Max Patparganj, Max Shalimar Bagh, Max Dwarka, Max Vaishali, BLK-Max, Max Gurugram, and Max Dehradun. The application digitised key nursing processes such as vital sign monitoring, risk assessments, and infusion checklist management. Integrated with CPRS, it enabled real-time documentation, automated alerts, and streamlined workflows, reducing manual paperwork and allowing nurses to focus more on direct patient care.


Impact Created




Enhanced patient safety through timely alerts and early detection of deterioration



Reduced documentation time, enabling nurses to dedicate more time to patient care



Improved compliance with infusion and risk assessment checklists



Increased nursing workflow satisfaction by reducing repetitive manual tasks

To support easy reference, we also keep a compiled 'Schedule of Charges' in line with our protocols. This document is available at the Front Office Desk on request, helping patients and their attendants access pricing details for a wide range of services and reinforcing trust in our billing processes.

We acknowledge that hospital-wide public disclosure is not yet available for the pricing of most of the common services or the percentage of total services they represent for domestic patients. Our systems and processes are under review to identify feasible ways to expand public disclosure of service pricing information while ensuring accuracy and regulatory compliance.

Leveraging Technology and Automation to Enhance Patient Safety

We prioritise patient safety through proactive interventions, risk mitigation, and real-time insights. Advanced technologies across clinical and non-clinical processes enable continuous monitoring, early detection of deterioration, accurate medication and device management, and smoother workflows. These innovations reduce errors, optimise resources, and support timely, informed decisions, ensuring safer and more patient-centric care throughout the healthcare journey.

Continuous Vitals Monitoring- Bedside and Remote

To enhance early detection of clinical deterioration, we implemented continuous vitals monitoring system that tracks patient vitals both at the bedside and remotely. This system leverages early warning scores and

predictive models to guide timely interventions, reducing the occurrence of emergency events. Planned expansions for FY 2024-25 and FY 2025-26 include wider deployment at Saket and Vaishali hospitals, rollout to additional facilities, ambulance-based applications, and the creation of a central command centre for organisation-wide monitoring.

Patient Benefits

- Early identification of critical values
- Timely interventions guided by predictive models
- Reduction in Code Blue events
- Enhanced overall patient safety

Impact in FY 2024-25

- 448 patients were monitored over 1,645 days, resulting in 65 proactive ICU transfers and a reduction of one day in the average ICU stay per patient, delivering approximately 500 cumulative efficiency days.
- Automated integration of vitals saved over 500 nursing hours, allowing staff to focus on other patients.

Accuflow Drip Monitoring Solution

Ensuring accuracy in intravenous therapy, we introduced the Accuflow Drip Monitoring Solution to support both patient safety and nursing efficiency. The system provides real-time drop sensing, critical alarm notifications, and remote monitoring from nurses' stations. By displaying flow rate, drip rate, volume infused, drop count, and duration, the system reduces manual calculations and enables prompt response to any irregularities during infusion therapy.

In FY 2024-25, 96 devices were deployed across Max Patparganj, Max Gurugram, Max Saket, and Max Smart. Further rollouts are planned for BLK-Max, Max Vaishali, Max Mohali, Max Shalimarbagh, Max Dehradun, and Max Dwarka in FY 2025-26.

Sound Level Management

Recognising the impact of environmental factors on patient recovery, a Decibel Monitoring System was implemented to improve patient comfort and enhance staff efficiency in high-sensitivity zones such as ICUs and operation areas. Elevated sound levels can disrupt patient rest, slow recovery, and increase stress for both patients and care teams. To address this, IoT-based sound monitoring devices were deployed in critical care areas to manage excessive noise levels.

The system continuously captures ambient sound through strategically placed sensors, with real-time monitoring enabling immediate corrective action whenever noise exceeds defined thresholds. An integrated dashboard provides hourly updates and floor-wise sound mapping, supporting continuous oversight and proactive intervention. The initiative, currently operational at BLK Hospital, is planned for rollout at additional sites in the near future.

Impact in FY 2024-25

- **70% of ICUs** consistently maintained noise within permissible limits after interventions.
- Achieved an average **25-30% reduction** in peak decibel levels across ICUs within 6 months.

- Post-implementation surveys showed a **20% improvement** in patient satisfaction related to rest and comfort.
- **Over 150+ staff members** trained on noise sensitivity and patient impact.

Automation in CSSD-Single Use Device Tracking

To strengthen patient safety and clinical efficiency, a QR-enabled system has been introduced to manage the lifecycle of single-use devices and high-value consumables. This system tracks usage in real time, issues alerts when usage limits are reached and identifies opportunities for safe reuse after sterilisation. By digitising the process, we reduce inventory waste, ensure compliance, and maintain quality standards for reusable items. The system also enables full traceability for patient safety audits and prevents unnecessary issuance of new devices by highlighting items suitable for reprocessing.

This automation is currently operational across six hospitals-Saket East and West, Vaishali, Gurugram, Mohali, Lucknow, and Dwarka - with planned expansion to Nagpur, Nanavati, Max Smart, and BLK-Max in FY 2025-26.

Our Business Continuity & Disaster Management Plan

We have a comprehensive Business Continuity and Disaster Management Plan to mitigate natural and human-induced disruptions and ensure uninterrupted delivery of critical healthcare services. The framework outlines clear procedures for emergencies including cyberattacks, fires, terrorism, waterlogging, pandemics, and natural calamities, enabling swift restoration of essential functions. The policy is accessible to all employees through the intranet, ensuring staff are informed, trained,

and prepared to respond effectively in times of crisis, thereby strengthening organisational resilience.

Key Objectives of the Business Continuity and Disaster Management Plan:

- Ensure continuity of operations during disruptions
- Minimise downtime and financial losses
- Mitigate risks and sustain delivery of essential services
- Enable rapid restoration of normal operations post-incident
- Facilitate timely and coordinated emergency responses
- Protect human life, assets, and critical infrastructure
- Optimise resource utilisation and response coordination

Empowering Patients Through Health and Awareness

Beyond providing world-class treatment, we actively engage patients, their families and the broader community through initiatives that promote preventive care, healthier lifestyle choices and collective learning. Through these efforts, over 1.66 Lakh lives across India have benefited from our patient-centred programmes, reflecting our unwavering commitment to improving health outcomes and creating lasting impact.



World Heart Day 2024

Max Healthcare's 'Dil Ki Baat' campaign encouraged patients and communities to take charge of their heart health. Anchored in the message 'Do saath ka saath, suno Dil ki Baat', the campaign highlighted that hearts deserve care and attention. Across our network hospitals, over 5,000 participants joined walkathons, marathons, bikeathons, yoga sessions and fitness activations, reinforcing the importance of proactive cardiac wellness and empowering individuals to prioritise their heart health.

International Yoga Day 2024

The #AsanaForEverything campaign promoted holistic well-being by encouraging patients and communities to integrate simple yoga practices into daily life. Designed to improve focus, balance and calm, the initiative reached over 2,000 participants across Max Healthcare facilities, highlighting our commitment to nurturing both physical and mental health for patients and the broader community.



World Cancer Day 2025

Launched on World Cancer Day, the #NidarrHamesha campaign celebrated the courage and resilience of cancer patients. Emphasising that each journey is unique yet strengthened by collective support, the month-long campaign included walkathons, installations, community activations, support group sessions and health talks. These events reached more than 4,000 survivors and their families, demonstrating Max Healthcare's dedication to standing beside patients at every step of their cancer journey.

Max Cancer Congress 2024

The eighth edition of Max Cancer Congress, one of India's largest oncology conferences, convened over 1,400 oncologists and 50 international experts in Mumbai. The three-day event provided a platform for cutting-edge discussions, knowledge exchange and innovations in cancer care. A landmark moment was the introduction of the Max Healthcare Award for Excellence in Oncology Research, recognising pioneering work that advances patient outcomes. Dr Kumar Prabhash, Professor and Head of Medical Oncology at Tata Memorial Centre, received the award for his research on low-dose immunotherapy for head and neck cancers, exemplifying Max Healthcare's commitment to improving the lives of patients through innovation and research.

Information to Customers

Access to the right information at the right time is as important as the treatment itself. By ensuring patients clearly understand their treatment choices, associated risks, financial details, and the tools available to them, we empower individuals to take charge of their health with confidence. This approach strengthens trust, enhances outcomes, and makes the doctor-patient relationship more collaborative and enduring.

Expanding Access Through New Facilities

Max Healthcare strengthened its presence in Delhi NCR with the launch of a new hospital in Dwarka and the acquisition of an established facility in Noida Sector 128. These expansions improved access to high-quality healthcare in rapidly developing catchments. To support a smooth transition, comprehensive brand integration efforts ensured service consistency, enhanced visibility, and reinforced trust among local communities. Integrated marketing campaigns across digital, print, radio, OOH, and influencer-led channels were deployed to create awareness and drive patient outreach.

Impact

- ₹128.30 Crore in revenue from the Dwarka facility, reflecting a strong brand transition.
- ₹70.70 Crore generated from walk-in and Retail TPA patients, driven by unmet demand in the region.

fitness activities, BLS training, survivor meetings, and personalised experience events enhanced familiarity and encouraged repeat visits. Patients also benefited from targeted programmes such as Patient Connect, Citizen Plus, and Swasthya Card, each designed to improve healthcare access for families and community groups.

Strengthening Community Engagement

During FY 2024-25, the Community Connect Programme was scaled up to deepen relationships with local communities and drive higher patient engagement. Over 40 outreach professionals partnered with RWAs, community leaders, senior citizen groups, and local institutions across hospital catchments. A series of initiatives including health camps,

Impact

- 243% increase in community programme registrations, up from 48,700 to 1,66,600 members.
- Increased footfalls from resident groups, local associations, senior citizen networks, and community institutions.
- Improved brand recall and stronger positioning as a trusted healthcare partner in newly served geographies.



Research, Development and Innovations

Research and innovation strengthen our commitment to better patient outcomes. At Max Healthcare, clinical expertise, a strong academic culture, and integrated knowledge systems power our scientific efforts. Our Office of Research leads evidence-based discovery in collaboration with leading hospitals, universities, and technology partners, enabling us to translate insight into improved care.

Patient Care Impact



23 ongoing research projects including public health studies



110+ drug & device trials in FY 2024-25



80+ investigator initiated studies in FY 2024-25



417 publications in FY 2024-25

Max Research Centre

Max Research Centre, guided by the Office of Research (OOR), is dedicated to advancing medical science and strengthening healthcare delivery, with the broader objective of reducing the burden of disease. Established in 2005, the OOR has nurtured a strong culture of inquiry and innovation across Max Healthcare, enabling the translation of research insights into enhanced clinical care.

The Centre brings together a multidisciplinary team of experts and offers access to state-of-the-art laboratories, a clinical trials unit, regulatory and biostatistics support, a grants office, and centres of excellence. In addition to advancing organisational priorities, our research teams collaborate with academic institutions and industry partners to produce evidence tailored to India's healthcare needs. These knowledge outputs inform medical practice, improve population health outcomes, and contribute to resilient, people-centred health systems.



250 experienced team of clinician-investigators



600 team of renowned research professionals



State-of-the-Art molecular diagnostics and genomics lab



Dedicated Grants Office to identify funding opportunities for research projects

Our research agenda is closely aligned with national health priorities and global frameworks such as Universal Health Coverage, the Sustainable Development Goals, and WHO's roadmap for health systems strengthening. Through this alignment, we focus on generating actionable evidence, fostering inclusive learning ecosystems, and driving sustainable,



system-wide transformation. We are committed to conducting research to the highest ethical standards, ensuring compliance with regulatory frameworks and guidelines. By safeguarding participant rights, maintaining transparency, and upholding data privacy, we reinforce the trust of the communities and stakeholders we serve. This commitment to ethics not only preserves the integrity of our work but also enables responsible innovation that advances health outcomes and societal well-being.



30 research grants including public Health



650+ drug and device trials till date



2,200 investigator initiated studies till date



2,700+ research publications in indexed journals over the past 9 years including nature with impact factor (IF) 60.90

Research, Innovation, and Digital Transformation in Healthcare

The Max Medical Journal

The Max Medical Journal serves as a platform for sharing critical medical research, clinical insights, and healthcare innovations, drawing upon real-world data and experiences from Max Healthcare hospitals. Designed to advance medical knowledge both in India and globally, the journal features original research, review articles, case studies, and expert commentaries across diverse specialities. Guided by an editorial and advisory board comprising distinguished leaders in the medical field, the journal upholds rigorous standards of quality and relevance in disseminating evidence-based knowledge.

Advancing Clinical Research for Better Care

We are committed to advancing patient care through ethically governed clinical trials and research initiatives. These projects not only adhere to stringent regulatory standards but also provide patients with access to breakthrough therapies that are still under evaluation, contributing to improved treatment outcomes and healthcare equity. In FY 2024-25, we completed the first pilot study in the world on an AI-enabled robotic surgery device.

Translating Technology into Practice

Through the Office of Research, we partner with academic and industry

stakeholders to validate diagnostic kits, imaging protocols, and other healthcare technologies in real-world clinical environments. By assessing performance, sensitivity, and usability, we ensure that new tools are clinically relevant, safe, and seamlessly integrated into existing workflows. Insights from these studies are shared with manufacturers, fostering scalable innovations and accelerating the translation of technology into market-ready healthcare solutions.

Driving Digital Health Innovation

Our clinician-scientists, in collaboration with Information Technology and Digital teams, rigorously test prelaunch digital health

products within clinical settings. These validations provide critical evidence on safety, effectiveness, and user experience, enabling the development of tailored digital health solutions that meet the unique needs of patients and healthcare providers in India.

Harnessing Data for Health Outcomes

The Office of Research leverages advanced analytics and clinical data to enable faster, evidence-based decision-making, improve risk prediction, and enhance the efficiency of care delivery. Our work spans diverse areas such as radiomics, disease risk stratification, patient-reported outcomes, and discharge summary optimisation. These efforts strengthen early detection and management of both communicable and non-communicable diseases, addressing pressing public health challenges and supporting resilient, people-centred healthcare systems.

Driving Public Health Impact

Max Healthcare adopts a multidisciplinary, community-centred approach to strengthen public health through disease prevention, early detection, and data-driven surveillance. The Office of Research conducts grassroots programmes such as type 2 diabetes and cardiovascular disease risk screening, supported by environmental geo-mapping projects that use GIS, satellite imagery, and location-based data to analyse conditions and promote healthier, more sustainable lifestyles.

Our focus also extends to maternal health, with ongoing studies on gestational diabetes aimed at improving outcomes for both mothers and infants. In the urban slums of Delhi, cancer screening initiatives for oral, cervical,

and breast cancer are addressing critical gaps in access to care for underserved communities. Additionally, a digital health programme has been introduced to prevent the progression of pre-diabetes to type 2 diabetes, leveraging mobile-based tools and remote monitoring to deliver personalised interventions, drive behavioural change, and improve long-term metabolic outcomes.

Other Public Health Initiatives

- Viral genomic surveillance
- Host immune profiling to better predict and manage the severity of dengue infections
- Developing predictive models for triple-negative breast cancer
- Advancing the understanding of the causes and treatments of viral hepatitis and liver failure
- Mental health initiatives targeting school-aged children

Avenues of Research

Each research initiative at the Office of Research is overseen by experts, supported by cutting-edge infrastructure and guided by a strong commitment to regulatory compliance.

Clinical Trials

The Clinical Trials Support Office oversees safe, efficient and end-to-end execution of trials across multiple specialities, from feasibility assessment to closure.

Academic and Clinical Data Research

Leveraging longitudinal digital health records, clinicians are able to uncover meaningful insights. Helps to optimise patient care, improve operational efficiency and drive innovation all while ensuring data privacy and ethical standards.

Biobank

The Biobank at the Office of Research is a modern biorepository that securely stores biological samples for future research, especially in fields such as genomics and personalised medicine.

Molecular Laboratory

The advanced molecular laboratory at Max Healthcare supports genetic and biomolecular research, facilitating collaborations with leading national and international institutions.

Investigator-Initiated Research (IIS) and Real-World Evidence studies (RWEs)

The Company's Investigator-Initiated Research enables clinicians to lead studies addressing real-world patient needs. Such studies often focus on improving treatment protocols, exploring new diagnostic methods, evaluating patient outcomes, and optimising healthcare delivery.

Biostatistics Support

Expert biostatisticians are a part of all research projects, offering guidance on study design, data analysis and interpretation to ensure scientific integrity.

Scientific Publications

Max Healthcare actively supports doctors and researchers in publishing their work in indexed, peer-reviewed journals, ensuring global visibility and contributing to the advancement of scientific knowledge. During the year, the Office of Research facilitated the publication of more than 400 academic papers, many of which appeared in reputed international journals, underscoring Max Healthcare's leadership in evidence-based clinical excellence.

Awareness and Education

Max Healthcare's hospitals serve as vital centres for advancing medical education, research, and professional development. Each year, nearly 1,000 doctors undergo comprehensive training and gain practical exposure through a range of national and international academic programmes, including the Diplomate of National Board (DNB). Max Healthcare actively advances public awareness, education, and preventive action in line with national programmes on non-communicable diseases (NCDs), helping shift the focus from treatment to long-term health and well-being. These initiatives promote culturally relevant lifestyle practices such as balanced nutrition, regular physical activity, routine monitoring of blood pressure and blood sugar, and self-examinations for early detection of illness. Awareness campaigns also highlight the importance of preventive screenings, including oral health checks and cervical cancer tests like PAP smears. In parallel, the Office of Research is building capacity across healthcare systems by training diabetes educators and equipping ASHA and ANM workers with the skills and tools to effectively implement government-recommended NCD guidelines.

Strengthening Healthcare Partnerships

Max Healthcare continues to strengthen its research and innovation ecosystem through collaborations with academic institutions, technology providers, and research organisations. These partnerships provide valuable insights that deepen clinical understanding, enhance the skills of healthcare professionals, and contribute to improved patient outcomes across our hospitals.

Grants and Strategic Collaborations

The Grants and Collaborations Office serve as a vital link between the Office of Research and leading institutions in India and abroad. Its mandate is to foster strategic partnerships and secure funding streams to accelerate solutions for pressing healthcare challenges. The Office manages the full grant lifecycle from application to closure ensuring seamless coordination and impactful outcomes.

Global Research Network

In FY 2024–25, the Office of Research secured significant funding from leading agencies, including the National Institute for Health and Care Research (NIHR), the Indian Council of Medical Research (ICMR), the European Commission, BIRAC, and Pfizer Inc. At the same time, Max Healthcare expanded its global research network through new alliances with prestigious institutions renowned for their expertise in biomedical and biotechnology research, such as:

- The Royal College of Obstetrics and Gynaecology (RCOG), United Kingdom

- The University of Illinois Urbana-Champaign
- The Karolinska Institute
- BRIC–Rajiv Gandhi Centre for Biotechnology
- The Mazumdar Shaw Medical Foundation

These collaborations reflect our commitment to advancing science and innovation through collective expertise, enabling us to address critical health challenges with broader impact and global relevance.

Pioneering the World's First Human Clinical Trial of a Robotic Surgery System

Max Healthcare's Office of Research conducted the world's first human clinical trial of the BMR-5000 Robotic Surgery System, developed by Borns Medical Robotics Inc. The study, carried out at Max Hospital Vaishali under the leadership of Dr. Vivek Bindal and in collaboration with Maulana Azad Medical College, evaluated the system's ability to deliver minimally invasive procedures with greater precision, reduced trauma, and improved patient outcomes. By addressing the limitations of conventional endoscopic surgery, such as restricted movement, reversed controls, and tremor amplification, the trial showcased the transformative potential of robotic precision in real-world clinical practice.

Key Findings

- No unplanned conversions to laparoscopic or open surgery
- Enhanced surgical control using up to five modular robotic arms
- Reduced bleeding, smaller incisions, and lower postoperative pain
- Faster patient recovery and shorter hospital stay

The success of this landmark trial marks a major step forward in advancing precision-based, patient-centred surgical care. Building on these outcomes, the Office of Research is expanding its focus on robotic-assisted surgery across multiple specialities, reinforcing Max Healthcare’s commitment to driving innovation that redefines the future of surgical practice.

Advancing Dementia Diagnosis through Precision Neuroimaging

With dementia cases rising rapidly worldwide, the Office of Research is developing neuroimaging-based diagnostic models tailored to the Indian population. These models combine multimodal imaging, artificial intelligence, and biomarker analysis to enable earlier diagnosis, personalised interventions, and more reliable prediction of cognitive decline.

This work builds on Max Healthcare’s 12-month BIRAC-funded observational study with Brainsight AI and the ongoing Normative Brain Morphometry and Brain Age Prediction study at Max Super Specialty Hospital, Saket. Together, these initiatives aim to integrate precision neuroimaging into routine clinical practice, improving the early detection and management of dementia.



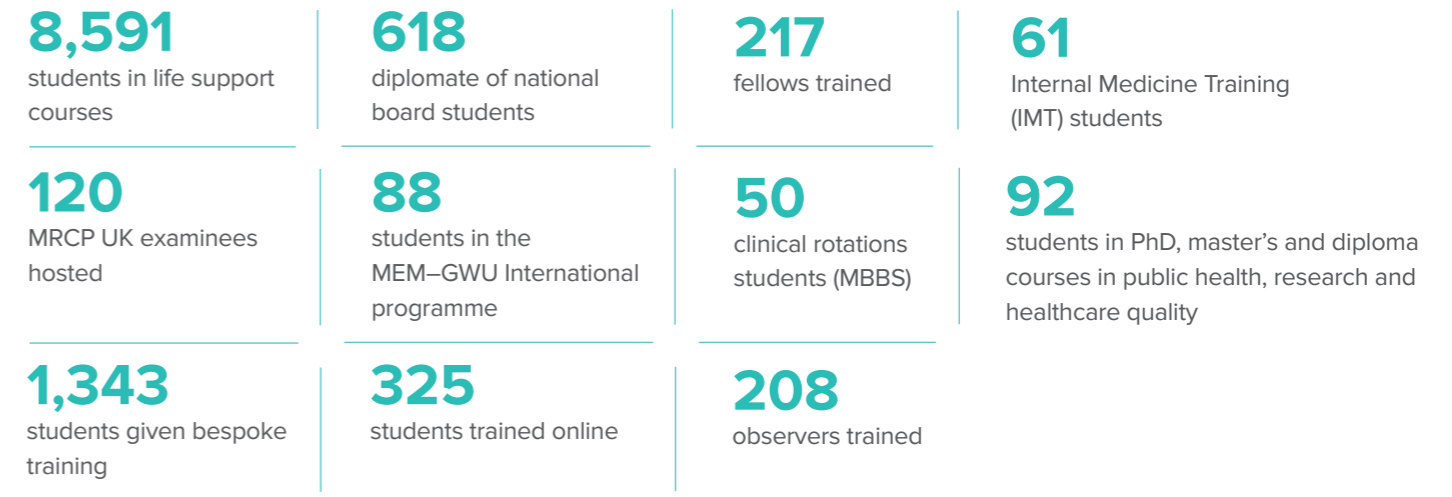
In FY 2024-25, the Advanced Trauma Life Support (ATLS) course was introduced in collaboration with the Indian Society of Acute and Trauma Care, with certification provided by the American College of Surgeons.

Max Institute of Medical Education

The Max Institute of Medical Education (MIME), the academic arm of Max Healthcare, is committed to shaping the next generation of healthcare professionals. Through outcome-driven education and training programmes, MIME equips medical, paramedical, and non-medical professionals with the skills needed to deliver high-quality care. Its impact extends beyond hospitals, reaching allied health workers, corporate partners, embassies, multinational organisations, and academic institutions across India.

Coverage and Participation: FY 2024–25

MIME enrolled over 13,000 learners across various programmes in the reporting year with 1,366 candidates securing internship opportunities.



MIME’s Academic Partners and Programmes

Partner Institution

Academy of Scientific and Innovative Research	American Heart Association (AHA), USA	George Washington University, USA
Joint Royal College of Physicians Training Board, UK	Regional Centre for Biotechnology, Faridabad	Royal College of Obstetricians and Gynaecologists (RCOG), UK
National Board of Examinations In Medical Sciences (NBEMS)	AcSIR, RCB Faridabad, and Santosh University	Lincoln American University and Bridgetown International University

Fellowship Programmes

Over 215 fellows are currently undergoing training across Max Healthcare Hospitals in over 80 specialities, including:

- Minimally Invasive Surgery
- Critical Care Medicine
- Oncology and Robotic Surgery
- IVF, Cardiology, Gastroenterology, Transplantation and several others

Continuing Medical Education (CME)

MIME designs CME programmes based on skill gap assessments, offering interactive, evidence-based learning through in-person, online and hybrid formats. Max Healthcare also contributes to prominent national platforms such as APICON, AICOG, EMICON, DECON and ISCCM.

Bespoke and Simulation Training

Driven with the commitment to advance the training in healthcare, MIME has been conducting a wide range of specialised workshop, covering topics such as infection control, musculoskeletal imaging, critical care, ENT surgery, suturing, trauma care, ECG, emergency skills, TCD and liver transplant nursing. MIME also partnered with the Michael and Susan Dell Foundation to design allied healthcare courses for the Punjab Government's 'Hunar Sikhiya School' initiative.

Life Support and Simulation Training

Max Healthcare is a certified AHA International Training Centre, offering courses in Basic Life Support (BLS), Advanced Cardiovascular Life Support (ACLS), Paediatric Advanced Life Support (PALS) and Stroke Life Support. In FY 2024-25, over 5,500 healthcare professionals were trained through these programmes. Additionally, 3,073 food delivery riders received basic first aid training.



Supply Chain Management

Max Healthcare adopts a responsible and sustainable approach to managing its supply chain, ensuring seamless access to high-quality medical supplies, pharmaceuticals, and equipment across all facilities.

Our supply chain framework connects hospitals, suppliers, and internal teams to uphold the highest standards of patient care and service consistency. Close coordination between procurement, logistics, and clinical teams enables accurate demand forecasting, efficient inventory management, and uninterrupted operations.

By integrating advanced digital tools, real-time inventory systems, and automated tracking solutions, we continue to drive efficiency, minimise manual processes, and prevent supply disruptions. These technology-enabled practices strengthen operational resilience, ensure timely patient services, and enhance overall cost efficiency.

Supplier Engagement and Planning

Supplier engagement is managed through structured processes focused on reliability, responsiveness, and shared accountability. Regular performance assessments and planning cycles align procurement and delivery schedules with clinical requirements, reducing risks of shortages or overstocking. By holding collaborative relationships with suppliers, we ensure consistent quality, timely deliveries, and mutual commitment to sustainable and ethical business practices.

A substantial part of our procurement strategy is anchored in sustainability and ethical responsibility. We prioritise sourcing medical and pharmaceutical products from reputed organisations that meet rigorous quality, safety, and compliance standards. Our approach also promotes environmentally responsible procurement and encourages local sourcing to build resilient domestic supply chains, strengthen community linkages, and contribute to national development goals.

Pillar	Our Approach
Responsible Sourcing	Commitment to sustainable and ethical procurement practices, prioritising high-quality, safe, and compliant products that meet patient care standards.
Supplier Code of Conduct	A comprehensive framework guiding compliance with legal, ethical, labour, and environmental standards across the value chain.
Supplier Evaluations	Continuous evaluation of suppliers during onboarding and annually, based on ESG performance and adherence to Max Healthcare's ethical and operational standards.
Eco-Friendly Practices	Integration of environmentally responsible methods across procurement to reduce carbon footprint and resource consumption.
Support for Local Supply Chains	Prioritising domestic sourcing to strengthen local supplier networks, promote self-reliance, and align with national development goals.

Supplier Code of Conduct

Our Supplier Code of Conduct sets out clear expectations for all suppliers, manufacturers, and distributors to align with Max Healthcare’s core values and ethical standards. It covers key aspects such as:

- Compliance with laws and regulations
- Business integrity and anti-corruption standards
- Fair labour and human rights practices
- Data privacy and transparency
- Environmental stewardship and resource efficiency

All suppliers undergo comprehensive evaluations during onboarding and annual reviews, ensuring continuous adherence to ESG and operational criteria. Apart from these core aspects, our code of conduct makes sure the suppliers abide by this regulation:



Sustainable and Ethical Sourcing

Max Healthcare is committed to embedding sustainability across its procurement processes through a comprehensive Sustainable Sourcing Policy that integrates environmental, social, and governance (ESG) principles into every stage of the supply chain. The policy ensures that all suppliers adhere to ethical labour practices, human rights standards, and environmental stewardship while promoting the use of eco-friendly materials, energy-efficient technologies, and waste reduction measures. By prioritising local and socially responsible suppliers, the organisation reduces its carbon footprint and supports community-based economic growth. Regular audits, supplier training, and transparent reporting mechanisms are also in place to monitor compliance and drive continuous improvement.

In FY 2024-25, 73.07% of all input materials were sourced locally, reinforcing Max Healthcare’s commitment to developing a resilient and self-reliant supply chain while supporting India’s broader national development goals.



Planet Positive Care

We view every hospital as a space that nurtures both the people and the planet. From reducing emissions and conserving water to expanding renewable energy and restoring natural ecosystems, we are making our care cleaner, our campuses greener and our footprint lighter. By embedding sustainability into how we design, build and operate our facilities, we transform growth into stewardship that protects long-term community health and strengthens our resilience in a changing climate.

Material Topic Addressed

- Energy Efficiency
- Waste Management
- Response to Climate Change
- Water Management

GRI Linkages

GRI 302, 303, 304, 305, 306, 307, 308, 416, 103

SDG Contributions



Planet Positive Highlights

76,880 tonnes
of total Scope 1 and Scope 2
CO₂ emissions

12%
contribution of Scope 1 emissions
to total emissions

88%
contribution of Scope 2 emissions
to total emissions

69,915 GJ
of total renewable energy
consumed

330 Lakh
units per annum secured
through signed Power Purchase
Agreements (PPAs)

21%
of total electricity consumption
sourced from renewables

~50% of the total
freshwater withdrawn was
recycled and reused

68%
of total waste recycled
(excluding C&D waste)

5,000+
trees planted in FY 2024-25,
following 10,000 in FY 2023-24

3
ponds rejuvenated

Our Approach

Care that heals people must also protect the environment that sustains them. In a hospital network, every watt of energy, every litre of water and every kilogram of waste links directly to patient outcomes, community well-being and operational resilience. Max Healthcare is embedding environmental stewardship into clinical excellence and business performance. We integrate it into strategy, capital planning, facility design, procurement and day to day operations so that growth reduces risk and creates long term value.

As part of our sustainable growth strategy, we are harnessing technology to minimise our ecological footprint while expanding high quality patient services. Capital is directed to renewable electricity, high efficiency HVAC and building systems, water reuse with compliant effluent treatment, rigorous biomedical waste segregation and recovery, and campus designs that protect biodiversity. This measure, manage, and mitigate approach strengthens the reliability of care, lowers operating costs, and improves the health of the communities we serve.

As of FY 2024–25, twelve hospitals, representing approximately 70.58% of the overall network, are certified under the ISO 14001:2015 Environmental Management System. Max Healthcare is progressively extending this certification to newly acquired facilities through a phased implementation approach, supported by employee training to strengthen awareness of environmental impacts and effective EMS implementation.

Climate Risk Assessment

In line with global healthcare peers, we recognise that climate change is a defining challenge for both patient safety and operational resilience. Rising temperatures, extreme weather and resource scarcity present systemic risks to healthcare delivery, demanding a proactive and data-driven response.

Guided by IFRS S2 and TCFD frameworks, our climate strategy is centred on three priorities:

- Reducing environmental impact through energy efficiency, renewable sourcing, and circular waste and water systems.
- Building climate-resilient infrastructure capable of withstanding physical climate shocks while ensuring continuity of critical care; and
- Integrating climate risk management into enterprise risk, investment, and capital-planning processes

Our climate risk assessment framework, aligned with COSO (Committee of Sponsoring Organisations of the Treadway Commission) principles, covers hospitals, laboratories and medical centres across India. Using the World Bank’s ThinkHazard! platform and other global datasets, 43 assets were screened for exposure to flooding, heat stress, and water scarcity. The findings, validated through cross-functional workshops, informed adaptation measures such as HVAC optimisation, improved drainage systems and strengthened emergency logistics. Scenario analysis under both high- and low-emission pathways guides facility-level resilience roadmaps, embedding climate considerations into future investments and design.

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Key Climate related Risks and Mitigation Strategies

Risk Type	Risk Description	Impact Area	Existing Controls	Additional Mitigation Measures
Physical Risks				
Strong Winds	<ul style="list-style-type: none"> These events on India’s coasts threaten Max Healthcare’s infrastructure and supply chain by disrupting delivery of critical items, damaging hospital facilities and IT systems, and causing communication breakdowns. Transport disruptions can also lead to staff absenteeism and impact emergency and telemedicine services. 	Operations, Supply Chain & Customers	<ul style="list-style-type: none"> Maintaining 20 days of inventory with an additional 7-day safety stock for supply continuity Engaging multiple vendors to ensure uninterrupted sourcing during disruptions 	<ul style="list-style-type: none"> Anchoring HVAC units, oxygen tanks, and generators to prevent displacement due to wind. Planting low-height, flexible plants as buffers. Avoiding large trees near buildings. Regularly clear loose materials and unsecured items from hospital rooftops, courtyards and service areas to prevent them from becoming windborne hazards during storms or cyclones, ensuring safety for patients, staff and infrastructure.
Floods	<ul style="list-style-type: none"> Flooding during heavy monsoons can obstruct ambulance access and delay critical admissions, increase infection risk through damaged infrastructure, and 	Operations, Supply Chain & Customers	<ul style="list-style-type: none"> A robust pumping mechanism ensuring efficient water removal 	<ul style="list-style-type: none"> Upgrading stormwater and sewage drainage systems. Installation of backflow preventers to prevent contamination of drinking water.

Risk Type	Risk Description	Impact Area	Existing Controls	Additional Mitigation Measures
	<ul style="list-style-type: none"> disrupt supply chains for perishable medical items. Staff attendance may fall due to transport issues, while hospital assets like elevators and backup power systems remain vulnerable to flood damage. 		<ul style="list-style-type: none"> Stormwater drainage system connected to the mainline, to prevent waterlogging 	<ul style="list-style-type: none"> Flood-proofing of buildings, elevation of critical infrastructure such as HVAC, emergency generators, medical gas supplies and the incorporation of green infrastructure to manage stormwater runoff. Hospitals should maintain an adequate fuel reserve and secure on-site fuel storage to ensure uninterrupted generator operation during power outages caused by disasters. Strengthen hospital transportation services during floods by deploying high clearance emergency vehicles.
Precipitation changes	<ul style="list-style-type: none"> Unpredictable precipitation from heavy rains to dry spells can disrupt hospital operations by causing water seepage, microbial growth, and unsafe storage conditions for sensitive supplies. These changes increase the risk of vector- and water-borne diseases among staff, threaten service continuity, and may delay delivery of critical medical equipment. 	Operations, Supply Chain & Customers	<ul style="list-style-type: none"> Stormwater drainage systems Rainwater harvesting systems 	<ul style="list-style-type: none"> Upgrading stormwater drainage systems to handle increased rainfall intensity and prevent waterlogging.
Rising Temperature	<ul style="list-style-type: none"> Heatwaves and rising temperatures strain Max Healthcare’s HVAC systems, increase cooling demand in critical areas, and threaten storage of temperature-sensitive medical supplies. Staff efficiency and well-being may decline due to heat exposure in non-air-conditioned 	Operations & Customers	<ul style="list-style-type: none"> Early and rotational shifts for staff to reduce heat exposure Installed chillers to optimise cooling 	<ul style="list-style-type: none"> Cases with suspected heat stroke should be rapidly assessed using standard Treatment Protocols. Identify surge capacities and mark the beds dedicated to treat heat stroke victims and enhance emergency department preparedness.

Risk Type	Risk Description	Impact Area	Existing Controls	Additional Mitigation Measures
	zones, impacting overall operations.		<ul style="list-style-type: none"> Adopted short- and long-term solar power contracts to ensure green energy supply Established an in-house HVAC inspection team to monitor costs 	<ul style="list-style-type: none"> Ensure adequate arrangements of Staff, Beds, IV fluids, essential medicines to cater to management of volume depletion and electrolyte imbalance.
Cyclone	<ul style="list-style-type: none"> Cyclones can disrupt hospitals by damaging infrastructure, cutting off power, water and communications and hampering access for staff and patients. 	Operations, Supply Chain & Customers	<ul style="list-style-type: none"> Buildings designed to withstand high winds and heavy rain Diesel generators for uninterrupted power supply 	<ul style="list-style-type: none"> Retrofit roofs, windows, and critical infrastructure to withstand high winds and storm surge. Secure rooftop medical equipment (e.g., solar panels, HVAC units, oxygen tanks) with wind-resistant anchoring systems.

Transitional Risks

Carbon Pricing and Tax Strategy	<ul style="list-style-type: none"> Increased operational costs due to carbon taxes and emission regulations. 	Operations, Supply Chain, Products & Services	<ul style="list-style-type: none"> Investment in energy efficiency technology and renewable energy Installation of solar panels and long term PPA with renewable energy service providers Switching to low carbon emission fuels and electric vehicles 	<ul style="list-style-type: none"> Prioritise suppliers with verified carbon reduction strategies in line with climate policy which includes supporting low-carbon, energy efficient healthcare and national climate programmes like NPCCHH.
Changes in Consumer Preferences Towards Low Carbon Products	<ul style="list-style-type: none"> Urban, institutional, and international patients are increasingly seeking care from environmentally responsible hospitals those with LEED/IGBC certified infrastructure, responsible 	Product & Services	<ul style="list-style-type: none"> Ensuring that all new buildings adhere to the criteria established by IGBC. 	<ul style="list-style-type: none"> Promote low-carbon healthcare by using telehealth (e.g., online consultations), biodegradable supplies (e.g. Compostable gloves), reusable instruments (e.g. stainless-steel tools),

Risk Type	Risk Description	Impact Area	Existing Controls	Additional Mitigation Measures
	<p>waste management, and climate conscious practices.</p> <ul style="list-style-type: none"> Max Healthcare's ability to attract such patients, particularly in metro cities and international medical tourism markets, may be affected if its operations and infrastructure do not reflect measurable sustainability performance. Absence of green building certifications or transparency on Scope 1 & 2 emissions could weaken its brand appeal in premium segments. 		<ul style="list-style-type: none"> Established Standard Operating Procedures (SOP) and protocols to ensure consistent, climate-conscious operations across clinical and administrative function 	<p>and energy efficient equipment (e.g. LED lights) to meet low carbon patient expectations.</p>
Increased Expectation from the Stakeholders Regarding Climate Changes Responsibility and Awareness	<ul style="list-style-type: none"> Accreditation agencies (like NABH and JCI), investors, ESG rating providers, insurers, and large corporate clients are increasingly integrating sustainability performance into contracting, investment decisions, and empanelment processes. Weak performance on climate related metrics can adversely impact Max Healthcare's ESG ratings, which are becoming influential in investor screening, institutional partnerships, and access to capital. To mitigate this, internal governance structures must embed climate accountability at the board and management levels. 	Product & Services	<ul style="list-style-type: none"> Conducted staff training and awareness programmes on sustainable medical practices and regulatory compliance Established Standard Operating Procedures (SOP) and protocols to ensure consistent, climate-conscious operations across clinical and administrative functions 	<ul style="list-style-type: none"> Engage stakeholders through healthcare focused climate initiatives and community programmes promoting sustainable healthcare practices.

Key Climate related Opportunities

Opportunity Type	Opportunity Driver	Impact Areas	Opportunity Description	Anticipated Financial Implications
Energy Sources	Use of lower emission sources of energy	Energy costs	<ul style="list-style-type: none"> Max Healthcare can lower energy expenditure and secure reliable power by investing in renewable energy solutions such as rooftop solar, waste-to-energy systems, or green-power purchase agreements. This reduces exposure to volatile grid tariffs, ensures uninterrupted power for critical units (ICUs, labs), and positions the facility as a climate-resilient healthcare provider appealing to donors and investors focused on low-carbon infrastructure. 	<ul style="list-style-type: none"> Reduced long-term energy costs Decreased carbon compliance costs Reduced dependency on fossil fuel price fluctuation
Resource Efficiency	Transport efficiency enhancement & Energy-efficient buildings	Operations, Logistics, Indirect Costs	<ul style="list-style-type: none"> Healthcare networks can achieve operational savings and patient-care efficiencies by upgrading to high-efficiency HVAC, chiller, and lighting systems; electrifying ambulance fleets; and optimising cold-chain logistics. These upgrades lower energy bills, reduce maintenance costs, and enable hospitals to meet green-building certification standards (LEED, GRIHA), improving compliance and brand image while freeing funds for core medical services. 	<ul style="list-style-type: none"> Reduction in operational and energy consumption costs
Market Opportunity	Energy savings due to net zero retrofits	Financial performance, Brand reputation	<ul style="list-style-type: none"> Retrofitting existing hospital infrastructure for net-zero performance creates a long-term value opportunity: through reduced operating costs, access to green financing, and enhanced investor confidence. Demonstrating net-zero readiness helps hospitals attract ESG-linked funding, improve sustainability ratings, and strengthen their public and institutional reputation as future-ready healthcare leaders. 	<ul style="list-style-type: none"> Better return of investment from low-carbon technology Reduced fuel expenses

Integration and Continuous Improvement

All climate-related risks and opportunities identified through the assessment are being systematically integrated into Max Healthcare’s Enterprise Risk Management (ERM) framework, ensuring that environmental and climate considerations are treated with the same rigour as operational and financial risks. The process of embedding these findings into the organisation’s central risk register is currently underway, supported by cross-functional inputs from Engineering, Biomedical, Environment, and Supply Chain teams. Once fully institutionalised, climate risk indicators will form a distinct category within the enterprise risk matrix. The consolidated ESG and climate risk profile will be reviewed bi-annually by the Risk Management Committee (RMC) and overseen by the ESG and Sustainability Committee at the Board level.

Emissions Management

We acknowledge that the hospital operations in India account for a substantial share of the healthcare sector’s GHG emissions. In line with the GHG Protocol Corporate Standard, we measure and report our annual carbon footprint across our 72 facilities for Scope 1 and 2 categories. Our Scope 1 emissions arise mainly from the combustion of fuels in boilers, backup generators, and vehicles, as well as fugitive emissions from refrigeration and air conditioning systems used in medical and clinical settings. Scope 2 emissions primarily come from purchased electricity used to power critical care equipment, HVAC systems, lighting, and digital infrastructure across our hospitals and offices.

To strengthen accuracy and transparency in environmental performance reporting, all hospitals have transitioned to a cloud-based ESG software. During FY 2024-25, our absolute Scope 1 and Scope 2 emissions showed a marginal increase, mainly due to the addition of newly acquired hospitals, an expanded reporting boundary, and temporary disruptions in hydropower availability. We are actively mitigating this through enhanced energy efficiency measures, greater adoption of renewable energy, both through on-site generation and off-site solar procurement and a phased shift towards lower-emission fuels. Despite the boundary expansion, we have achieved a 28% reduction in emissions intensity (kg CO₂e/OBD) compared to our FY 2015-16 baseline, and we continue to make steady progress towards our long-term goal of achieving a 60% reduction in Scope 1 and Scope 2 emissions.

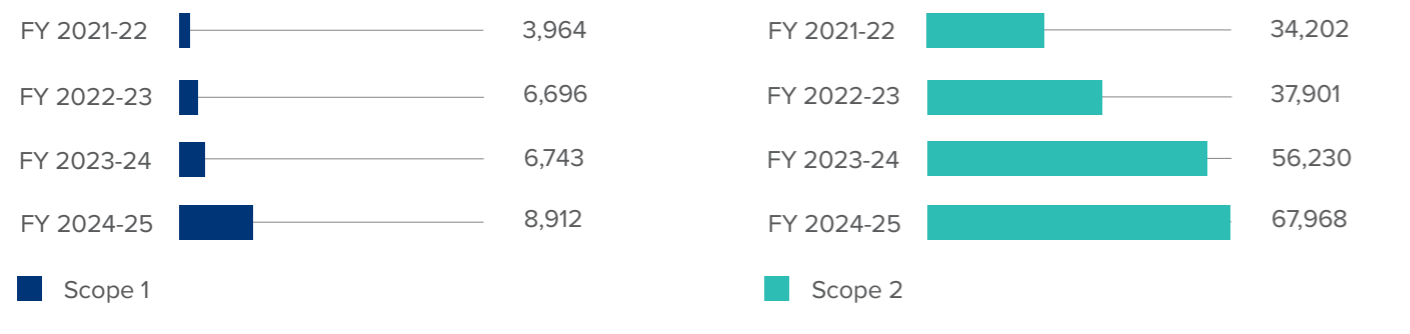


Max Healthcare Elevates ESG Reporting with the Software

Max Healthcare partnered with ESG Software platform to strengthen the accuracy, accountability, and transparency of ESG disclosures. The initiative addressed challenges of fragmented data collection, limited real-time visibility, and difficulties in ensuring accountability for ESG inputs, which had constrained compliance with evolving requirements such as SEBI’s BRSR Core.

Through software’s AI-enabled feature, we established structured validation processes with a possibility to integrate Scope 3 data, enabled facility-level tracking of projects and goals, and introduced benchmarking against industry healthcare-specific energy peers. Tailored features, including a performance metric and automated escalation alerts, further enhanced compliance and alignment with corporate ESG priorities. This initiative has enabled the organisation to deliver consistent, reliable, and regulation-ready ESG reporting.

Greenhouse Gas Emissions in MTCO₂e*



Total Greenhouse Gas Emissions Intensity in (kg CO₂e/OBD)*

FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
43	49	66.8	66.2

*The increase in our total Greenhouse Gas Emissions in FY 2024–25 is primarily attributable to the expansion of our hospital network. During the reporting period, we operationalised and integrated three major facilities: Max Super Speciality Hospital, Noida (500 beds), Max Hospital, Chitta (200 beds), and Max Super Speciality Hospital, Dwarka (303 beds). In addition, we have reported complete annual energy data for the Nagpur and Lucknow facilities for the first time; in previous years, only partial data covering one to two months was included, based on the respective acquisition dates. These strategic additions expanded our overall bed capacity and operational footprint, resulting in a corresponding increase in total Greenhouse Gas Emissions. Also, we encountered an unforeseen force majeure at our hydropower plant which had been contributing 18-20% of the energy mix for our Saket, Patparganj, and Shalimar Bagh facilities.

Energy Efficiency

Energy consumption is central to the environmental footprint of healthcare facilities, given the sector’s need for uninterrupted power to operate medical equipment, maintain climate control, and ensure patient safety. Max Healthcare is modernising its infrastructure through advanced energy-saving systems, space optimisation, and technology upgrades to lower energy use per occupied bed day (OBD). Regular audits and continuous monitoring guide improvements in efficiency and impact reduction.

Our approach follows the principle of ‘Efficiency First, Clean Power Next’. Measures include optimising HVAC performance with EC fans, Variable Frequency Devices (VFDs), and heat recovery pumps, alongside improvements in building envelopes and lighting systems. Traditional fixtures are being replaced with LEDs across facilities, significantly reducing demand from lighting. We also ensure efficiency through a robust preventive maintenance programme (PPM) and the use of motion sensors and analogue controls. Additionally, we maintain power factor levels up to 0.99 to minimise energy losses.

To strengthen this culture of efficiency, employees receive regular energy efficiency training focused on reducing energy consumption in daily operations and promoting responsible resource use. These sessions build awareness, encourage behavioural change, and support progress towards the organisation’s energy reduction goals.

Key initiatives include:

- Transitioning from diesel-based hot water generators to electric-powered units in Dehradun, thereby reducing operational costs and emissions.
- Utilising waste-to-energy (WTE) for Delhi hospitals to reduce reliance on external power sources and cut costs.
- Switching from Low Tension (LT) to High Tension (HT) connection, which helps reduce electricity tripping and reliance on diesel backup power.
- Switch over to heat recovery pumps in Vaishali and Dwarka hospitals, significantly improving energy efficiency and reducing carbon emissions by utilising waste heat.
- Conducting regular energy audits to further improve the energy efficiency of our installed equipments.
- Installation of high-energy efficiency chillers in our Gurugram facility and having a potential energy savings of around 8% as compared to the previous year.
- Designing all the upcoming buildings following recognised green building standards, including GRIHA and LEED, to promote sustainable design, minimise environmental impact, and enhance resource efficiency in line with global best practices for cities and infrastructure.

Max Healthcare observed the ‘Greatest Hour on Earth’ in March 2025 by switching off lights and power in noncritical areas across its hospitals, reinforcing its commitment to environmental awareness.



Driving the Transition to Renewable Energy

Building on our energy efficiency efforts, Max Healthcare is committed to further reducing its carbon footprint through renewable energy initiatives. Our strategy focuses on integrating clean energy sources, aiming to optimise costs while supporting both India’s climate goals and global sustainability efforts.

To lead the transition to renewable energy, we’ve established a Renewable Energy Investment Committee (REIC), responsible for directing capital towards high-impact clean energy projects. Our commitment extends beyond on-site renewable energy generation through various renewable sources such as solar, wind, hydro and waste to energy. We have entered into Power Purchase Agreements (PPAs) with renewable energy providers and are accredited with corresponding Renewable Energy Certificates (RECs), ensuring that a portion of our energy consumption is sourced from clean energy. This strategy complements our smart energy management systems, which track consumption, identify inefficiencies, and guide targeted improvements. Together, these efforts help us reduce our carbon footprint, optimise costs, and contribute to a sustainable energy future. On the renewable energy front, Max Healthcare is making significant strides:

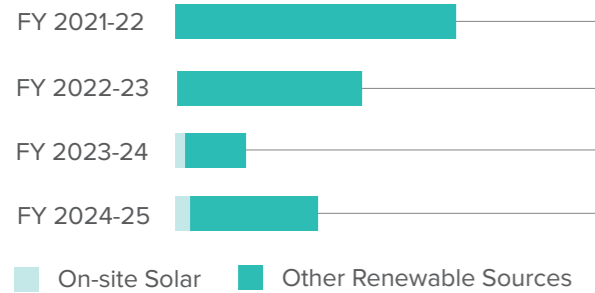
- Doubling our on-site solar capacity by installing rooftop solar panels at Shalimar Bagh, Dwarka, and Bathinda this year, alongside existing installations in Gurugram and Vaishali.
- Hydropower is being used at Saket-West, Patparganj and Shalimar Bagh facilities.

- Solar Power Purchase Agreements (PPAs) are in place for Vaishali and Nagpur (to ensure consistent clean energy supply).
- Delhi facilities, including Saket-East, Patparganj, BLK, and Shalimar Bagh, source energy from waste-to-energy plants.
- Availing wind power for our Nanavati Facility as a short-term green power source, further diversifying our renewable energy mix.
- Installation of solar streetlights at Vaishali, Mohali Med Centre, Gurugram and Dehradun facilities.
- Signed long-term Power Purchase Agreements (PPAs) for facilities in Lucknow, Noida-128, Shalimar Bagh, Patparganj, Saket-West expected to meet over 60% of their electricity needs starting Q2 FY 2025-26.

In FY 2024-25, 21% of total electricity consumption sourced from renewables.

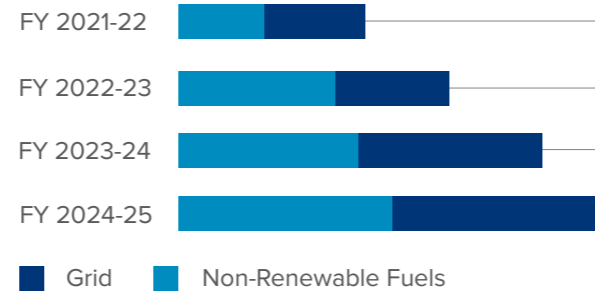
Total Energy Consumption in GJ*

Renewable Energy



Year	Unit	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
On-site Solar	GJ	–	–	1,863.05	2,612
Other Renewable sources	GJ	1,21,907	97,131	21,711	67,303
Total Renewable Energy	GJ	1,21,907	97,131	23,574	69,915

Non-Renewable Energy



Year	Unit	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Grid	GJ	1,55,856	1,92,176	2,82,721	3,36,568
Non-renewable Fuels	GJ	39,053	52,820	57,339	73,894
Total Non-Renewable Energy	GJ	1,94,909	2,44,996	3,40,060	4,10,462

Energy Types	Units	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Total Energy Consumption	GJ	3,16,816	3,42,127	3,63,633	4,80,377

Energy Intensity in GJ/OBD*

FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
0.36	0.38	0.39	0.41

*The increase in our total energy consumption in FY 2024–25 is primarily attributable to the expansion of our hospital network. During the reporting period, we operationalised and integrated three major facilities: Max Super Speciality Hospital, Noida (500 beds), Max Hospital, Chitta (200 beds), and Max Super Speciality Hospital, Dwarka (303 beds). In addition, we have reported complete annual energy data for the Nagpur and Lucknow facilities for the first time; in previous years, only partial data covering one to two months was included, based on the respective acquisition dates. These strategic additions expanded our overall bed capacity and operational footprint, resulting in a corresponding increase in energy consumption.



Project REACH (Renewable Energy and Climate Healing)

Project REACH reflects our belief that healing should extend beyond hospital walls and into the well-being of the planet we all share. It unites our renewable energy, decarbonisation and climate action efforts under a single purpose of advancing sustainable healthcare through responsible energy choices. Through this programme, we are accelerating the transition to clean energy, improving energy efficiency across our facilities, and investing in technologies that lower our carbon footprint and strengthen climate resilience.

Energy-Efficient Hot Water Generation Using Heat Pump Technology

Max Super Speciality Hospital, Vaishali, Ghaziabad, had traditionally relied on PNG-based hot water generators and multiple electric heaters to meet domestic hot water and AHU reheating needs. The system included a 173 kW electrical generator for space heating during winters, and several 90 kW heaters distributed across Towers 1 and 2. This arrangement was inefficient, expensive, and carbon-intensive, driving up both operating costs and environmental impact.

The hospital initiated a shift towards cleaner energy solutions by installing a refrigeration-based heat pump

system in August 2024. The heat pump, with a combined Coefficient of Performance (COP) of ~5, simultaneously provides hot water for domestic use and HVAC reheating requirements. By integrating this energy-efficient technology, the hospital significantly reduced its dependence on PNG and electricity while improving system reliability. This project highlights how healthcare facilities can adopt sustainable technologies to balance operational efficiency with environmental responsibility.

Impact Created

- Over **2,266 SCM/month** PNG saved, lowering natural gas dependence.
- **More than ₹3.5+ Lakhs/month** cost savings, aligned with committed saving targets.

- Material reduction in **Scope 1 and Scope 2** CO₂ emissions.
- **Reduced chiller load** and improved system reliability; consistent hot-water availability.

Renewable Power Supply through Rooftop Solar and Group Captive Model

Max Super Speciality Hospital, Vaishali, initiated a renewable energy programme to address high electricity costs, carbon emissions, and sustainability targets. In the first phase, a 395 kWp rooftop solar system was installed, generating approximately 5,95,000 kWh per year and reducing emissions by about 430 tCO₂e annually.

Building on this success, the hospital executed a group-captive power agreement with M/s Avaada to source 5.4 Million kWh annually

from renewable energy. This strategic shift reduced dependence on fossil fuel-based grid supply and lowered operational costs. Together, these initiatives highlight the hospital's commitment to sustainable development while improving energy security and financial resilience.

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Impact Created

- Rooftop solar (0.59 Million kWh/year) + group captive (~5.4 Million kWh/year).
- ~₹18.3 Million annual savings compared to DISCOM electricity bills.

- ~4,355 tCO₂e annual reduction in carbon emissions (430 tCO₂e from rooftop solar + 3,925 tCO₂e from group captive).
- Reduced exposure to tariff volatility; predictable energy costs.
- Improved long-term energy security and reliability of supply.
- Sustainability leadership: Demonstrated measurable progress toward climate goals and provided a replicable model for other healthcare facilities.



175 KWp Grid Connected Solar System

Max Super Speciality Hospital, Shalimar Bagh, New Delhi, installed a 175 KWp solar system on the rooftop of its Multi-Level Car Parking (MLCP) and Cancer Block terrace to reduce electricity costs and promote environmental sustainability. The system utilises previously unused areas efficiently, while the MLCP mounted panels also help lower the temperature of the parking area below by absorbing solar energy. This initiative supports the hospital's green energy goals and reduces carbon emissions.

The solar plant is designed to generate around 2,10,000 units

annually, reducing CO₂ emissions by approximately 1,52,670 kg CO₂e per year and saving an estimated ₹17-18 Lakhs on electricity bills. In the first five months, the system has produced 90,000 units, resulting in savings of ~₹8 Lakhs and a reduction of 65,430 kg CO₂e. This demonstrates the hospital's commitment to sustainable energy adoption, operational efficiency, and measurable environmental impact.

150 kWp Carport Solar Power Project

Max Super Speciality Hospital, Bathinda, pioneered a space-efficient renewable energy solution by installing a grid-connected carport solar power system in its parking area. Operating in captive mode without net-metering, the system feeds clean energy directly into the hospital's power control unit, reducing dependence on conventional electricity while optimising land use. The carport design not only generates renewable electricity but also provides shaded parking for vehicles, combining functionality with aesthetics. This initiative reinforces the hospital's commitment to sustainability, demonstrating innovative approaches to carbon reduction, cost savings, and responsible energy management.

Impact Created

- **Energy Generation:** ~2,10,000 units annually
- **Financial Savings:** Estimated annual savings ~₹17-18 Lakhs while 23,677 units produced in first 4 months resulting in emissions

reduction of 17,217 kg CO₂e and savings of ~₹2 Lakhs

- **Carbon Emission Reduction:** Projected reduction of 1,52,670 kg CO₂e annually



Grid Connected Solar Power Project under the Corporate Environment Responsibility (CER) of Max Mohali

Max Mohali implemented a grid-connected solar power project at Community Centre Phase-7 and Phase-11, Mohali, to address high electricity costs for the beneficiaries. The project aimed to harness solar energy through a net metering system, enabling the centres to generate their own electricity and feed excess energy back into the grid. By adopting this sustainable solution, the initiative sought to reduce operational costs, improve energy efficiency, and promote environmental conservation using renewable energy.

The system is designed to generate 56,000 units annually, saving approximately ₹5 Lakhs per year on electricity bills. Over the past 10 months, the two sites have collectively produced 42,000 units, resulting in savings of ₹3.8 Lakhs and a reduction of 30,000 kg CO₂e. This initiative demonstrates Max Mohali's commitment to sustainable energy adoption, cost efficiency, and environmental stewardship for the communities it serves.

Accelerating the Shift to Electric Mobility

At Max Super Speciality Hospital, Saket, we have taken a two-pronged approach to cut down on emissions. We transitioned three of our conventional diesel, petrol, and CNG vehicles to electric vehicles (EVs) and installed dedicated on-site charging infrastructure to support them. This shift has helped us reduce fuel expenses, lower carbon emissions, decrease noise, and improve local air quality. In addition, we have achieved a complete transition to EV carts within the hospital premises, ensuring that patient and staff movement is powered entirely by clean energy.

At the newly constructed Max Super Speciality Hospital, Dwarka, we embedded sustainability at the design stage itself. We installed more than 100 EV charging points across the campus, making it convenient for employees, patients, and visitors to adopt clean mobility. By integrating this infrastructure from the outset, we are encouraging a long-term shift towards low-carbon transportation.

Green Buildings

At Max Healthcare, we view our hospitals as more than centres of treatment - they are living examples of sustainable healthcare delivery. The design and operation of our facilities reflect our deep commitment to environmental stewardship, climate resilience, and patient well-being.

By embedding sustainability principles into the very fabric of our infrastructure, we are reimagining

healthcare spaces that heal people while safeguarding the planet.

Our leadership is further underscored by eight hospitals - Patparganj, Mohali, Bathinda, Vaishali, Dehradun, Nagpur, Noida 128 and Shalimar Bagh attaining IGBC Gold Standard certifications for sustainable operations.

All new developments are guided by Indian Green Building Council (IGBC) standards and benchmarked against international best practices. From project planning and design to construction and daily operations, every stage is approached with a clear focus on minimising environmental impact and maximising efficiency. Our infrastructure incorporates passive design, optimised natural lighting, and efficient ventilation to lower energy use and enhance patient comfort. Beyond efficiency, our hospitals are designed as holistic, sustainable ecosystems with thoughtful site planning, community integration, and responsible land use. Features like double-glazed glass, high-efficiency HVAC systems, LED lighting, advanced Building Management Systems, rainwater harvesting, and 100% wastewater reuse, along with low-VOC materials and responsible sourcing, reinforce our commitment to environmental stewardship and healthy indoor spaces.

Additionally, advanced monitoring systems have been integrated across our facilities to track building performance in real time, enabling data-driven decisions and continuous improvements in efficiency. These smart systems help us stay aligned with

evolving sustainability standards while delivering benefits that extend beyond cost savings. Our green buildings lower carbon emissions, conserve natural resources, and reduce long-term operating costs, while also enhancing air quality, comfort, and the overall healing environment - creating tangible, lasting value for patients, staff, and communities alike.

Our vision is clear: To ensure that every Max Healthcare facility, whether new or existing, sets the standard for sustainable healthcare infrastructure in India. By doing so, we are not only building hospitals but also shaping a future where healthcare and environmental responsibility go hand in hand.

Water Stewardship

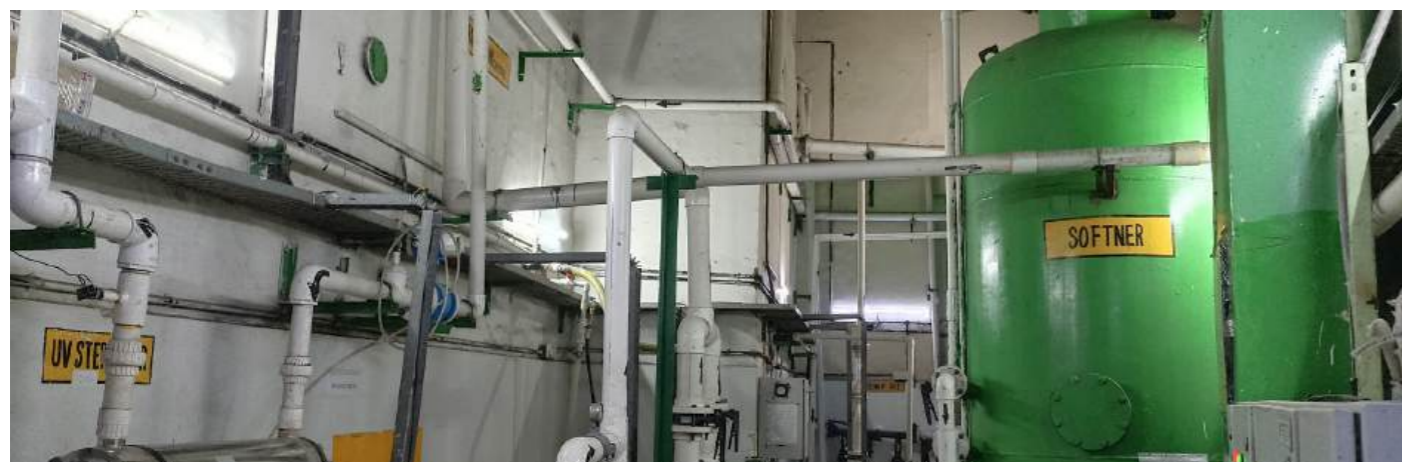
Water is a fundamental resource for healthcare delivery and community well-being. Hospitals require high-quality water for patient care, sterilisation, sanitation, cooling, and facility operations. At Max Healthcare, we are acutely aware of the challenges posed by water stress, particularly in regions vulnerable to climate change-induced droughts. We therefore consider responsible water stewardship as both an operational priority and a responsibility to society.

Our water management framework is anchored in a formal policy and monitored by the Sustainability and Environment Committee. Each facility undertakes regular assessments of its local water context, with particular emphasis on operations in high-risk and water-stressed regions. Currently, 30 of our sites, including hospitals, medical centres, corporate offices, Company Owned Company Operated (COCO), Company Owned Franchise Operated (COFO) and laboratories, are in water-stressed areas. In these geographies, we apply enhanced conservation measures to safeguard availability and address scarcity risks. During FY 2024-25, we reported no incidents of non-compliance with water permits, discharge standards, or regulatory requirements, underscoring our commitment to responsible water stewardship and regulatory alignment.

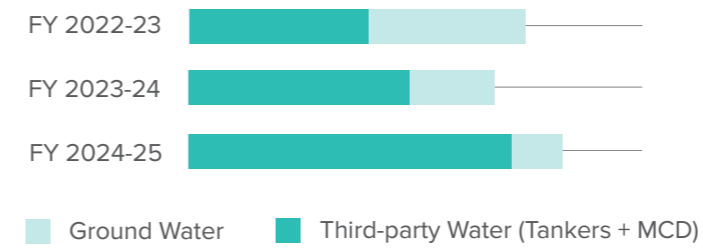
Responsible Sourcing and Efficiency

Max Healthcare meets its water needs through groundwater and third-party suppliers while consistently improving efficiency. In FY 2024-25, water intensity stood at 1.16 kL/OBD, reflecting a slight increase from the previous year primarily due to the expansion of the reporting boundary. Regular water audits and groundwater impact assessments across our facilities reinforce our commitment to conservation and responsible resource management.

In FY 2024-25, we reported zero incidents of non-compliance with water quality or quantity permits.

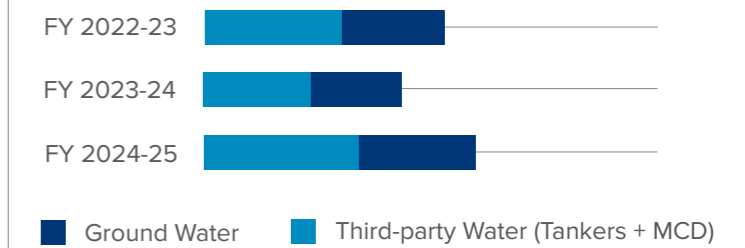


Total Water Withdrawal in kL*



Year	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Ground Water	kL	5,40,618	5,31,239	7,38,373
Third-party Water (Tankers + MCD)	kL	3,70,735	3,98,227	6,06,092
Total Water Withdrawal	kL	9,11,353	9,29,466	13,44,466

Water Withdrawal from Water Stress Areas in kL*



Year	Unit	FY 2022-23	FY 2023-24	FY 2024-25
Ground Water	kL	5,40,605	3,63,935	5,87,859
Third-party Water (Tankers + MCD)	kL	2,04,292	1,43,619	2,44,225
Total Withdrawal	kL	7,44,897	5,07,554	8,32,084

Water Intensity in kL/OBD*

FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
1.07	1.00	0.99	1.16

*The increase in our total water withdrawal in FY 2024-25 is primarily attributable to the expansion of our hospital network. During the reporting period, we operationalised and integrated three major facilities: Max Super Speciality Hospital, Noida (500 beds), Max Hospital, Chitta (200 beds), and Max Super Speciality Hospital, Dwarka (303 beds). In addition, we have reported complete annual energy data for the Nagpur and Lucknow facilities for the first time; in previous years, only partial data covering one to two months was included, based on the respective acquisition dates. These strategic additions expanded our overall bed capacity and operational footprint, resulting in a corresponding increase in total water withdrawal.

31% reduction in water intensity achieved in FY 2024-25 compared to the baseline year FY 2015-16.

Innovation in Water Use

Our approach to water conservation begins at the design stage of hospitals and extends through day-to-day operations. Infrastructure is equipped with low-flow fixtures, while RO purification, UV treatment, chlorine disinfection, and continuous monitoring systems ensure safe and efficient water use.

To promote circular water management, we operate sewage treatment plants (STPs) across facilities, enabling reuse of treated water for flushing, irrigation, and cooling systems. In older hospitals, dual plumbing lines are being laid to expand reuse capacity. Recognising the specific risks of healthcare wastewater such as pharmaceutical residues and laboratory chemicals, we deploy Membrane Bioreactor (MBR) technology at key sites including Vaishali, Shalimar Bagh, Mohali, Dwarka, and Gurugram. Independent agencies routinely verify compliance with State Pollution Control Board (SPCB) standards. Beyond our own facilities, we extend water stewardship to the wider community. Funds are allocated to municipal corporations to support infrastructure that enables reuse of treated effluents in agriculture. In parallel, we invest in water offsets, harvesting and recharging more water than we consume.

The rejuvenation of ponds in Ghaziabad, Mohali, and Meerut has improved local groundwater quality, reduced waterlogging, and contributed to better community health outcomes. Rainwater harvesting strengthens this strategy further. All new projects are designed with integrated harvesting systems and collection tanks, fully aligned with regulatory byelaws, to facilitate groundwater recharge and enable reuse of rainwater within hospital premises.



Through an integrated approach of design innovation, operational efficiency, community partnerships and natural recharge, we are building hospitals that serve as responsible water stewards for the nation.

- **100%** of major facilities equipped with STPs.
- **Over 30%** of wastewater across Max Healthcare's operations is recycled using advanced STPs, and the treated water is reused for non-potable purposes such as cooling and landscaping.
- **5 hospitals** operating advanced MBR technology (Vaishali, Shalimar Bagh, Mohali, Dwarka, Gurugram).
- **100%** compliance with SPCB discharge standards.

Water Recycled and Reused in kL*

Reuse	FY 2022-23	FY 2023-24	FY 2024-25
Water Recycled and Reused	4,04,482	5,99,621	6,51,822

Case Study: Rajpura Pond Rejuvenation for Groundwater Recharge

Max Healthcare Foundation undertook the rejuvenation of a pond in Rajpura village, Meerut, an overexploited groundwater zone with a population of over 2500 and ~210 households. The pond had become a dumping ground for sewage and solid waste, creating health hazards and reducing storage capacity. The project restored the 3500 m² pond through desilting and

installation of low-cost treatment units so that only treated wastewater and rainwater enter the pond. This revived the pond's role as a recharge structure while eliminating pollution risks.

Calculations by IIT Delhi estimated that the rejuvenated pond captures 59 Million litres of water annually, of which 57 Million litres percolate into the aquifer after accounting for evaporation and soil retention. The initiative not only improved water security for the village but also became a key step toward

Max Healthcare's water neutrality goal, with scope for scaling through additional ponds and roof water harvesting.

Impact Created

- **57 Million litres** of groundwater recharge annually
- Sewage from **210 households** treated before entering the pond
- **3500 m² pond** capacity restored

- Reduced solid waste dumping and related health risks
- Strengthened progress toward Max Healthcare's water neutrality goal

Case Study: Mankrola Pond Restoration and Rejuvenation Project

The Mankrola Pond Restoration Project was designed to restore the ecological health and water quality of a degraded freshwater pond in Mankrola village, Gurugram. The initiative included several key interventions such as the installation of floating wetlands to naturally purify water, restoration of embankments, and the development of surrounding infrastructure like walking paths, seating areas, and a children's play zone. Native plant species were introduced for landscaping, contributing to biodiversity while helping prevent soil erosion. The project also implemented stormwater management solutions, capturing surface runoff and enhancing the pond's water retention and groundwater recharge capacity.

In addition to environmental restoration, the project focused on community engagement and sustainability. It created a vital space for local recreation, with over 3,500 villagers benefiting from improved access to water and the surrounding green areas. The initiative also supported agriculture in the region by improving groundwater levels and percolation. Ongoing monitoring of water quality and biodiversity ensures the project's long-term success in both environmental and community outcomes.

Impact Created

- **10 Million litres of rainwater** harvested annually, boosting groundwater recharge.
- **2,150 kg of CO₂** sequestered over five years through tree plantation.
- **530** ground cover plants and **7,500 sq. ft.** of grass for soil stabilisation.
- Enhanced irrigation for **65% of local farming households.**
- **150+ people** engaged in water conservation awareness.
- Improved community welfare, benefiting women, children, and the elderly.
- **100+** native species planted, enhancing biodiversity.

Village Pond Rejuvenation at Ghaziabad, Uttar Pradesh

The rejuvenation of the Badka Arifpur village pond in Ghaziabad, Uttar Pradesh addressed high costs and complexity associated with conventional treatment solutions by adopting passive, eco-friendly technologies. Partnering with Neer Foundation, Max Healthcare rejuvenated the 0.312 hectare pond, serving approximately 3,500 villagers, transforming open drains into a naturally treated waterbody designed for a 15-year lifecycle.

This intervention used a sequence of bar screens, grit chambers, facultative pond, constructed wetland, and polishing pond to significantly reduce pollutants (BOD, COD, TSS) from village wastewater, improving both public health and local ecology. Max Healthcare's maintenance

and groundwater monitoring further ensured the pond's sustainability and long-term benefit.

Impact Created

- **3.6 Million litres of wastewater** treated annually, improving groundwater recharge and supporting local irrigation
- **Over 300 trees planted**, enhancing ecological restoration and microclimate stability
- **Benefitted 3,500 villagers** through improved water quality, reduced pollution, and healthier living conditions

Rainwater Harvesting at Muthoot Hospital, Dwarka

Muthoot Hospital in Dwarka, New Delhi, has implemented a robust rainwater harvesting system to manage stormwater efficiently and strengthen groundwater resources. Spread across 21,356 sq. m., the site was analysed for rainfall, runoff coefficients, and impervious surface areas to design an integrated system combining recharge pits and a retention pond. With a peak one-day rainfall of 77.8 mm, the hospital had a runoff potential of 1,264 m³/day.

To address this, 10 recharge pits with borewell-linked percolation and a dedicated retention pond were constructed. Supporting structures such as desilting chambers and oil-grease separators ensure water quality before recharge. Together, these interventions provide a harvesting capacity of 1,677 m³/day, exceeding the runoff volume and ensuring resilience against peak rainfall events.

Impact Created

- Significant groundwater recharge, reducing external water dependency.
- Effective flood and waterlogging mitigation in hospital premises.
- Scalable model for sustainable water management in healthcare facilities.

Engagement and Awareness

Awareness is equally important for sustainable water management. We conduct awareness programmes for patients, staff, and the wider community, encouraging responsible water use and building a culture of conservation. Skilled personnel and advanced control systems further monitor usage and conservation outcomes, ensuring continuous improvement.

Looking ahead, we are expanding our water management practices in high-risk regions and developing a long-term water conservation strategy to address future risks associated with water scarcity. Our focus is on embedding circular water use practices - reduce, reuse, and recharge across all hospitals, thereby aligning our efforts with global sustainability goals.

Waste as a Healthcare Challenge

Hospitals generate diverse waste streams every day and we recognise that effective waste management is not only a regulatory necessity but also an ethical responsibility. By responsibly managing waste, we protect our patients, staff, communities, and the environment, while contributing to a safer and more sustainable healthcare system.

We generate and manage multiple categories of waste, including biomedical, hazardous, non-hazardous, and radioactive waste. Across our facilities, we follow rigorous hygiene standards for material usage and ensure safe disposal of hazardous streams. We also prioritise waste minimisation through initiatives such as eliminating single-use plastics, introducing compostable bags made from plant-based sources in pharmacies, using paper pouches for medication distribution, and ensuring that biomedical waste bags are manufactured from 100% recycled plastic.

Waste Management Framework and Performance

Our comprehensive waste management system is designed to reduce waste generation, improve segregation, and ensure safe disposal. This framework is overseen by the Sustainability and Environment Committee and aligned with both national regulations and global best practices.

In FY 2024–25, we recorded no incidents of non-compliance with waste permits or regulations, reflecting the strength of our governance and monitoring systems. We also achieved a 10% reduction in waste generation intensity, lowering it to 3.17 kg/OBD (excluding construction and demolition waste). In addition, we recycled all our construction and demolition waste, marking a one-time but significant milestone in circular waste management.

Total Waste Generated in Metric Tonnes (MT)*

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
E-waste	–	36	52	62
Bio-medical Waste	1,427	1,420	1,438	1,632
Hazardous Waste	–	20	32	54
Non-hazardous Waste	1,915	1,959	1,821	1,934
Total Waste Generated**	3,342	3,435	3,343	3,683

**Excluding the C&D waste

Waste Generation Intensity in kg/OBD*

FY 2023-24	FY 2024-25	Percentage Change
3.55	3.17	~10%↓

Waste Directed to Disposal in Metric Tonnes (MT)*

	FY 2023-24	FY 2024-25
Hazardous		
Incinerated	10.18	17.08
Recycled	73.65	99.31
Total Hazardous Waste Disposed	83.83	116.39

Non- Hazardous

Recycled (Dry Waste + Construction and Demolition Waste)	45,093.14	10,541
Other Disposal Operations (Wet Waste)	535.42	523.93
Total Non-hazardous Waste Disposed	45,628.56	11,064.92
Total Waste Disposed	45,712.39	11,122.32

*The increase in our total waste generated and disposed in FY 2024–25 is primarily attributable to the expansion of our hospital network. During the reporting period, we operationalised and integrated three major facilities: Max Super Speciality Hospital, Noida (500 beds), Max Hospital, Chitta (200 beds), and Max Super Speciality Hospital, Dwarka (303 beds). In addition, we have reported complete annual energy data for the Nagpur and Lucknow facilities for the first time; in previous years, only partial data covering one to two months was included, based on the respective acquisition dates. These strategic additions expanded our overall bed capacity and operational footprint, resulting in a corresponding increase in total waste generated and disposed.

Waste Diversion and Circular Practices

We manage solid waste through strict segregation at source, supported by clearly designated wet and dry bins placed across all facilities. Adequate space is reserved within the premises for segregation, composting, and other waste processing activities, ensuring an organised and efficient system.

Organic or wet waste generated across our facilities is managed through on-site composting systems and organic waste converters that process kitchen and garden waste into nutrient rich compost. This compost is reused in hospital landscaping, creating a closed loop for organic waste, improving soil health, and supporting greener campuses. These systems reduce landfill dependence, minimise transport needs, lower emissions, and help maintain cleaner and more sustainable hospital environments. We have also adopted alternative technologies to further strengthen our waste to resource approach.

Dry waste is handed over to authorised recyclers in line with statutory requirements. To minimise landfill dependency, we have introduced initiatives to reuse wooden and steel waste within our facilities, promoting material recovery and responsible utilisation of resources.

Hazardous waste generated from operations is transferred to authorised vendors in accordance with the Hazardous Wastes Management and Handling Rules 2016 and the conditions included in the consent to operate issued by the State Pollution Control Boards. These measures ensure safe disposal, full regulatory compliance, and continued improvement in our overall waste management performance.

Waste Management Measures

Waste Disposal and Recycling

- Segregation display boards installed in waste rooms
- Organic Waste Composters (OWC) deployed to process wet waste into compost for reuse

Workplace Hygiene and Safe Handling

- Use of non-toxic, biodegradable cleaning agents across facilities
- Prominent display of PPE usage and disposal guidelines
- Regular staff awareness programmes on cleanliness and hygiene
- Spill management kits placed at key locations for quick response

Resource Efficiency and Sustainable Practices

- Centralised system for efficient distribution of housekeeping resources
- Potable water dispensers installed in place of bottled water
- Glass bottles used in meetings instead of plastic or PET bottles

Biomedical Waste Management

Biomedical waste poses significant risks to human health and the environment if not handled responsibly. Max Healthcare follows a rigorous system that complies with the Biomedical Waste Management Rules 2016 and the requirements of the State Pollution Control Boards. Waste is segregated at the point of generation using a standard colour coded system that enables accurate identification and prevents cross contamination. Each category is labelled in line with regulatory guidelines to ensure correct handling, storage, and disposal.

Dedicated storage areas are maintained within the premises until collection by certified partners who are authorised to transport and treat biomedical waste. Approved treatment methods include autoclaving, incineration, and chemical disinfection. Periodic inspections of waste disposal facilities are carried out to confirm adherence to regulatory norms and to maintain high standards of environmental and occupational safety.



Construction and Demolition Waste

Construction and demolition waste generated during infrastructure upgrades or facility maintenance is managed in accordance with the Construction and Demolition Waste Management Rules 2016. Waste is stored in designated areas and transferred to authorised processors or recyclers to ensure responsible handling, recovery, and disposal. These practices support regulatory compliance and reduce the environmental footprint associated with construction related activities.



Step-by-Step Biomedical Waste Management Process

1. Categorisation and labelling of waste into infectious, sharps, chemical, and general streams with colour-coded containers.
2. Segregation at the point of generation to prevent cross-contamination and ensure safe disposal.
3. Secure storage of biomedical waste until collection, with mandatory use of PPE by staff handling it.
4. Regular training programmes for staff covering safe handling, segregation, PPE use, and emergency response.
5. Transportation of waste to certified facilities by authorised vendors.
6. Treatment and disposal using autoclaving, incineration, and chemical disinfection for hazardous waste. Recyclables are sent to approved recovery channels, and organic or food waste is converted to compost or biogas.
7. Continuous audits and compliance checks to ensure regulatory adherence and maintain the highest standards of safety and environmental stewardship.



62.2%
of total medical waste incinerated

35.2%
of total medical waste recycled or treated

5
composter machines have been provided to the Municipal Corporation - Mohali

95.3%
of total non-hazardous waste recycled or treated

85.3%
of total hazardous waste recycled or treated

Biomedical Waste Disposal in MT*

	FY 2023-24	FY 2024-25
Incinerated	895.75	1001.79
Recycled	506.18	591.58
Other Disposal	36.13	38.26
Total BMW (Tonnes)	1,438	1,632

*The increase in our total biomedical waste disposed in FY 2024–25 is primarily attributable to the expansion of our hospital network. During the reporting period, we operationalised and integrated three major facilities: Max Super Speciality Hospital, Noida (500 beds), Max Hospital, Chittha (200 beds), and Max Super Speciality Hospital, Dwarka (303 beds). In addition, we have reported complete annual energy data for the Nagpur and Lucknow facilities for the first time; in previous years, only partial data covering one to two months was included, based on the respective acquisition dates. These strategic additions expanded our overall bed capacity and operational footprint, resulting in a corresponding increase in total biomedical waste disposed.

Biomedical Waste Intensity in kg/OBD*

	FY 2023-24	FY 2024-25	Percentage Change
	1.53	1.41	8% ↓

Engagement & Awareness

The employees undergo mandatory regular training on safe handling, PPE usage, segregation, and emergency protocols, embedding compliance and safety into daily operations.

Beyond our hospital walls, we extend our efforts to the community. We have actively engaged in cleanliness drives at Yamuna Bank and Juhu Beach to promote environmental awareness. Additionally, we donated four composting machines to the Municipal Corporation of SAS Nagar, helping divert wet waste from landfills and advancing sustainable waste management practices at the community level.

Air Emissions

All air emissions from our hospitals are maintained within the limits prescribed by the respective State Pollution Control Boards.

Emissions primarily arise from diesel generator sets, boilers, and HVAC systems, which are regularly monitored through stack testing and third-party assessments to ensure compliance.

We use low-sulphur fuels and maintain all equipment as per regulatory standards to minimise particulate and gaseous emissions. Preventive maintenance schedules and periodic calibration of emission control systems help sustain operational efficiency and control pollutant levels.

These measures ensure that air quality within and around our hospitals remains safe for patients, visitors, and staff.

Protecting and Restoring Biodiversity

We believe that healthy ecosystems are integral to community well-being and climate resilience. Although our hospitals are largely urban, we have made biodiversity conservation a priority by creating green spaces, restoring natural habitats, and supporting ecological regeneration. Our efforts in biodiversity conservation also aligned with global targets to preserve ecosystems, promote environmental sustainability, and mitigate the impacts of climate change. In the past two years, we have planted 10,000+ trees and rejuvenated three water bodies, significantly contributing to local biodiversity restoration and ecosystem health.



Enhancing Green Cover

To address the loss of vegetation and ecological balance caused by rapid urbanisation, we have created urban mini forests and adopted government parks to expand green cover. These efforts provide habitats for local species while reducing the urban heat island effect, improving air quality, and contributing to better community health.

Restoring Aquatic Ecosystems

Through pond rejuvenation programmes, we have restored aquatic ecosystems, strengthening biodiversity and safeguarding life below water. These initiatives have led to improved aquatic habitats, increased local flora and fauna diversity, and enhanced water conservation in surrounding communities.

Our Efforts in Corporate Environmental Responsibility



Cleaner Air and Sustainable Agriculture

We provided eight super seeders and one square baler to farmer groups to replace open stubble burning with in situ residue management and baling. We have deployed 9 machines (8 super seeders + 1 square baler) to farmer groups for residue management and air-quality gains.

- Emissions reduced and local air quality improved
- Soil structure, moisture retention and nutrient cycling enhanced



Organic Waste Composting

We supplied five composters of 2,000 kilogram per day capacity each to SAS Nagar Municipal Corporation to convert organic waste to manure.

- 30 to 40% reduction in organic waste to landfill
- Local soil enrichment and lower waste transport burden



Water Treatment Infrastructure

We co funded a 1.5 MLD sewage treatment plant in Mohali, contributing ₹50 Lakh towards a total cost of ₹82.66 Lakh. Treated water is reused for irrigation.

- Groundwater conserved and pumping fuel use reduced
- Surface water quality improved through safe reuse



Solar Energy for Public Buildings

We installed 20 kW solar plants on two government buildings in Mohali with net metering and identified two additional sites with PEDDA and the Municipal Corporation.

- About 100,000 units of clean electricity generated each year
- Around 70 tonnes of CO₂ avoided annually

People First Care

The strength of Max Healthcare rests in its people. When employees are supported, valued, and provided with an inclusive and healthy workplace, they can extend the same compassion and excellence to patients. By prioritising diversity, equity, and well-being, we create an environment where our teams can thrive, and this directly translates into safer, more empathetic, and higher-quality care for every patient we serve.

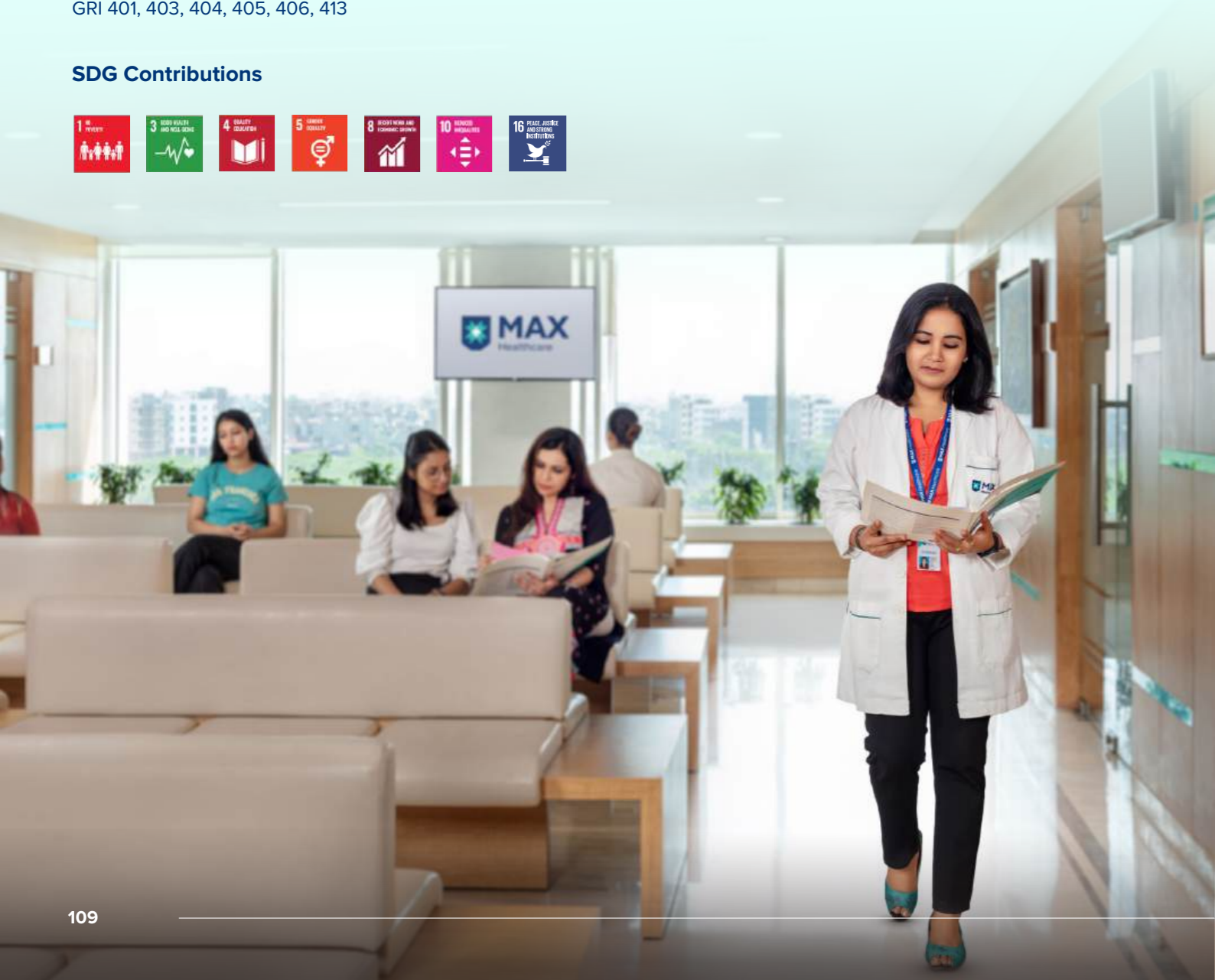
Material Topic Addressed

- Occupational Health & Safety
- Diversity, Equity & Inclusion
- Human Capital Development
- Human Rights & Labour Management

GRI Linkages

GRI 401, 403, 404, 405, 406, 413

SDG Contributions



2025 People First Highlights

32,767 total workforce
(including contractual workforce)

45.3% women in
the workforce

10.32 Lakh total
training hours

₹79.04 Crore
investment in employee
well-being and safety measures

~57% reduction in Loss
Time Injury Frequency Rate (LTIFR)
for workers

100% return to work rate of
employees who took parental leave

Our Approach

Our people are the cornerstone of our success. Recognising the evolving needs of the workforce, we embarked on a transformative journey in FY 2021–22 to redefine the employee experience and strengthen our approach to human capital development. This initiative emerged as a response to post-pandemic burnout, rising attrition, and disengagement, while also ensuring cultural integration following the landmark merger of Radiant and Max in FY 2018-19.

Our strategy is to build a dynamic and empowered workforce that is engaged, supported, and equipped to deliver exceptional patient care. Guided by our sustainability vision, we continue to invest in well-being, safety, capability development, and inclusive growth so that our people can thrive. This commitment has nurtured a culture of trust and belonging that has been recognised through certification as a Great Place to Work for three consecutive years. More than an award, it affirms the strength of our employee experience and its impact on retention, ensuring a motivated workforce committed to delivering excellence every day.

Attracting and Retaining Talent

Building a resilient workforce begins with attracting the right people and creating conditions that inspire them to stay. At Max Healthcare, we strengthen our employer brand through transparent recruitment practices, equal opportunity policies, and outreach to diverse talent pools, ensuring that professionals are drawn to purposeful careers with us. Once on board, we focus on retention by offering structured career pathways, leadership development, and opportunities for internal mobility, giving employees a clear sense of growth and long-term commitment. We also regularly arrange programs to connect them with leadership and conduct medical conferences which further develop their professional growth and fulfils organisational objectives.

In this financial year, we further strengthened internal mobility with over 500+ internal job postings, encouraging growth and career advancement within the organisation. These efforts create a strong and stable talent base that sustains Max Healthcare's ability to deliver consistent, high-quality, and compassionate care to patients.



Purpose that Inspires:

Attract people passionate about delivering world-class healthcare and making a real difference through meaningful work.



Competitive Rewards and Recognition:

Offer competitive compensation, performance incentives and recognitions to motivate employees and make them feel valued.



Innovation and Empowerment:

Equip teams with the latest tools, technologies, and autonomy to accelerate innovation, improve patient care and attract top talent.



A Culture of Inclusion and Belonging:

Foster an equitable culture that makes every team member feel valued and empowered so they stay and grow with Max Healthcare.



Comprehensive Well-being Support:

Enhance the physical, mental, and emotional well-being of employees through benefits, wellness programmes, and access to Max Healthcare’s network of care.



Growth and Career Development:

Invest in continuous learning and leadership development and offer clear career pathways, tools and mentorship to help employees grow.

Total Workforce – Employees

Age Categories	FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25	
	Male	Female	Male	Female	Male	Female	Male	Female
<30 years	2,832	5,052	3,234	5,619	2,499	3,641	3,293	4,961
30 – 50 years	4,985	2,630	5,129	2,822	5,647	3,125	7,047	4,126
>50 years	677	308	751	333	1,003	396	1,222	489
Sub Total	8,494	7,990	9,114	8,774	9,149	7,162	11,562	9,576
Total	16,484		17,888		16,311		21,138	

Total Workforce – Workers

Age Categories	FY 2024-25	
	Male	Female
<30 years	3,781	2,127
30 – 50 years	3,390	1,885
>50 years	315	131
Sub Total	7,486	4,143
Total	11,629	

Total Workforce-Workers	FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25	
	Male	Female	Male	Female	Male	Female	Male	Female
Sub Total	5,682	2,480	5,959	2,574	6,043	3,069	7,486	4,143
Total	8,162		8,533		9,139		11,629	

Diversity of Governance Bodies and Employees

Category	FY 2023-24		FY 2024-25	
	Male	Female	Male	Female
Board				
KPMs				
Senior Management	64	12	76	10
Middle Management	585	213	725	247
Junior Management	748	247	926	297
Others	7,752	6,690	9,835	9,022

Building Careers from Day One

Our onboarding programmes are designed not just to share information, but to help people connect with our culture, understand our goals, and see how their contributions matter.

The Company saw a ~19% reduction in attrition compared to the previous reporting year.

New Hires

Age Categories	FY 2023-24		FY 2024-25	
	Male	Female	Male	Female
<30 years	1,501	2,311	1,755	2,913
30 – 50 years	1,088	764	1,858	1,348
>50 years	46	22	173	61
Sub Total	2,635	3,097	3,786	4,322
Total	5,732		8,108	

Employee Onboarding Initiatives

Parichay – New Hire Induction Program

In this financial year, we further strengthened internal mobility with over 500+ internal job postings, encouraging growth and career advancement within the organisation. These efforts create a strong and stable talent base that sustains Max Healthcare’s ability to deliver consistent, high-quality, and compassionate care to patients.

Vaarta – New Hire Connect

A quarterly forum for employees completing 90 days enables interaction with senior leaders, encouraging open dialogue, feedback, and experience-sharing to build belonging and alignment with organisational goals.

Functional Learning Program (FLP)

The Functional Learning Program provides structured, role-specific training to ensure consistency in service delivery. It includes 3–5 days of departmental training for Support and Paramedics, a 30-day blended programme for Front Office staff combining classroom and on-the-job learning, and a 20-day OJT module for Nursing covering care protocols and quality indicators. Each module concludes with an assessment to validate learning outcomes.

MedInduct – Doctor Orientation Program

An intensive eight-hour induction for new doctors up to Attending Consultant level, MedInduct covers patient rights, medical documentation, emergency preparedness, CPR, hospital information system (HIS) usage, and quality standards, ensuring safe and compliant care from day one.

Virohan – Nursing Orientation Program

A six-day classroom-based orientation designed for newly hired nurses, Virohan covers nursing SOPs, infection control, basic life support (BLS), and professional conduct. Post-training evaluations assess readiness for clinical responsibilities, ensuring high standards of patient care and operational excellence.

Employee Turnover

In FY 2023-24, our worker attrition stood at around 23.3%. Over the past year, with stronger engagement, expanded well-being initiatives, and the assurance of a workplace where dignity and growth come first, attrition fell to 27.7%. At the same time, the average tenure of our employees has grown to 6.8 years, a sign that people are choosing to build their careers with us, not just pass through.

Employee Turnover

FY 2024-25	<30 Years		30-50 Years		>50 Years	
	Male	Female	Male	Female	Male	Female
Total Employee Turnover Rate	43.7%	60.8%	21.7%	29.4%	9.3%	8.8%
Voluntary Employee Turnover Rate	37.0%	49.9%	19.0%	26.6%	6.4%	4.8%

	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
Total Employee Turnover Rate	36.5%	43.2%	42.2%	39.5%	35.2%
Voluntary Employee Turnover Rate	30.9%	36.7%	39.2%	35.0%	30.5%

Employee Engagement

At Max Healthcare, people are our most powerful differentiator. Their passion, commitment, and compassion drive the organisation's mission of delivering clinical excellence and human-centred care. Our approach to employee engagement is anchored in trust, empowerment, recognition, and continuous improvement, ensuring that every colleague feels valued and inspired to perform at their best.



Building a Culture of Engagement

Employee engagement at Max Healthcare extends beyond surveys and scores. It represents an ongoing dialogue between leadership and teams across all functions. We focus on creating a workplace where people feel connected to the organisation's purpose and take pride in their contribution to patient well-being.

Highlights for FY 2024-25:

- **80% Employee Trust Index Score** under the Great Place to Work® Survey, reflecting a strong sense of belonging and organisational trust.
- **Continuous improvement** of engagement drivers through structured feedback loops, pulse surveys, and leadership connect sessions.
- **Consistent recognition** for our inclusive culture that encourages both collaboration and innovation across diverse employee groups.



Digitally Empowering Our People

Technology has become a key enabler of engagement at Max Healthcare. The ONExp digital HR platform integrates all core employee processes - onboarding, payroll, performance reviews, learning, and rewards into a single, intuitive interface.

Key outcomes of this digital transformation include:

- **Seamless digital access:** 100% of employees have mobile-enabled connectivity to HR systems.
- **Efficient onboarding:** New hires are fully integrated into organisational workflows within the first week through a guided digital journey.
- **Smart nursing handovers:** Digitised shift transitions now allow nurses to review pending medications, investigations, and discharge notes in real-time, improving both efficiency and patient care quality.

- **Process reengineering:** Targeted workflow automation has reduced manual interventions, freeing up time for high-impact clinical activities.



Rewarding Excellence and Inspiring Performance

Max Healthcare's Reward and Recognition framework is founded on the belief that every achievement deserves acknowledgment, celebrating dedication, innovation, and impact across roles and functions to foster pride and motivation. In 2024, the framework was strengthened through the launch of Umang 2.0, a cloud based digital recognition platform integrated with the HR management system. The platform enables real-time peer nominations, achievement tracking, and recognition sharing, supported by features such as social recognition, flexible reward redemption, a Hall of Fame, hobby clubs, and an employee wellness portal. Since launch, nomination rates increased tenfold, from one every 41 minutes to 10 every hour, reflecting strong employee engagement.

We celebrate contributions through Employee Appreciation Week, Gratitude Week, Celebrating the Heartbeat of Healthcare for nurses, and Honouring the Power of Her for women professionals. Employee contributions are recognised through inclusive award categories:

- **Spot Awards:** For exemplary behaviour aligned with organisational values and a positive work environment.
- **Performance Awards:** For consistently exceeding role expectations.
- **Longevity Awards:** For long term commitment and dedicated service.
- **Innovation Awards:** For new ideas and forward thinking that drive progress.
- **Annual Awards:** For outstanding contributions to overall organisational performance.

Impact Created

- **41% of unique employees** were recognised across various award categories.
- **Over 51,000 appreciations** were exchanged on the portal, showcasing a strong culture of everyday recognition.
- **22 Lakh reward points** were distributed through the portal.
- **One recognition** was recorded every 5.5 minutes

Percentage of Total Employee Who Receive a Regular Performance and Career Development Review

	FY 2023-24		FY 2024-25	
	Male	Female	Male	Female
Employees	4,151	5,468	6,226	7,417
Workers	486	420	177	214
Total	4,637	5,888	6,403	7,631

WeCan: Recognising Innovations and Innovators

Max Healthcare introduced the WeCan Award to recognise and reward innovative ideas that drive process improvement and organisational transformation. During the year, over 60 ideas were submitted by individuals and teams, with the winning entries implemented across various functions. These innovations have delivered measurable impact in key areas such as medical quality, patient safety, patient experience, and operational efficiency, reinforcing our culture of continuous improvement and excellence.








Employee Well-being

Employee well-being is integral to our ability to deliver compassionate, high quality care. We adopt a holistic approach that addresses physical, mental, emotional, and financial well-being through an integrated framework of benefits, wellness programmes, and access to our healthcare network.

We have been certified as a Great Place to Work for three consecutive years, with Employee Trust Score of 80% in the reporting year. We have also been recognised among India’s Best Workplaces in Pharmaceuticals, Healthcare, and Biotech for the past three years. In 2025, our sustained people first focus across the employee lifecycle further strengthened our position as a leading employer in the healthcare sector.

Our well-being framework combines strong governance with continuous dialogue and data-driven improvement. Over 26,000 employees and healthcare professionals benefited from our well-being initiatives during the year, while more than 700 Employee Connect sessions enabled two-way communication and feedback, helping us strengthen engagement and continuously refine our people strategy.

				
Great Place to Work® certification for three consecutive years	India’s Best Workplaces™ in Pharmaceuticals, Healthcare, and Biotech for last two years	India’s Best Employers Among Nation Builders 2025 by Great Place to Work®	SHRM - Excellence in Learning and Development Award	EX Awards - Exceptional Employee Experience Award (Large-scale Enterprises Category)

Comprehensive Employee Well-being

We adopt a holistic, 360-degree approach to employee well-being that integrates preventive health, safety, emotional resilience, and financial security. Our programmes address the diverse needs of employees and their families, supporting health, safety, and work life balance through access to preventive care, comprehensive health and accident insurance, childcare support, and maternity and paternity benefits.

Financial well-being is strengthened through contributions to the Employee Provident Fund (EPF) and Employees’ State Insurance (ESI), along with Employee Stock Ownership Plans (ESOPs) offered to 250 employees to reward high potential talent and align them with long term organisational growth. Variable incentives are also provided through sales incentive plans for key roles, reinforcing shared success.

Guided by a prevention first philosophy, we conduct annual health checkups, deliver structured occupational safety training, and ensure access to on-site medical support, safeguarding the well-being of both employees and patients while fostering a safe and supportive workplace.

Initiative	Description
Special Considerations	Safeguards the health of expectant mothers and high-risk healthcare workers through tailored support and exposure-based work restrictions, improving safety and satisfaction.
Immunisation Policy	Ensures all eligible employees receive vaccines such as Hepatitis B and annual influenza shots, with full cost coverage, promoting preventive health and reducing absenteeism.
Post-Exposure Prophylaxis (PEP)	Provides immediate medical intervention and preventive treatment to employees exposed to blood or body fluids, minimising infection risk and enhancing confidence in workplace safety.
Medical Discounts	Offers substantial discounts on hospital services for employees and their families, improving access to affordable, high-quality healthcare.
Annual Health Check-up Programme	Mandates annual health screenings for employees after one year of service, supporting early diagnosis and proactive wellness management.
Annual Health Check-up Programme	Mandates annual health screenings for employees after one year of service, supporting early diagnosis and proactive wellness management.

Nurturing Mental and Emotional Health

Recognising that emotional resilience is as vital as physical safety, we introduced MAX CARES in FY 2024–25 to bring mental and emotional support closer to everyday work life. The programme provides confidential counselling in multiple languages via phone, chat, or video, along with access to wellness assessments, self-help tools, and a digital resource library. We use pulse surveys, focus groups, and anonymous feedback channels to track impact and keep the support system responsive to individual needs.

Max Healthcare does not follow an overtime policy, as we maintain adequate staffing levels in compliance with government regulations. This approach ensures that no employee is overburdened and that a healthy work-life balance is consistently upheld.

Complementing MAX CARES are other initiatives help employees manage stress and foster open dialogue around mental health. Our HR leaders and designated SPOCs have been trained to recognise early signs of distress and apply suicide prevention protocols. Additionally, 95% of People Managers have completed mental health awareness training, creating a more empathetic and supportive workplace.

Confidential Support Services

Through MAX CARES, employees have access to confidential counselling in multiple languages via phone, chat, or video. The platform also offers wellness assessments, self-help tools, trackers, and a digital resource library available always.

Second Victim Programme

The programme supports caregivers affected by adverse events through timely counselling, trained peer support, and access to mental health resources, helping them recover and return to work with confidence.

Building Emotional Resilience

Regular sessions equip teams and managers with practical stress-management techniques and encourage open, stigma-free discussions on mental health to build everyday resilience.

Critical Illness Cover

The Critical Illness Cover provides additional financial protection during serious health conditions. HR leaders and SPOCs are trained in early distress identification and suicide-prevention protocols, and 95% of People Managers have completed mental health awareness training.

Benevolent Fund

The Benevolent Fund extends need-based financial assistance during personal or family emergencies, reflecting the organisation's commitment to supporting employees in times of crisis.

The Mood-o-Meter, a digital tool integrated into the HRIS platform, allows employees to anonymously rate their mood on a five-point scale each day and helps managers monitor team sentiment in real time while maintaining complete confidentiality.



Employee Well-being

Core focus	Unit	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	Target set for FY 2024-25
Data Coverage	% of employees who responded to the survey	NA	32.5	37	40	60
Employee Engagement*	% of employees with top level of engagement					
Employee Satisfaction*	% of employees with top level satisfaction	70 (Internal)	76	79	80	80
Employee Well-being*	% of employees with top level well-being					
Employee Net Promoter Score (eNPS)	% of employees with top level of engagement, satisfaction, well-being, or employee net promoter score (eNPS)	NA	77	81	79	80

Learning & Development

Learning and Development underpins clinical excellence and compassionate care at Max Healthcare by enabling continuous skill enhancement, leadership capability, and adaptability to medical advancements. Our initiatives support a future ready workforce through tailored programmes spanning induction, functional training, service excellence, and leadership development.

Key programmes include the Max Leadership Development Programme, which has supported 116 high potential employees through personalised, expert led learning, and the Managerial and Supervisory Capability Development Programme, which strengthens frontline leadership.

Max Healthcare also offers upskilling and reskilling opportunities to all employees through online and offline training sessions focused on building new competencies and enhancing existing skills. These initiatives help employees advance their careers, stay ahead in a dynamic work environment, and remain relevant and employable even after retirement or termination.

10.32 Lakh
total training hours

35 hours
of average training were dedicated
per employee

₹1,926
average amount spent on per
FTE training

Building Future-Ready Talent: The L&D Centre of Excellence

The Learning & Development Centre of Excellence (L&D CoE) at Max Healthcare is dedicated to fostering a high-performance culture that enhances clinical excellence and patient outcomes. Our approach to learning integrates globally recognised frameworks and focuses on empowering employees at every level to excel in their roles.

Key Features of the L&D CoE Programs:

- **Performance Driven Learning:** Learning initiatives are aligned with organisational goals to strengthen clinical excellence and patient care.
- **Global Frameworks:** Programmes integrate AIDET and LEAP, delivered through structured in person modules and regularly updated.
- **Targeted Interventions:** Learning is tailored based on performance reviews, employee aspirations, patient feedback, and operational priorities.
- **Advanced Clinical Certifications:** Specialised training is offered in Critical Care, NICU, Emergency and Oncology Nursing, Blood Transfusion Safety, and Vascular Access.

Common Minimum Program

The Common Minimum Programme outlines essential training and development initiatives across various roles within the organisation. It includes induction programs for new hires, cultural alignment sessions, compliance training (POSH, ABAC, Code of Conduct, NABH & JCI), and transformation efforts for front office and nursing teams. Role-specific development tracks are provided for leadership, middle management, people managers, outsourced staff, frontline teams, and supervisors, ensuring a structured approach to capability building and service excellence.



Specialised Trainings

In addition to the mandatory training for all our employees, we offer specialised programmes tailored to specific professionals, including nurses, leaders, and other key roles. These training initiatives are strategically designed to develop critical skills, enhance work efficiency, and align with the evolving demands of their respective fields.

A. Nurse

We remained committed to advancing nursing excellence through targeted training and development initiatives across our network. Our approach focused on enhancing clinical competencies, promoting safety, and fostering continuous learning to support high-quality patient care. Multi-pronged approach includes:



Competency Assessment:
Ongoing reviews of clinical skills to enhance proficiency.



Certifications:
Advanced credentials in Critical Care Nursing, Neonatal Intensive Care, Emergency Nursing, Oncology Nursing, Blood Transfusion Safety, and Vascular Access.



Standardised Training:
Mandatory Basic Life Support (BLS) for all new nurses, with advanced training completed within the first 90 days.



Digital and Mobile Learning:
Continuous access to online learning for flexibility and self-paced growth.



Global Exposure:
Opportunities to participate in national and international programmes, such as ELNEC Palliative Care, Neonatal Resuscitation, and surgical excellence workshops.

Flagship Programmes in FY 2024-25

Continuous Nursing Education (CNE):
Ongoing sessions on infection control, resuscitation protocols, and neonatal care.

Critical Care Nursing (CCN):
Advanced training to prepare nurses for intensive care delivery, both in hospitals and through Max@Home, where technology, empathy, and clinical expertise come together to support patients in critical conditions at home.

B. Front Office Department

The Functional Learning Path (FLP) programme is designed to enhance the skills and competencies of the Front Office Department, focusing on key areas such as Call Centre, OPD, IPD, ER, and TPA. This initiative provides structured training modules for all staff, introducing 'Front Office Process Champions' who lead continuous training for new and existing employees. Dedicated simulation labs allow for hands-on practice, while regular monitoring ensures alignment with operational goals. As a result, 70% of staff have achieved master and advanced proficiency levels, contributing to improved patient experiences and more confident staff.

C. Leadership

Strong leadership is vital for the future of healthcare. In collaboration with prestigious institutions like IIM Ahmedabad and IIM Kashipur, our leadership development programmes prepare emerging leaders for greater responsibility. In FY 2024–25 alone, 121 employees completed these programmes.

Max Institute of Medical Education (MIME)

The Max Institute of Medical Education (MIME) has been at the forefront of healthcare learning for over 16 years. As a division of Max Healthcare Institute Ltd., MIME serves as a premier centre for training both medical and non-medical professionals, nurturing a skilled workforce capable of delivering excellence in clinical care.

MIME brings together advanced infrastructure, expert faculty, and thoughtfully designed programmes to create changemakers in healthcare. With a strong emphasis on service excellence, patient-centred care, and lifelong learning, MIME prepares professionals to think critically, act ethically, and lead with innovation in diverse clinical and community settings.

Education here doesn't stop with doctors—it empowers paramedical professionals too. The Max Institute of Allied & Paramedical Education (MIAPE), established by Max Healthcare, offers degree, diploma, and certificate programs across key disciplines such as Medical Laboratory Technology, Medical Radiology & Imaging Technology, and Dialysis Technology. Blending classroom rigor with industry-oriented, hospital-based training, MIAPE equips learners with hands-on skills, ethical grounding, and real-world confidence. With placements and internships embedded across the Max Healthcare network, graduates step into strong career pathways, ready to deliver high-quality care and lead with competence in dynamic clinical settings.

Type of Participants	Total number of Participants
Trainee receiving medical education training	10,000+
Trainees absorbed in Max Healthcare	63%
Apprentices receiving clinical training	7,500
Paramedical Students	850+

Digital Training

We, at Max Healthcare recognise that learning must be accessible, flexible, and continuous. While in-person training remains a cornerstone of our development strategy, we have significantly expanded our digital learning ecosystem to ensure that employees across the network can access high-quality training anytime, anywhere. This approach not only enhances reach but also supports individual learning preferences and operational efficiency.

Our online training framework is built on a robust, 24/7 e-learning platform that hosts over 500 specialised programmes. These are designed to support targeted skilling, clinical excellence, and leadership development. The platform integrates scalable research, best practices, and immersive technologies to foster innovation and improve patient outcomes.

Key Digital Learning Programmes and Enablers:

Disha Learning:

Our flagship Learning Management System (LMS), Disha, offers personalised learning paths, supports multiple content formats, and is fully mobile-optimised—enabling seamless access to training across roles and locations.

Elsevier Access:

Through Elsevier, employees gain access to the latest research journals, clinical case studies, and evidence-based resources, supporting continuous professional development and informed decision-making.

Simulation-Based Techniques:

We employ advanced simulation tools to replicate real-life clinical scenarios, allowing staff to practise and refine critical skills in a safe, controlled environment—enhancing confidence and competence.

Max Extended Care Programme (MECP)

The Max Extended Care Programme cultivates continuous knowledge exchange across the medical fraternity. Regular CME (Continuing Medical Education) sessions and RTMs (Regional Team Meetings) bring together specialists and frontline teams to share insights, harmonise protocols, and learn from real-world cases. This cross-specialty collaboration ensures that clinical practice evolves in step with emerging evidence and patient needs, aligning everyday care delivery with the latest standards and strengthening the entire continuum of care.

Excellence in Learning and Development – SHRM HR Excellence Award 2024

Recognised for building a strong learning culture through role based curricula, simulation, and digital modules, with governance linking training completion to competency and patient safety outcomes.

Hospital Chain of the Year – The Economic Times Healthcare Awards 2024

Awarded for consistent quality, safety, and patient experience, supported by standardised clinical protocols, real time dashboards, and service design improvements across the network.

Average Hours of Training per Year per Employee

Category / Gender	FY 2023-24		FY 2024-25	
	Male	Female	Male	Female
Senior Management	20.31	15.18	2.75	2.80
Middle Management	16.31	13.65	12.00	9.74
Junior Management	15.04	12.01	15.06	12.46
Others	19.58	13.01	36.92	19.13
Total	19.42	12.98	35.86	17.93

Training and Prevention (DJSI)

Training Program	Target Audience	Number of Employees Trained	Duration (Hours)	Frequency	Cost incurred for the same
Coaching or Mentorship	AVP & Above	8	8	Quarterly	Included in LDP with IIM Bangalore
Teams and Networks	People Managers & IC (MCDP SCDP Coverage till March 2025)	1,795	8	Quarterly	Internal Programme as per learning Raod map
Leadership development programme	AGM & Above	116	MDP – 24 hours HOPE – 112 hours FUPE- 40 Hours	Annually	HOPE FUPE Internal Programs AVP & above IIM B – 38 lacs IIM K- 26 lacs
Cultural education	All New Hires	10,726	4	Weekly	Parichay

Occupational Health & Safety

Caring for our people is as vital as caring for our patients. A safe, healthy, and resilient workforce underpins clinical excellence across our hospital network. Our Occupational Health and Safety (OHS) programme is anchored in prevention, continuous learning, and continual improvement, covering clinical, support, and contractual employees. The programme proactively addresses healthcare specific risks, including infection, radiation exposure, fatigue, and stress, by embedding safety into daily operations.

Enterprise-wide hazard assessments, clearly defined safe work procedures, permit to work systems, and structured incident investigations supported by root cause analysis enable effective risk management and organisation wide learning, reinforcing a culture of shared responsibility and a strong commitment to zero harm.

Governance and Culture

Safety is led from the top and owned by everyone. Oversight sits with the Environment, Health & Safety (EHS) Committee, which conducts audits, monitors compliance and drives improvement plans. We benchmark our systems with independent specialists against national regulations and global standards to reinforce accountability and transparency.

We embed shared ownership through:

- Role-based safety training, emergency drills and toolbox talks.
- “Right-to-pause” protocols empowering colleagues to stop work if conditions are unsafe.
- Safety parity for contractors across our value chain.
- Recognition of proactive safety behaviours.
- Our duty of care goes beyond compliance, covering physical and mental well-being—wellness checks, counselling access and ergonomic initiatives.

Our Safety Management System

Hazard Identification & Risk Assessment (HIRA)

Our Safety Management System is designed to anticipate, prevent, and control risks across all clinical and support functions. It aligns with global best practices and emphasises employee participation, transparency, and accountability.

At its core lies the Hazard Identification and Risk Assessment (HIRA) programme - a comprehensive, systematic process that enables every employee to identify, assess, and report hazards and near-miss incidents without fear of reprisal. A formal 48-hour resolution and root cause analysis mechanism ensures swift mitigation and learning.

HIRA drives our proactive safety culture through a structured five-step approach:

- **Identify**
Routine hazard walks, job-safety analyses, permit-to-work reviews, and insights from incidents and near misses.
- **Assess**
A standardised risk matrix evaluates the likelihood and impact of each hazard, prioritising high-risk activities.
- **Control**
Risks are managed through a robust hierarchy of controls elimination, substitution, engineering and administrative measures, and appropriate PPE.

- **Monitor**
Continuous tracking through TLD badge readings, PPE inspections, environmental surveillance, and targeted EHS audits.
- **Engage & Train**
Regular toolbox talks, drills, and competency-based training build awareness and capability. All contractors adhere to the same standards.

The HIRA programme spans diverse operational areas—radiology, radiation oncology, laboratories, blood banks, operating theatres, ICUs, wards, and housekeeping—with heightened focus on infectious disease exposure and radiation safety.

Safety Essentials

We ensure role-specific protection through appropriate Personal Protective Equipment (PPE) including lead aprons, thermoluminescent dosimeter (TLD) badges, gloves, masks, and HIV-protection kits backed by mandatory immunisations aligned with role risk profiles.

Staff Health & Safety Programme

Our Staff Health and Safety Programme takes a preventive and people-centric approach, combining structured care, hazard management, and rapid response.

The programme, developed collaboratively with clinical and non-clinical department heads and approved by the Group Medical Director, is implemented consistently across all units by the Medical Administration and Human Resources teams. Key components include:

- **Comprehensive preventive care**
Annual health check-ups, pre-employment screening, and access to occupational health clinics.
- **Vaccination and immunisation**
Mandatory Hepatitis-B and Td vaccines, annual influenza shots, and role-specific immunisations.
- **Post-Exposure Prophylaxis (PEP)**
Immediate medical support and follow-up after exposure incidents.
- **Mental health and well-being**
Access to counselling and stress-management support.
- **Safety assurance for vulnerable groups**
Work restrictions or redeployment for pregnant and immunocompromised staff.
- **Violence prevention**
Security protocols, CCTV surveillance, and a Code Violet response system for workplace aggression.

Through regular audits, safety rounds, and ongoing training, every team member is equipped and empowered to uphold the highest safety standards.

- Fire-safety and first-aid sessions.
- Equipment-handling and electrical-safety workshops.
- Routine toolbox talks and refreshers.

We track reach, participation and outcomes to ensure effectiveness and close gaps.

Fire Safety

Fire safety forms a critical part of our OHS strategy. We adopt a systems-plus-people approach that combines robust infrastructure, preventive maintenance, and real-time preparedness. Key elements include:

- **Fire prevention systems:** Comprehensive electrical audits, advanced detection and suppression systems, nitrogen injection for transformer safety, and total fire suppression for critical equipment.
- **Emergency preparedness:** Regular fire drills, DDMA-led mega mock drills, and Quick Response Team (QRT) training for emergency response.
- **Infrastructure resilience:** Fire-rated materials, compartmentation, sealants, and clear egress routes maintained at all times.
- **Ongoing awareness:** Campaigns, live demonstrations, role-based training, and refresher sessions for staff and contractors.
- **Strict compliance:** Hot-work permits, isolation/tag-out systems, safe combustible storage, and rigorous housekeeping practices.

Training and capability

Every colleague understands their safety responsibilities. We deliver:

- Department-specific safety and emergency training.

'Chasing Zero' : Our Safety Promise

'Chasing Zero' expresses our relentless commitment to zero harm. We foster a learning culture where every incident is preventable, every lesson is shared, and every individual feels responsible for safety. Technology supports vigilance and reporting; regular reviews scrutinise processes and outcomes for improvement. Through 'Chasing Zero', we affirm that safety is not merely compliance—it is a shared promise to protect lives, strengthen trust and deliver care with confidence.

Safety Incident / Number	Category	FY 2024-25	FY 2023-24
Lost Time Injury Frequency Rate (LTIFR) (per one-Million-person hours worked)	Employees	0.22	0.27
	Workers	0.21	0.49
Total recordable work-related injuries	Employees	7	7
	Workers	2	6
No. of fatalities	Employees	1	0
	Workers	0	0
High-consequence work-related injury or ill health (excluding fatalities)	Employees	0	0
	Workers	0	0

Diversity, Equity and Inclusion

Diversity and inclusion are integral to how we deliver safe, high-quality care, support caregivers, and strengthen performance. Inclusive teams improve clinical communication, reduce risk, and build trust with patients and communities. Our approach embeds inclusion across clinical and non-clinical roles, people systems, and the care environment, with clear accountability and transparent measurement.

DE&I Principles

We are building a culture where inclusion is woven into everyday experience:



Inclusive Workforce Culture: Every employee, regardless of gender, ethnicity, nationality, religion, disability, or background, is respected and valued.



Equitable Career Growth: Access to opportunities, development programmes, and leadership roles is fair and transparent.



Patient-Centred Care: We recognise and respond to the cultural and linguistic needs of diverse patient populations.



Accessible Infrastructure: Our facilities and services are designed to be inclusive and accessible for people with disabilities.



Transparent Governance: DE&I is embedded into our organisational processes and policies, with clear accountability.



Women's inclusion

Women's inclusion continues to progress through aligned hiring, development, and workplace practices that support long term careers in healthcare. Entry pathways are strengthened through balanced shortlists, targeted outreach, and campus partnerships, while career advancement is enabled through mentorship, sponsorship, and clearly defined pathways into leadership roles.

Multi-generational workforce with 15% Gen Z, 73% Millennials, 10% Gen X, and 3% Baby Boomers.

45.3% women in the workforce, with a 100% retention rate of women employees who took maternity leave.

Family-supportive provisions including enhanced parental leave, flexible and part-time options, phased return to work, and thoughtfully planned rostering in patient-facing settings help careers progress without disrupting continuity of care. A consistent emphasis on dignity and safety under the PoSH framework, with awareness programmes, confidential reporting, and time-bound redressal, reinforces trust and enables every individual to contribute fully. Nearly half of the workforce is women, with representation continuing to rise across roles and levels.

We commemorated International Women’s Day through a focused initiative themed “**Accelerate Action**”, recognising women across the organisation who drive change, demonstrate leadership, and challenge conventional boundaries. As part of the initiative, a digital appreciation campaign was launched on the Umang 2.0 platform, enabling employees to recognise female colleagues through specially designed badges such as The Catalyst, Trailblazer, She Hero, and Insightful Mentor, reflecting diverse strengths and leadership qualities.

The campaign was accessible via both web and mobile platforms to ensure broad participation. This initiative strengthened a culture of appreciation and inclusivity while reinforcing our commitment to women’s empowerment and gender equity across the organisation.

Prevention of Sexual Harassment (POSH)

We maintain a zero-tolerance approach to sexual harassment to ensure dignity, equality, and a safe workplace for all. Our PoSH framework includes awareness programmes, confidential reporting mechanisms, and time bound redressal, aligned with the Sexual

Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The policy applies to all employees (permanent, temporary, contractual, trainees), consultants, vendors, customers, and visitors across Max Healthcare’s hospitals and offices. To enforce this commitment, Internal Complaints Committees (ICCs) are established across all units, chaired by senior women employees and supported by trained members, including external representatives.

Disability Inclusion

We are committed to an inclusive, supportive workplace where colleagues with disabilities can contribute fully and safely. Our premises incorporate step-free routes with wheelchair ramps and elevators, automatic doors, designated parking, accessible restrooms, clear wayfinding, and assistive signage, while ergonomically designed workstations accommodate diverse physical needs. A formal reasonable-accommodation process provides role-specific adjustments, including assistive technologies such as screen readers and screen-magnification software, as well as modified workstations, flexible scheduling, and role redesign where appropriate. Periodic accessibility audits, partnerships with specialist organisations, and manager training strengthen everyday inclusion, and health and safety teams engage regularly with employees with disabilities to identify improvement opportunities and track follow-through.

As of FY 2024-25, 46 employees identify as People with Disabilities.

Fairness, Pay Equity, and Safe Workplaces

Fairness is the foundation of our workplace. Our Equal Employment Opportunity (EEO) Policy prohibits discrimination, harassment, and retaliation of any kind, ensuring equal dignity for all employees.



Minimum Wage Adherence

We ensure that all employees, irrespective of gender, receive a wage that meets or exceeds the legal minimum.



Talent Attraction

Our commitment to fair pay practices enables us to attract and retain skilled individuals who appreciate a just equitable workplace.



Legal Compliance

By guaranteeing equal pay, we comply with legal regulations and affirm our ethical responsibility as an employer.



Zero Tolerance for Non-Compliance

We have a strict policy against any breaches of the Minimum Wages Act, reinforcing our commitment to equal pay and promoting a culture of fairness.



Promoting Pay Equity

Our equal compensation policies represents a strong commitment to pay equity in the workplace, demonstrating our dedication to fairness and inclusion.

As of FY 2024-25, there were zero incidents of discrimination.

Maternity Leave

Indicator	FY 2023-24	FY 2024-25
	Females	Females
Total number of employees entitled to parental leave	6,223	8,313
Total number of employees who took parental leave during FY 2024-25	133	356
Total number of employees who returned to work in the reporting period after parental leave	199	350
Total number of employees who returned and were still employed 12 months after return to work	90	95
Return to work rate	99%	100%
Retention rate	79%	71.43%

Diversity Target

Diversity Indicator	FY 2025 (%)
Share of women in total workforce (as % of total workforce)	41.87%
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	24.29%
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	24.28%
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)	24.29%
Share of women in management positions, in revenue generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	49.97%
Share of women in STEM-related positions (as % of STEM positions)	48.79%

Human Rights

We are committed to upholding internationally recognised human rights across our operations and value chain. Our Human Rights Policy is aligned with the UN Guiding Principles on Business and Human Rights and the ILO Core Conventions. We seek to protect dignity, equity and fairness for patients, employees, suppliers, partners and the communities we serve.

Our commitments

- Zero tolerance for forced, bonded or compulsory labour, including coercion and physical punishment
- Strict prohibition of child labour, supported by vendor audits, age verification and defined remediation protocols
- Equal employment opportunity irrespective of gender, caste, religion, disability, sexual orientation or any other status
- Accessibility and inclusion for people with disabilities through barrier-free infrastructure, inclusive hiring and reasonable workplace adjustments
- Diversity, equity and inclusion embedded in hiring, pay reviews, DEI metrics and a gender-sensitive culture
- Prevention of Sexual Harassment through a formal POSH Policy, mandatory training, Internal Complaints Committees at all units and time-bound grievance redressal

These principles apply across the employee lifecycle and procurement processes and are supported by our Supplier Code of Conduct, human rights due diligence and independent third-party monitoring. The Human Rights Policy is available on our website: <https://www.maxhealthcare.in/investors/corporategovernance/policies-and-other-documents>

Embedding and assurance

We integrate human rights into policy, process and practice. Pre-employment screening, clear codes and recurrent training set expectations for all employees and workers. Supplier onboarding includes contractual commitments, risk screening and audit pathways. Where risks are identified, we follow a remediation approach that prioritises the welfare of affected individuals. Grievance channels are accessible, confidential and free from retaliation, with oversight to ensure fair investigation and remedy.

Training and awareness

In FY 2024-25 we delivered more than 3.31 Lakh hours of human rights training to over 24,000 employees, healthcare professionals and workers, strengthening a culture of dignity and respect. We also conducted more than 9,300 sessions on ethical conduct, workplace safety, compliance, POSH and organisational values. These programmes build awareness, clarify responsibilities and equip teams to act when concerns arise.

Outcomes this year

In the year under review, we recorded no human rights violations. We achieved broad workforce coverage through structured training and continuous communication, and we

strengthened supplier expectations and monitoring through clear codes, targeted audits and defined remediation protocols. Looking ahead, we will sharpen due diligence in higher-risk categories, deepen supplier capability building and expand the measurement of outcomes so that respect for human rights remains central to how we work and to the partners we choose.

Our commitment to fair labor practices is reflected in our rigorous monitoring of working hours and statutory overtime compliance. We view annual leave as essential for well-being and proactively encourage our team to recharge. To ensure a truly equitable workplace, we continuously analyse our internal gender pay data to achieve and maintain equal remuneration for all.

Our Communities

Our purpose extends beyond hospital walls. Through the Max Healthcare Foundation, we apply our clinical expertise, resources and partnerships to widen access to healthcare, expand education and skills, and strengthen community resilience. We design programmes with clear objectives, invest for scale and sustainability, and measure results so that every rupee delivers lasting benefit.

₹18.01 Crore

invested in CSR during FY 2024-25

14,500+

direct beneficiaries across programmes

~3.47 Lakh

patients treated free of charge

Governance and Oversight

Our Board has constituted a Corporate Social Responsibility Committee in line with the Companies Act, 2013. The committee comprises of at least three directors, including one Independent Director, and is supported by the Company Secretary as Committee Secretary. It meets at least annually to approve the CSR policy and annual action plan, allocate budgets, review progress, and authorise independent reviews. The committee may invite internal leaders and external experts, seek information from any employee and engage professional agencies to ensure rigorous design, delivery and disclosure.

Impact Assessment

Max Healthcare voluntarily conducted a comprehensive assessment of its FY 2024–25 Corporate Social Responsibility (CSR) initiatives to evaluate their effectiveness, relevance, and sustainability. Executed by DevInsights, the study reviewed programmes across health, education, livelihoods, and environmental conservation. Using the OECD-DAC framework, it examined coherence, efficiency, and long-term impact. Methods included desk reviews, in-depth interviews, and focus group discussions with key stakeholders. The assessment aimed to ensure transparency, highlight programme strengths, identify areas for improvement, and support evidence-based decisions to enhance future planning and execution.

Our Focus Areas

We concentrate our efforts where our expertise creates the greatest value: Education, Skill Training, Water Recharge and Rejuvenation, and Health Awareness. Each programme is delivered with trusted partners and monitored for quality, reach and outcomes.



Education



Skill Training



Water Recharge and Rejuvenation



Health Awareness

Education

Max Medical Scholarship Programme



We enable talented students from low-income families to pursue MBBS in government medical colleges after clearing NEET. Support covers tuition, laptops, books, mentorship and a monthly stipend. Venzen Impact Foundation conducts background checks and annual in person verification to ensure transparent selection and continued eligibility.

- 144 MBBS students supported annually across Delhi, Mumbai, Lucknow, Nagpur, Mohali, Bathinda and Dehradun
- Full financial and academic enablement so students can focus on learning and clinical training

Award for Excellence in Oncology Research

We launched an annual award to recognise Indian researchers advancing affordable, high quality cancer care. The inaugural award honoured low dose immunotherapy research for head and neck cancers at Tata Memorial Centre.

- National platform established to spotlight cost effective oncology innovations
- Research visibility increased for solutions relevant to resource constrained settings

Skills Training

Dignified Elderly Care



We donated ₹2 Crore to Amba Charitable Foundation for Nirant 2, a residential facility that provides assisted living for senior citizens within a healing environment.

- Safe, compassionate long-term care increased for the elderly
- Continuous volunteer and healthcare support for residents

Strengthening Cancer Care

We donated ₹2 Crore to Dr Aabaji Thatte Seva aur Anusandhan Sanstha for infrastructure enhancement at the National Cancer Institute in Central India.

- Treatment and research capacity expanded
- Patient access to comprehensive oncology services improved

Empowering Sustainable Livelihoods through Skill Development at Tihar Jail

In partnership with Tihar Jail, the programme delivers a structured 340 hour NSQF Level 4 course in Food and Beverage services. The initiative includes counselling support, mock interviews, and structured industry engagement to enhance employability outcomes.

- 1,700 inmates targeted for training in first year
- Rehabilitation supported through employable skills and confidence building

Sashakt and Vidyarthee

In partnership with Tihar Jail, the programme delivers a structured 340 hour NSQF Level 4 course in Food and Beverage services. The initiative includes counselling support, mock interviews, and structured industry engagement to enhance employability outcomes.

- About 2,000 learners trained annually
- ₹4.46 Crore CSR grant support during the year
- Stronger healthcare talent pipeline and higher employability

Water Recharge & Rejuvenation

Water Neutrality through Community Water Rejuvenation

We are working towards achieving 100% water neutrality by March 2025 by recharging 1 Million kilolitres of water annually, equivalent to our operational consumption. Our initiatives focus on rejuvenating community water bodies using integrated natural wastewater treatment systems to support agriculture, mitigate waterlogging, and enhance groundwater recharge.

- Pond rejuvenated in Ghaziabad district, improving water availability for the local community
- Pond development planned in Meerut, with IIT Delhi as the technical and assessment partner

Health Awareness

Expanding Advanced Care in Northeast India

We launched the Max MedCentre in Guwahati and broadened access to tertiary care through 480 outreach activities and 145 OPD sessions in oncology, organ transplants and robotic surgery.

- 44% increase in patient volume from the North East
- Oncology up 13%, liver transplants up 55%, neurology up 78%
- Awareness and referrals expanded across Guwahati, Dibrugarh, Jorhat, Siliguri and Dimapur

Free Medical Treatment for Economically Weaker Sections

We provide free outpatient and inpatient care so that inability to pay never prevents treatment.

- About 3.47 Lakh patients treated free of charge
- ₹210.7 Crore directed to care for low-income patients

Nutritional Support for TB Patients

Through the Nikshay Mitra scheme we provide nutrition kits to improve treatment adherence and recovery.

- 2,300 patients supported with regular supplies
- Better adherence and faster recovery observed

Cancer Screening and Awareness

We conduct free cervical, breast and oral screening camps and community sessions that encourage early detection and timely referrals.

- 7,500 people screened across communities
- Awareness raised on prevention and follow up care

Health Camps and Public Outreach

We organise multi-speciality camps and education sessions on hygiene and preventive health across urban and rural locations.

- 10,000 people reached through camps and talks
- Preventive practices adopted by vulnerable households



The Max Healthcare Foundation has established an annual award to honour outstanding achievements in Oncology Research. This year, the prestigious Max Healthcare Award for Excellence in Oncology Research was presented to Dr. Kumar Prabhash, Professor and Head of Medical Oncology at Tata Memorial Centre. Dr. Prabhash was recognised for his groundbreaking work in developing low-dose immunotherapy for head and neck cancers, a pioneering approach that holds significant promise for improving patient outcomes. In recognition of his exceptional contributions, Dr. Prabhash was awarded a cash prize of Rs.5 Lakhs, celebrating his dedication and innovative approach to cancer research.

Max Cancer Congress

We convened survivors, clinicians, NGOs and community members to share knowledge and inspire action against cancer.

- 2,000 participants engaged nationwide
- Community understanding of prevention and treatment pathways strengthened

Deepening Community Engagement

Interventions	Outreach and Outcomes
The Max Medical Scholarship Programme supports students from low-income backgrounds by providing financial assistance, laptops, books and other essential academic tools to support their medical education.	44 students benefited from the scholarship, ensuring continuity in their education and career development.
Contribution of 150 full-size desks for students at Sewa Dham Vidya Mandir, East Delhi.	350+ students gained access to improved seating and study conditions.
Donation of a school bus to Delhi Police Public School, Delhi.	60+ students were benefitted with safe, reliable, accessible and more convenient transportation.
Max Healthcare facilitated the distribution of the book 'Principles of Critical Care' to improve access to essential academic resources and support medical education on critical care.	2,000 books were distributed, enhancing their access to vital medical reference material and strengthening their clinical knowledge.
The pond rejuvenation project aims to restore deteriorating pond ecosystems by implementing scientific interventions, fostering community engagement and promoting environmental education.	2,500 residents benefitted with considerable improvements in water resource management following the project's implementation.
The healthcare intervention aimed to enhance medical care delivery by providing essential equipment, organising free medical camps as well as offering diagnostics and medicine supplies.	20,000+ patients from various regions, including tribal and underserved communities, received treatment at subsidised rates.
Skill development initiative at Tihar Jail, Delhi for correctional reform. The programme trains undertrials in the certified 'Food & Beverage Service Steward' role, aligned with NCVT and the Tourism & Hospitality Sector Skill Council.	1,700 undertrials trained, enabling rehabilitation and reintegration into society with improved livelihood opportunities.
Development of Mini Forest (Nanak Bagichi) in public/community area.	15 sites have been developed as Nanak Bagichi (10,000 trees planted) contributing to green cover enhancement and biodiversity.

Interventions	Outreach and Outcomes
Rejuvenation of Water Ponds.	1 pond completed and handed over to the village; 2nd pond work delayed due to heavy rain and site issues; order issued in Sep'25. Improved local water storage and ecosystem restoration.
Procurement and Operations of Organic Waste Composters.	5 OWC machines (capacity: 2,000 kg/day) delivered to the Municipal Council after approval on technical specifications. Promotes waste-to-resource management.
Development of Infrastructure for Utilisation of Treated Effluents of STPs.	Fund allocated to Lalru Council; acknowledgment received; payment processing ongoing. Promotes reuse of treated water for sustainable urban operations.
Provision of Solar Panels in Government / Municipal / Other Public Schools, Hospitals and Dispensaries.	Solar panels installed in 2 sites of MC buildings (20 kWp each); UC received from PEDDA; payment issued to PEDDA for 2 additional sites. Expands renewable energy use and reduces carbon footprint.
Alternatives to Stubble Burning by Providing Equipment/Machineries to Farmers/Societies.	6 super seeders and 4 machines delivered (Sep'25 & Oct'25); one square baler delivered on 25th Oct'23. Reduces crop residue burning and improves air quality.
Rejuvenation of Pond of Mankrola Village.	₹5 Lakhs allocated for recurring cost to maintain rejuvenated pond and ensure sustainable water management.
Adoption of Nearby Government School for Renovation of Infrastructure.	Under evaluation, aims to improve educational infrastructure and access to better facilities for local students.
Tree Plantation Campaign in Proposed Green Area – "Ek Ped Maa Ke Naam."	Plantation of saplings planned under the green area initiative; implementation aligned with community engagement for environmental restoration.

The Road Ahead

We will strengthen sanitation, health, solar lighting, and waste management initiatives while expanding pond rejuvenation and plantation drives across rural and urban areas. Our focus will be to scale medical scholarships, skill development, and community health outreach, ensuring inclusive, verifiable, and lasting social impact.

Annexures

GRI, SASB, IFRS S2 and UN SDGs Content Index

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GRI 418: Customer Privacy 2016	GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	51

SASB Index

Topic	Metric	Category	Unit of Measure	Code	Page Number
Energy Management	1) Total energy consumed	Quantitative	Gigajoules (GJ), Percentage (%)	HC-DY-130a.1	84, 93, 94
	2) Percentage grid electricity				
	3) Percentage renewable				
Waste Management	Total amount of medical waste: Percentage (a) incinerated, (b) recycled or treated and (c) landfilled	Quantitative	Metric tonnes (t)	HC-DY-150a.1	105
	Total amount of: (1) hazardous and (2) non-hazardous pharmaceutical waste, Percentage (a) incinerated, (b) recycled or treated and (c) landfilled				

Topic	Metric	Category	Unit of Measure	Code	Page Number
Patient Privacy & Electronic Health Records	Description of policies and practices to secure customers' personal health data records and other personal data	Discussion and Analysis	n/a	HC-DY-230a.2	50-52
	(1) Number of data breaches, (2) Percentage involving (a) personal data only and (b) personal health data, (3) number of customers affected in each category, (a) personal data only and (b) personal health data ^{Â¹}	Quantitative	Number, Percentage (%)	HC-DY-230a.3	51
	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy ^{Â²}	Quantitative	Presentation currency	HC-DY-230a.4	51
	Discussion of strategy to manage the mix of patient insurance status	Discussion and Analysis	n/a	HC-DY-240a.1	64
Quality of Care & Patient Satisfaction	Number of serious reportable events	Quantitative	Number	HC-DY-250a.2	61

Topic	Metric	Category	Unit of Measure	Code	Page Number
Quality of Care & Patient Satisfaction	Hospital-acquired condition rates per hospital	Quantitative	Percentage (%)	HC-DY-250a.3	61
	Number of (1) unplanned and (2) total readmissions per hospital	Quantitative	Number	HC-DY-250a.6	61
Management of Controlled Substances	Description of policies and practices to manage the number of prescriptions issued for controlled substances	Discussion and Analysis	n/a	HC-DY-260a.1	63
Pricing & Billing Transparency	Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	Discussion and Analysis	n/a	HC-DY-270a.1	69
	Discussion of how pricing information for services is made publicly available	Discussion and Analysis	n/a	HC-DY-270a.2	69
	Number of the entity's 25 most common services for which pricing information is publicly available, Percentage of total services performed (by volume) that these represent	Quantitative	Number, Percentage (%)	HC-DY-270a.3	69

Topic	Metric	Category	Unit of Measure	Code	Page Number
Workforce Health & Safety	Total recordable incident rate (TRIR) for	Quantitative	Rate	HC-DY-320a.1	125
	(a) direct employees and (b) contract employees				
Employee Recruitment, Development & Retention	(1) Voluntary and (2) involuntary turnover rate for:	Quantitative	Percentage (%)	HC-DY-330a.1	113
	(a) physicians, (b) non-physician health care practitioners, and (c) all other employees				
	Description of talent recruitment and retention efforts for health care practitioners	Discussion and Analysis	n/a	HC-DY-330a.2	110-113
Climate Change Impacts on Human Health & Infrastructure	Description of policies and practices to address: (1) the physical risks because of an increased frequency and intensity of extreme weather events, (2) changes in the morbidity and mortality rates of illnesses and diseases associated with climate change and	Discussion and Analysis	n/a	HC-DY-450a.1	84-90

Topic	Metric	Category	Unit of Measure	Code	Page Number
Climate Change Impacts on Human Health & Infrastructure	(3) emergency preparedness and response				
Fraud & Unnecessary Procedures	Total amount of monetary losses as a result of legal proceedings associated with medical fraud A^3	Quantitative	Presentation currency	HC-DY-510a.1	263, 264 (IAR)

Sl. No.	Activity Metric	Category	Unit of Measure	Code	Page No.
1.	Number of (a) facilities and (b) beds, by type	Quantitative	Number	HC-DY-000.A	17
2.	Number of (a) inpatient admissions and (b) outpatient visits	Quantitative	Number	HC-DY-000.B	59

IFRS S2

Reference No.	Disclosure Description	Sources	Page Number
Governance			
IFRS S2-6(a)	The governance body(ies) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities including information about:	Please refer to Governance & Ethics section	44-47
IFRS S2-6(a)(i)	How responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(ies) or individual(s).	Please refer to the Governance & Ethics, Double Materiality, and Sustainability Goals & Commitments section	44-47, 41-42, 32-38

Reference No.	Disclosure Description	Sources	Page Number
Governance			
IFRS S2-6(a)(ii)	How the body(ies) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities.	Please refer to Governance & Ethics section	44-47
IFRS S2-6(b)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about: (i) Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee.	Please refer to Governance & Ethics section	44-47
Strategy			
IFRS S2-9(a)	The climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	Please refer to Climate Risk Assessment section	84-90
IFRS S2-9(b)	The current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain.	Please refer to Climate Risk Assessment section	84-90
IFRS S2-9(c)	The effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan.	Please refer to Climate Risk Assessment section	84-90
IFRS S2-9(d)	The climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities.	Please refer to Climate Risk Assessment section	84-90
IFRS S2-10(a)	Climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	Please refer to Climate Risk Assessment section	84-90

Reference No.	Disclosure Description	Sources	Page Number
Strategy			
IFRS S2-10(b)	For each climate-related risk the entity has identified whether the entity considers the risk to be a climate-related physical risk or transition risk.	Please refer to Climate Risk Assessment section	84-90
IFRS S2-10(c)	For each climate-related risk and opportunity the entity has identified, over which time horizons-short, medium or long term" the effects of each climate-related risk and opportunity could reasonably be expected to occur.	Please refer to Climate Risk Assessment section	84-90
IFRS S2-13(a)	A description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain.	Please refer to Climate Risk Assessment section	84-90
IFRS S2-14(a)	How the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation, including information about:	Please refer Planet Positive Care section	84-107
IFRS S2-14(a)(ii)	Current and anticipated direct mitigation and adaptation efforts (for example, through changes in production processes or equipment, relocation of facilities, workforce adjustments, and changes in product specifications).	Please refer to Climate Risk Assessment section	84-90
IFRS S2-14(a)(iii)	Current and anticipated indirect mitigation and adaptation efforts (for example, through working with customers and supply chains).	Please refer to Climate Risk Assessment section	84-90
IFRS S2-14(a)(iv)	Any climate-related transition plans the entity has, including information about key assumptions used in developing its transition plan, and dependencies on which the entity-transition plan relies.	Please refer to the Double Materiality And Planet Positive Care section	34-38, 84-107
IFRS S2-14(a)(v)	How the entity plans to achieve any climate-related targets, including any greenhouse gas emissions targets.	Please refer Planet Positive Care section	84-107

Reference No.	Disclosure Description	Sources	Page Number
Strategy			
IFRS S2-14(b)	How the entity is resourcing, and plans to resource, the activities disclosed in accordance with 14(a).	Please refer to the Double Materiality And Planet Positive Care section	34-38, 84-107
IFRS S2-14(c)	Quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 14(a).	Please refer to the 'SECTION B: MANAGEMENT AND PROCESS DISCLOSURES' in Business Responsibility and Sustainability Report in Integrated Annual Report	260 (IAR)
Financial Position, Financial Performance and Cash Flows			
IFRS S2-15(a)	The effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects).	Please refer to Climate Risk Assessment section	84-90
IFRS S2-15(b)	The anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	Please refer to Climate Risk Assessment section	84-90
IFRS S2-16(a)	How climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period.	Please refer to Climate Risk Assessment section	84-90
Climate Resilience			
IFRS S2-22(a)	The entity's assessment of its climate resilience as at the reporting date, including the information about:	Please refer to Climate Risk Assessment section	84-90
IFRS S2-22(a)(i)	The implications, if any, of the entity's assessment for its strategy and business model, including how the entity would need to respond to the effects identified in the climate assessment.	Please refer to Climate Risk Assessment section	84-90
IFRS S2-22(a)(iii)	The entity's capacity to adjust or adapt its strategy and business model to climate change over the short, medium and long term, including:	Please refer to Climate Risk Assessment section	84-90

Reference No.	Disclosure Description	Sources	Page Number
Risk Management			
IFRS S2-25(a)	The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about: (iv) Whether and how the entity prioritises climate-related risks relative to other types of risk.	Please refer to Climate Risk Assessment section and Entity's material responsible business conduct issues of the BRSR Report section in IAR	84-90, 253, (IAR)
IFRS S2-25(b)	The processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities.	Please refer to Climate Risk Assessment section	84-90
IFRS S2-25(c)	The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Please refer to Climate Risk Assessment section	84-90
Metrics and Targets			
IFRS S2-29(a)(1)	Scope 1 greenhouse gas emissions.	Please refer to Sustainability Goals & Commitments section	41-42
IFRS S2-29(a)(2)	Scope 2 greenhouse gas emissions.	Please refer to Sustainability Goals & Commitments section	41-42
IFRS S2-29(a)(3)	Scope 3 greenhouse gas emissions.		
IFRS S2-29(a)(iv)	Measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or an exchange on which the entity is listed to use a different method for measuring its greenhouse gas emissions.	Please refer to Sustainability Goals & Commitments and Planet Positive Care section	41-42, 90-91
IFRS S2-29(a)(iv-continued)	For Scope 1 and Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(1) (2), disaggregate emissions between categories in accordance with 6.1(b).	Please refer to Sustainability Goals & Commitments and Planet Positive Care section	41-42, 90-91

Glossary Of ESG & Healthcare Terms

Acronym	Full Form
ABAC	Anti Bribe and Anti Corruption
AHA	American Heart Association
AI	Artificial Intelligence
AIDET	Acknowledge, Introduce, Duration, Explanation, Thank You
BLS	Basic Life Support
BRSR	Business Responsibility and Sustainability Reporting
CCN	Critical Care Nursing
CGHS	Central Government Health Scheme
CIA	Confidentiality, Integrity, Availability
CISO	Chief Information Security Officer
CLABSI	Central Line-Associated Bloodstream Infection
CRM	Customer Relationship Management
CSR	Corporate Social Responsibility
DJSI	Dow Jones Sustainability Indices
DNB	Diplomate of National Board
DPO	Data Protection Officer
EMS	Environmental Management System
EWS	Economically Weaker Sections American Heart Association
EPF	Employees' Provident Fund
EQAS	External Quality Assessment Scheme
ERM	Enterprise Risk Management

Acronym	Full Form
ESG	Environmental, Social and Governance
ESI	American Heart Association
ESOPs	Employee Stock Ownership Plans
EV	Electric Vehicle
FAIR	Factor Analysis of Information Risk
FUPE	Functional Upskilling Programme for Excellence
GRC	Governance, Risk and Compliance
GRI	Global Reporting Initiative
GRIHA	Green Rating for Integrated Habitat Assessment
GWP	Global Warming Potential
HIS	Hospital Information System
HVAC	Heating, Ventilation and Air Conditioning
IGBC	Indian Green Building Council
ILC	Inter-Lab Comparison
IoT	Internet of Things
IPD	Inpatient Department
ISO 14001	Environmental Management Systems Standard
ISO 27001	Information Security Management Standard
JCI	Joint Commission International
KMPs	Key Managerial Personnel
LEED	Leadership in Energy and Environmental Design

Acronym	Full Form
LEAP	Learning, Evaluation, and Planning
LTIFR	Lost Time Injury Frequency Rate
MBR	Membrane Bioreactor
MIME	Max Institute of Medical Education
MIAPE	Max Institute of Allied & Paramedical Education
MQAP	Max Quality Assurance Programme
MRI	Magnetic Resonance Imaging
MSCI	Morgan Stanley Capital International ESG Ratings
NABH	National Accreditation Board for Hospitals & Healthcare Providers
NABL	National Accreditation Board for Testing and Calibration Laboratories
NBEMS	National Board of Examinations in Medical Sciences
NICU	Neonatal Intensive Care Unit
NIST	National Institute of Standards and Technology
NSIs	Needle Stick Injuries
OBD	Occupied Bed Day
OPD	Outpatient Department
PALS	Pediatric Advanced Life Support
PCCs	Patient Collection Centres
PDF	Portable Document Format
PDMS	Patient Feedback Management System
PIM	Privileged Identity Management
PNG	Piped Natural Gas
POSH	Prevention of Sexual Harassment
PPE	Personal Protective Equipment

Acronym	Full Form
PROMs	Patient-Reported Outcome Measurement System
PPA	Power Purchase Agreement
PIDGE	Platform for Digital Logistics
QCI	Quality Council of India
RCOG	Royal College of Obstetricians and Gynaecologists
RECs	Renewable Energy Certificates
REIC	Renewable Energy Investment Committee
RO	Reverse Osmosis
RTMs	Regional Team Meetings
SASB	Sustainability Accounting Standards Board
SHRM	Society for Human Resource Management
SOC	Security Operations Centre
SOP	Standard Operating Procedure
SPCB	State Pollution Control Board
STP	Sewage Treatment Plant
TCFD	Task Force on Climate-related Financial Disclosures
tCO2e	tonnes of carbon dioxide equivalent
UHID	Unique Hospital Identification
UN SDGs	United Nations Sustainable Development Goals
UV	Ultraviolet
VAP	Ventilator-Associated Pneumonia
VAPT	Vulnerability Assessment and Penetration Testing
WAF	Web Application Firewall
WTE	Waste-to-Energy



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