CSR Impact Assessment Report

Cipla Limited

March 2025

Prepared by: Thinkthrough Consulting

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ACRONYMS

Acronym	Description
BBCI	Dr. B Borooah Cancer Institute
BBN	Baddi-Barotiwala-Nalagarh
BMT	Bone Marrow Transplant
CCHC	Cachar Cancer Hospital and Research Centre
COPD	Chronic Obstructive Pulmonary Disease
CPC	Cipla Palliative Care & Training Centre
CSR	Corporate Social Responsibility
FGD	Focused Group Discussions
HBCHRC	Homi Bhabha Cancer Hospital & Research Centre
HI	HelpAge India
ICDS	Integrated Child Development Services
IHCC	Integrated Hospital-Based Continuity of Care Pathway
IT	Information Technology
ITI	Industrial Training Institute
KGMU	King George's Medical University
KII	Key Informant Interviews
IGSSS	Indo-Global Social Service Society
MHU	Mobile Health Unit
NAT	Nucleic Acid Amplification
NFI	Non-Food Items
NHM	National Health Mission
NPDM	National Policy on Disaster Management
NP-NCD	National Programme for Prevention and Control of Non-Communicable Diseases
SDGs	Sustainable Development Goals
SEDI	Skill & Entrepreneurship Development Institute

1. Introduction to the Impact Assessment

1.1. About Cipla Limited[1]

Established in 1935, Cipla Limited is a global pharmaceutical company with a strong commitment to make medicines accessible to those in need. The third largest pharmaceutical company in India, its product portfolio includes complex generics as well as drugs in the respiratory, anti-retroviral, urology, cardiology, anti-infective, CNS, and various other key therapeutic segments. The company's 46 manufacturing sites across the globe, produce 50+ dosage forms and 1,500+ products, catering to 78 markets.

Cipla's philosophy of '*Caring for Life*,' drives its social initiatives. It fosters long-term partnerships to engage with local communities for an equitable world through a collaborative approach.

Cipla Limited's CSR Policy[2], is formulated in accordance with the provisions of section135(4)(a) of the Company's Act, 2013 and CSR Rules.

1.2. About Cipla Foundation

Cipla Foundation, established in 2010 as the philanthropic arm of Cipla Limited, predominantly implements Cipla's CSR initiatives. It collaborates with credible NGOs, government agencies and domain experts ensuring extensive outreach, outcome-driven and impactful CSR projects across India.

Additionally, Cipla Foundation fosters employee engagement through its volunteering platform, *'Cipla for Change'*. This platform offers an interactive and real-time experience, encouraging employees to actively participate in community initiatives.

Cipla's CSR Strategy has identified the following thematic areas:

Figure 1: Cipla's CSR Thematic Focus Areas



- **Health[3]:** Focuses on supporting communities with equitable access to healthcare services, with particular emphasis on palliative care and support for other medical interventions. Cipla's manufacturing units, depots and other project sites across geographies actively participate in these initiatives, in partnership with credible and reputed institutions to address the healthcare needs of vulnerable communities vicinity, with special emphasis on children, women, and the elderly.
- **Promoting Quality Education[4]:** Aims to create a conducive environment in schools, through experiential learning, scholarships, and digital literacy initiatives to make education inclusive and equitable for all children.

[1] Cipla Annual Report 2022-23 and 2023-34; www.cipla.com
[2] https://www.cipla.com/sites/default/files/2023-25/Corporate_Social_Responsibility_Policy.pdf
[3] https://www.cipla.com/csr/cipla-foundation/health.html
[4] https://www.cipla.com/csr/cipla-foundation/education.html

- **Skilling and Vocational Training[5]:** Supports skilling initiatives with the objective of empowering youth, differently abled individuals and low-income communities to be adept for better employment opportunities.
- **Environmental Sustainability[6]:** Prioritises projects related to water conservation, sustainable farming, and clean energy, thereby contributing to Cipla's overall sustainability approach.
- **Disaster Response and Ecosystem Led Projects[7]:** Provides timely relief to communities affected by natural disasters, collaborating with partners and the local administrations to meet urgent needs.

1.3. CSR Governance

Cipla has established a robust governance framework for its community initiatives, ensuring continuous collaboration between the Board of Directors, CSR Committee, and Cipla Foundation. The system upholds high standards of due diligence, compliance, auditing, and monitoring across all projects and partners.

Roles and Responsibilities:

- **Board of Directors**: Approves the CSR Policy and Annual Action Plan, monitors fund utilization, and oversees project progress.
- **CSR Committee**: Recommends the CSR Policy and Annual Action Plan to the Board, reviews project implementation, and monitors progress with the Board.
- **Cipla Foundation**: Identifies, implements, and monitors CSR projects, ensuring compliance with the Board approved plan, CSR Policy, and applicable laws.

In line with the Companies (CSR Policy) Amendment Rules, 2021, Cipla Foundation seeks to assess the impact of its CSR projects undertaken in FY 2022-23 to ensure accountability and continuous improvement.

[5] https://www.cipla.com/csr/cipla-foundation/skilling.html
[6] https://www.cipla.com/csr/cipla-foundation/environmental-sustainability.html
[7] https://www.cipla.com/csr/cipla-foundation/disaster-response.html

2. Approach and Methodology

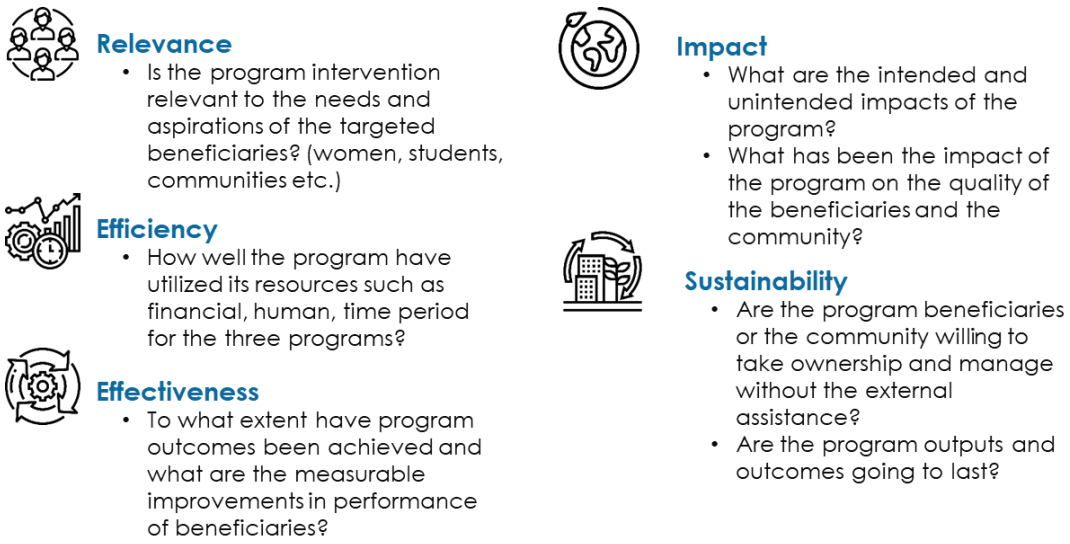
2.1. Scope of the Impact Assessment

This assessment evaluates the social impact of CSR initiatives implemented by Cipla Foundation during FY 2022-23 across its key focus areas. In line with CSR rules, it encompasses projects where at least one year has elapsed since implementation, to assess their contributions to societal well-being and alignment with Cipla Foundation's objectives.

2.2. Assessment Framework

The impact of Cipla's 2022-23 CSR projects was assessed using the OECD DAC framework and criteria for evaluation. These criteria were utilised across all stages of the impact assessment including the preparation of the toolkit, data analysis, and reporting.

Figure 2: Assessment Criteria



The approach aimed to move beyond programmatic design and implementation to evaluate the projects holistically, as described below:

- **Relevance:** What is the extent to which the CSR projects address the specific needs of the beneficiaries?
- **Coherence:** To what extent do Cipla Foundation's projects complement global mandates and broader national priorities?
- **Effectiveness and Impact[8]:** How successful have the initiatives been in achieving their stated goals? What are the tangible and intangible benefits experienced by communities as a result of these initiatives?
- **Efficiency:** What mechanisms have been put in place to deliver results in an economical and timely manner?

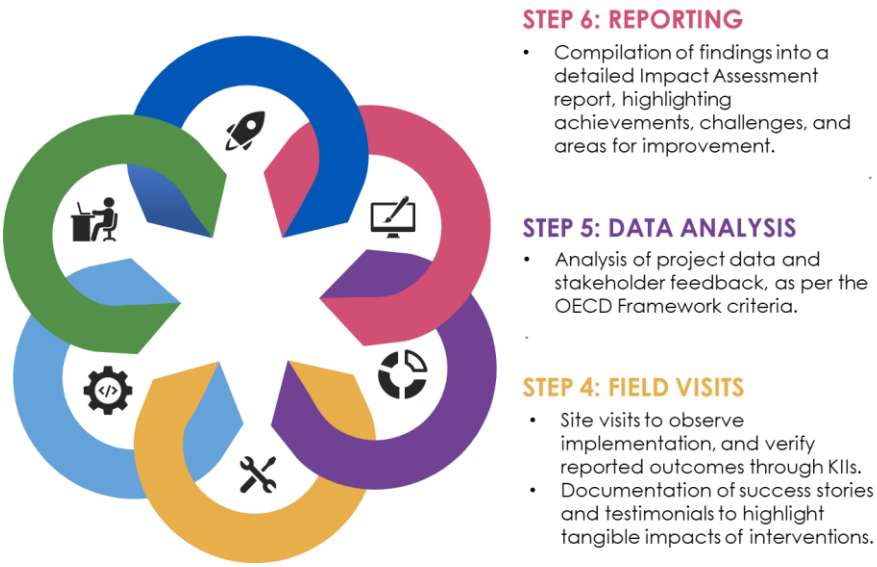
[8] Given the one-year assessment period, effectiveness and impact have been combined, as long-term outcomes (related to impact) typically require multi-year tracking. This assessment focuses on effectiveness—measuring progress against stated goals—while noting early indicators of impact where observable.

- **Sustainability:** What mechanisms have been put in place to ensure the long-term benefits of these initiatives?

2.3. Assessment Methodology

The impact assessment of Cipla's CSR initiatives is based on a structured, multi-stage approach, leveraging both qualitative and quantitative methods to ensure a comprehensive evaluation.

Figure 3: Assessment methodology



The findings of this impact assessment are informed by:

(i) Secondary research
(ii) Project documents reviews
- Signed MoUs and Service Agreements
- Progress reports, budget reports, and closure reports

(iii) Primary Data Collection
- Key Informant Interviews (KIIs) with:
  - Cipla Foundation management and leadership
  - Project implementation partners
- Focus Group Discussions (FGDs) with project stakeholders and beneficiaries to capture insights into project relevance, effectiveness, efficiency, impact, and mechanisms put in place for project sustainability

Data was triangulated between document reviews, KIIs, and FGDs to validate findings. Additional inputs were obtained from implementation partners wherever gaps in documentation were identified, to ensure completeness and accuracy.

2.4. Key Considerations and Limitations

A. Verification of Information

The study relies on qualitative data collected from stakeholders, including project partners, beneficiaries, and other government stakeholders. TTC has not independently verified the accuracy of responses related to the effectiveness of project interventions,

such as medicines distributed, number of camps held, etc., other than as reported in official project progress / closure reports and recounted by partners.

B. Recall Bias

The assessment covers projects implemented during FY 2022-23. Some partners were unable to accurately recall specific details of interventions conducted in that period or were able to see in as part of a larger programme while others provided clear accounts. Wherever possible, data has been cross-referenced with available documentation and official partner reports.

C. Confidentiality

Due to data protection policies (e.g., protection of patient data), TTC was unable to engage directly with some project beneficiaries. In such cases, findings were based on qualitative data obtained from other stakeholders, such as doctors, medical staff, and project coordinators, and verified via project documents.

All testimonials in this report have been included with the consent of beneficiaries, obtained directly, or through the Implementation Partners.

3. Overview of CSR Project Portfolio: FY 2022-23

Cipla Foundation's CSR initiatives are designed to drive measurable, long-term impact across five key thematic areas—Health, Education, Skilling, Environmental Sustainability, and Disaster Response. Through strategic partnerships and data-driven implementation, these initiatives strive to ensure equitable access to healthcare, quality education, livelihood opportunities, and environmental resilience.

3.1. Scale and Reach of Projects

In 2022-23, Cipla, through its Foundation, implemented 175 projects in partnership with ~76 NGOs and service providers, with a total CSR expenditure of ₹62.03 crore. Projects were strategically aligned with Cipla's CSR priorities, the UN Sustainable Development Goals (SDGs), and Schedule VII of the Companies Act, 2013.

Thematic Focus: Healthcare accounted for 50% of the total number of projects, and ~71% of total CSR expenditure, underscoring CF's commitment to improving health outcomes. Education ranked as the second-largest focus area, comprising 38% projects, and accounting for 21% of total CSR expenditure.

Figure 4: CSR expenditure by theme

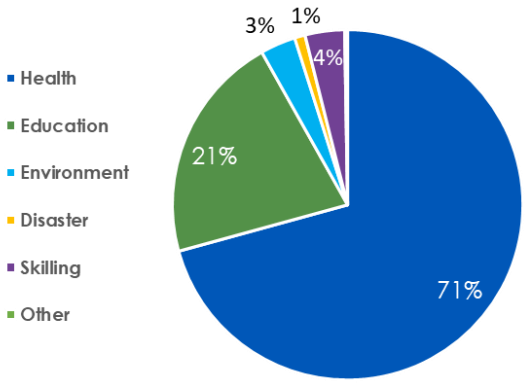
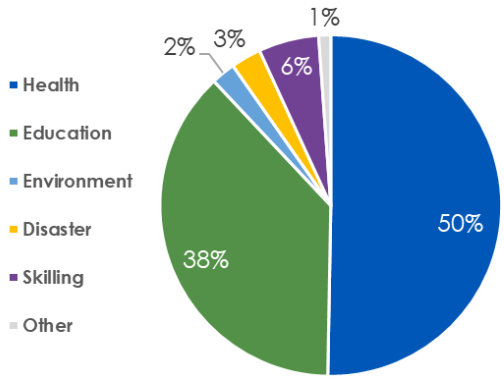


Figure 5: No. of projects by theme



Skilling accounted for 4% of CSR expenditure, with inclusive initiatives focused on enhancing employability, vocational training, and soft skills for vulnerable communities. This included skilling support for differently abled youth, enabling access to income-generating opportunities through tailored vocational training. Initiatives in environmental sustainability and disaster response accounted for 3% and 1% of CSR expenditure respectively.

Despite the broad base of projects implemented in 2022-23, ~15% of the total number of projects accounted for over 50% of the total CSR expenditure, demonstrating a strategic focus on key interventions. Of this, ~90% was dedicated to healthcare, reinforcing Cipla's ethos of 'Caring for Life'.

Geographic Reach: CSR spending was geographically concentrated in Maharashtra, aligning with Cipla Limited's operational footprint. Other priority states included Karnataka Assam and Sikkim, Madhya Pradesh, Goa, and Himachal Pradesh, in line with the

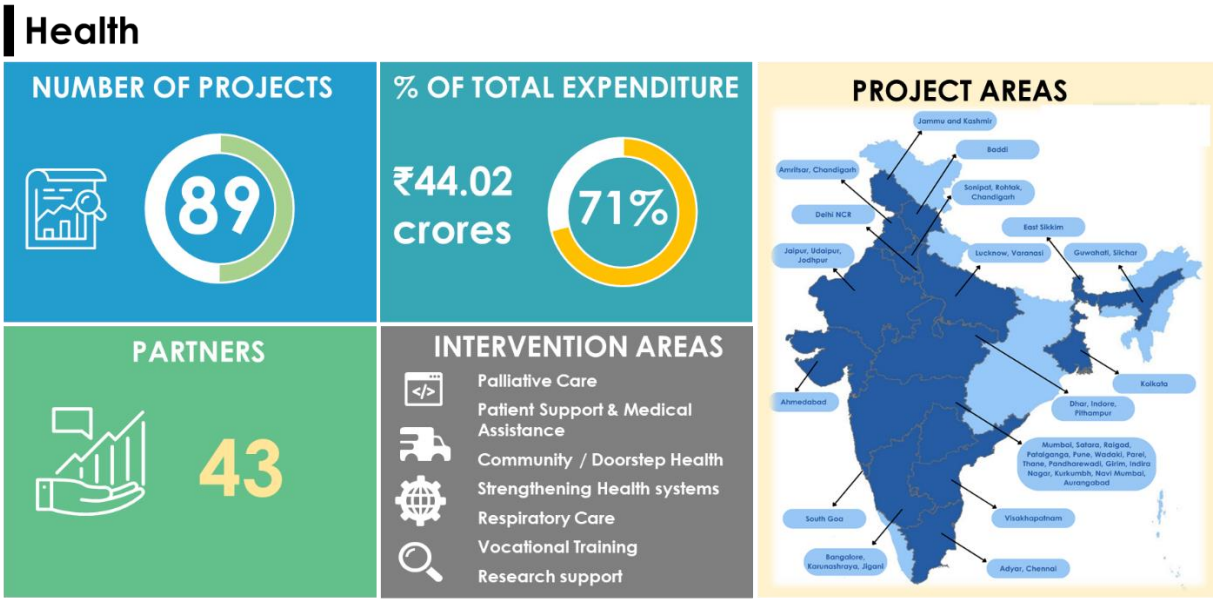
Companies Act, 2013, which emphasizes CSR investments in regions where businesses operate. Additionally, a portion of the expenditure supported multi-location and pan-India initiatives.

4. Assessment Findings: Health

4.1. Overview

Cipla Foundation implemented 89 healthcare projects across India in FY 2022-23. These interventions focused on expanding palliative care, supporting patients with thalassemia, cancer, and other life-limiting diseases, strengthening healthcare accessibility, enhancing healthcare systems through infrastructure, equipment, and capacity building, and improving patient outcomes nationwide. The initiatives aimed to enhance the accessibility, quality, and affordability of healthcare while providing critical support to patients, caregivers, and healthcare institutions.

Figure 6: Healthcare Project Portfolio



These projects were structured around the following key areas:

- **Palliation Project:** Provided home-based and institutional palliative care for patients with cancer and neuro-psychiatric conditions, ensuring symptom management, emotional support, continuity of care, and dignity in end-of-life care. Expanded access through '*Saath Saath Helpline*', counselling sessions, and caregiver support.
- **Respiratory Care**: Supported pulmonary rehabilitation and Chronic Obstructive Pulmonary Disease (COPD) interventions through screening, treatment, and awareness initiatives. Encouraged safer fuel adoption to reduce respiratory disease risks.
- **Patient Support-/ Medical Assistance:** Provided financial aid and treatment support for patients undergoing Bone Marrow Transplants (BMT), cancer care, and thalassemia management. Enabled access to leuco-depleted blood transfusions, NAT (Nucleic Acid Amplification) testing, and pre-transplant follow-ups.

- **Strengthening Health Infrastructure:** Improved maternal referral linkages, provided healthcare infrastructure through the provision of medical equipment (ambulances, BiPAP machines, echocardiogram and X-ray machines, hospital IT systems), renovation of childcare centres, and capacity building of healthcare professionals and community health workers.
- **Community Health / Doorstep Care:** Delivered healthcare services through Mobile Health Units (MHUs), health camps, and home visits. Strengthened community health outreach with sanitation infrastructure, nutrition awareness, and linkages to government healthcare schemes like Ayushman Bharat.
- **Vocational Training**: Build capacities through specialized healthcare training and disability inclusion initiatives.

Palliative care remains Cipla Foundation's strategic priority, accounting for ~61% of its healthcare portfolio expenditure and ~43% of total CSR expenditure in FY 2022-23 (₹26.64 crores). Given its significance, this section assesses 'palliative care' independently when analysing relevance, effectiveness, efficiency, impact, and sustainability.

4.2. Relevance

Palliative Care – Palliation projects

Globally, an estimated 56.8 million people require palliative care annually, with a significant majority residing in low- and middle-income countries. Despite this substantial need, only about 14% of these individuals receive the necessary care.[9]

In India, the need is profound; studies indicate that approximately 6.21 individuals per 1,000 population require palliative care, with higher prevalence among those over 60 years of age. Less than 4% of the Indian population has access to palliative care services, highlighting a significant gap in healthcare provision.[10]

Despite its critical role in improving the quality of life for patients with life-limiting illnesses, palliative care in India faces several structural and systemic challenges. These issues hinder the accessibility, affordability, and effectiveness of palliative care services, particularly for underserved populations.[11]

- **Limited Palliative Care Facilities:** Palliative care services are predominantly concentrated in major cities and regional cancer centres, leaving vast rural areas underserved.
- **Capacity Constraints:** The shortage of trained healthcare professionals and inadequate hospital infrastructure limit the reach of palliative care services. Many hospitals, particularly in rural and semi-urban areas, lack dedicated palliative care units, trained personnel, and appropriate referral systems. As a result, patients often receive fragmented care, with little coordination between hospitals, hospices, and home-based support services.
- **Financial Burden to Patients:** A substantial portion of healthcare expenses in India is borne out-of-pocket by patients, placing immense economic pressure on families. For

[9] https://www.who.int/southeastasia/activities/expanding-palliative-care
[10] https://pmc.ncbi.nlm.nih.gov/articles/PMC10696344/
[11] https://dx.doi.org/10.25259/NMJI_349_2022, The National Medical Journal of India (https://nmji.in)

patients suffering from cancer, organ failure, neurological diseases, and other life-threatening conditions, palliative care often requires long-term medical assistance, pain relief, psychological support, and home-based care, which further escalates costs. Without adequate financial protection, families struggle to afford necessary treatments, often incurring major expenditures that can push them into poverty.

- **Lack of Early Integration of Palliative Care:** The early integration of palliative care at the time of diagnosis of the life-limiting illness leads to a better impact on the overall outcome. However, palliative care is frequently introduced only at later stages of illness, limiting its full benefits. Many patients receiving disease-modifying treatments do not have access to concurrent palliative interventions, leading to avoidable suffering.
- **Inadequate Pain Relief**: A significant number of patients with terminal illnesses in India do not receive adequate pain management, leading to unnecessary suffering. Further, regulations surrounding opioid medications, essential for pain relief in palliative care, minimise their accessibility to patients in need.
- **Lack of Awareness among Patients and Caregivers:** A widespread lack of awareness about the availability and benefits of palliative care leads to its underutilization. Many patients and their families are unaware that palliative interventions can be integrated alongside curative treatments. Without proper guidance, patients often endure unnecessary pain and distress, missing out on essential support services such as symptom management, psychological care, and caregiver training.
- **Misconceptions about Palliative Care:** A common misconception among patients is that opting for palliative care equates to discontinuing curative treatment. In some cases, healthcare providers avoid discussing palliative care options to maintain patient morale and hope. This well-intentioned approach, however, can result in inadequate symptom management and a compromised quality of life for patients. Overcoming these misconceptions requires large-scale awareness campaigns and training programs to ensure that palliative care is viewed as a vital component of holistic patient care.

Recognizing these challenges, Cipla Foundation has been at the forefront of advancing palliative care in India.

Table 1: Project Snapshot - Cipla Palliative Care Centre (CPC)

Established in 1997, the Cipla Palliative Care & Training Centre (CPC) in Pune remains one of India's pioneering institutions in palliative care, providing free-of-cost, holistic support to patients and caregivers.

In FY 2022-23, CPC continued to address critical gaps in India's healthcare ecosystem by:

- Expanding Access to Quality Palliative Care
  - Inpatient, outpatient, and homecare services ensured that



patients received continuity of care at different stages of their illness.
    - Home-based care expanded beyond a 30 km radius, allowing 15010 patients access to palliative care in their own homes.
    - 1112 in-patient admissions exceeded the initial target of 984, highlighting increased demand and capacity.
- Strengthening Caregiver Support & Capacity Building
    - 100+ caregiver training and counselling sessions equipped families with the skills to provide palliative care at home, ensuring continuity of care beyond the facility.
    - Family care model integrated caregivers into the care process, offering emotional, psychological, and bereavement support.
    - Training for healthcare professionals ensured better palliative care knowledge among doctors and nurses, strengthening India's palliative care workforce
- Integrating Palliative Care into Healthcare Systems
    - 35% of CPC referrals came from oncologists, compared to earlier reliance on word-of-mouth, showing increased acceptance within medical networks.
    - Engagement with hospitals and training programs improved referral systems and integration into the broader healthcare landscape.
    - Collaboration with organizations and NGOs expanded access and advocacy for palliative care at a systemic level.
- Holistic & Multidisciplinary Approach to Patient Care
    - Multidisciplinary team of doctors, nurses, medical social workers, physiotherapists, nutritionists, and pain specialists provided comprehensive, patient-centric care.
    - Psychosocial and emotional support addressed the mental health needs of both patients and caregivers, ensuring dignified end-of-life care.
- Adapting to Changing Healthcare Needs
    - Increased use of teleconsultations post-COVID to reach more patients, especially those in remote areas.
    - Expanded community-based palliative care beyond hospitals, aligning with global best practices.
    - Increased advocacy efforts through alliances with the Indian Association of Palliative Care.

Cipla Foundation's approach to palliative care extends beyond direct patient support, focusing on strengthening the broader healthcare ecosystem through strategic collaborations with governmental, non-governmental, and community-based organizations. These partnerships addressed systemic gaps in palliative care by ensuring continuous, high-quality, and integrated support across institutional and home-based settings. The interventions also aim to ensure that financial constraints do not become a barrier to accessing critical services.

By integrating palliative care into existing hospital frameworks, these efforts have contributed to a more holistic approach where palliative interventions are introduced earlier in the treatment process rather than being restricted to end-of-life care.

Through partnerships with institutions like Tata Memorial in Mumbai, Homi Bhabha Cancer Hospital in Vizag, Bai Jerbai Wadia Pediatric Hospital, NIMHNAS in Bengaluru, King George Medical university in Lucknow and Cancer India WIA at Chenai, the support for palliative care has gone across the country by supporting dedicated palliative care teams which provide specialised symptom management, pain relief and psychosocial support.

Table 2: Project Snapshot – NIMHANS Neuro Palliative Project

This neuro-palliative care unit aims to address the critical gap in specialized end-of-life care for patients with neurological and neuropsychiatric conditions.
Unlike conventional cancer palliative models, this initiative focused on conditions such as dementia, motor neuron disease, and other chronic neurodegenerative disorders, many of which require multidimensional and long-term support. The project was particularly relevant for patients from lower socio-economic backgrounds and remote regions, many of whom were referred by government hospitals across India.
Through clinic-based, home-based, and telephonic follow-up services, the program aimed to ensure dignity and comfort in advanced illness. Structured outreach included physiotherapy, speech therapy, caregiver training, and psychosocial support.
Importantly, NIMHANS also developed new neuro-specific care protocols, moving away from generic cancer-based models. This included a detailed patient triage and follow-up pathway, as well as routine data tracking and quarterly reviews to improve care delivery.

Expanding home-based care has been another key priority, ensuring that patients with limited mobility or those in remote areas receive essential medical support and counselling at home. Institutions like Golden Butterflies Children's Palliative Care Foundation and CanSupport have played a crucial role in delivering paediatric and adult palliative care at the community level, bridging gaps in accessibility. The Saath Saath Helpline has further strengthened this outreach by providing remote access to palliative care guidance, emotional support, and referrals, ensuring that patients and families across India receive timely assistance.

Interventions also aim to address the shortage of trained professionals, by supporting capacity building for doctors, nurses, community healthcare workers, and caregivers, and strengthening healthcare capacities at multiple institutions.

Through collaboration with state governments and healthcare institutions, Cipla Foundation ensures that palliative care is available in both urban and rural settings, reducing disparities in healthcare access.

Other Interventions in Healthcare

Cipla Foundation emphasises on working towards a responsive health care system based on the needs of patients, families, and communities.

Respiratory Care:

Chronic respiratory diseases (CRDs), including COPD, asthma, and post-COVID complications, represent a major public health challenge in India, contributing to significant morbidity and mortality[12]. Rajasthan, for instance, has seen COPD emerge as the second leading cause of death and disability, highlighting the urgency of community-based and clinical interventions[13]. Similarly, West Bengal and Maharashtra report high COPD prevalence due to urban pollution, occupational hazards, and indoor air pollution from biomass fuel usage[14].

To mitigate the burden of CRDs, Cipla Foundation has supported the establishment and strengthening of Pulmonary Rehabilitation Centres across multiple states, ensuring access to structured rehabilitation programs for patients with COPD, post-COVID respiratory distress, and other chronic lung conditions. These programs include physiotherapy, breathing exercises, patient education, nutrition counselling, and psychological support.

For marginalized communities, particularly tribal populations in South Rajasthan, specialized interventions have also focused on awareness, early screening, and treatment linkages, recognizing the disproportionate burden of CRDs[15] in resource-limited settings.

Patient Support / Medical Assistance:

India faces a significant burden of thalassemia, haematological malignancies, and cancer, with approximately 12,000 children born with thalassemia each year and an estimated 42 million β-thalassemia carriers across the country[16]. Managing thalassemia major requires lifelong blood transfusions, often costing families between ₹100,000 to ₹250,000 annually, making treatment inaccessible for many[17]. While BMTs offer a curative option, their high costs remain a major barrier, leaving the majority of affected children without access to definitive treatment.

To address these challenges, Cipla Foundation has supported specialized day-care services for thalassemia patients at Bai Jerbai Wadia Hospital for Children, ensuring timely and optimal blood transfusions that reduce complications and early mortality risks. Additionally, the Foundation has strengthened blood transfusion safety measures through its partnership with Arpan Thalassemia Society, implementing NAT and leucodepletion to reduce the risk of transfusion-transmitted infections, a critical concern in long-term management[18]. Recognizing the need for a permanent cure, the Foundation has also provided financial assistance for bone marrow transplants, supporting children undergoing these life-saving procedures at leading medical institutions through Sankalp India Foundation and Ekam Foundation.

[12] GBD India Compare, 2022
[13] ICMR, 2022
[14] Salvi & Agrawal, 2021
[15] Joshi et al., 2023
[16] Modell & Darlison, 2022
[17] Thakur et al., 2023
[18] Pahuja et al., 2021

Cancer treatment in India also remains financially prohibitive for many families, with studies indicating that 60% of patients are forced to discontinue treatment due to financial distress[19]. Cipla Foundation has extended support to cancer patients through the Indian Cancer Society, providing prosthetics and emotional rehabilitation for breast cancer survivors, benefiting 351 women. For paediatric cancer patients and their caregivers, the Foundation, through Access Life Assistance Foundation, has ensured access to free accommodation, nutrition, and counselling services, easing the burden for families traveling for prolonged treatment.

Strengthening Health Infrastructure:

Healthcare infrastructure in India faces systemic challenges, particularly in public and charitable hospitals that serve large volumes of low-income patients. Many facilities operate with outdated equipment, limited diagnostic tools, and inadequate digital infrastructure, creating barriers to timely and effective medical care[20].

Cipla Foundation's interventions aim to bridge these critical gaps by strengthening healthcare infrastructure, improving diagnostic capabilities, providing medical equipment, and expanding emergency response services, to serve vulnerable populations more effectively. Support for rare disease management and paediatric care was also reinforced through targeted interventions. Housing and infrastructure support for families undergoing long-term treatment, also helped alleviate financial and logistical burdens, towards ensuring better treatment adherence and patient outcomes.

Maternal and child health services have also been a focus, particularly in urban slum areas where access to quality prenatal and neonatal care is limited. Public system

Community / Doorstep Health:

Access to basic healthcare remains a critical challenge in India, particularly for rural populations, migrant workers, and marginalized communities. A combination of insufficient healthcare infrastructure, financial limitations, and geographic inaccessibility prevents millions from receiving timely medical attention, contributing to high disease burden and preventable health complications.[21]

With India's elderly population growing rapidly, there is a rising prevalence of non-communicable diseases such as hypertension, diabetes, and chronic respiratory illnesses. However, many seniors struggle to access consistent medical care due to mobility issues and financial constraints[22]. Cipla Foundation's MHU programs provide door-step health care, home visits for bedridden patients, and referrals for specialized treatment, ensuring continuity of care for the elderly and those with chronic conditions.

Poor maternal nutrition, inadequate antenatal care, and child malnutrition remain persistent public health concerns, particularly in states such as Madhya Pradesh and Maharashtra[23]. Strengthening Integrated Child Development Services (ICDS) through, nutrition interventions, and sanitation infrastructure has been crucial in improving maternal

[19] Bray et al., 2022
[20] WHO, 2022
[21] National Health Profile, 2022
[22] UNFPA, 2022
[23] NFHS-5, 2021

and child health outcomes. Cipla Foundation's interventions enhance community awareness, improve access to government health programs, and support frontline health workers in delivering essential services.

Further, a lack of preventive health education contributes to lifestyle diseases, tobacco consumption, and inadequate hygiene practices, particularly among adolescents and low-income populations[24]. Cipla Foundation's Preventive Health Programme in Mumbai equips young individuals with health awareness, leadership skills, and behavioural change tools to promote positive health choices within their communities. By targeting youth, the initiative fosters long-term community-driven improvements in public health.

Vocational Training (Health):

Vocational training initiatives focused on equipping individuals with essential skills for employment and self-sufficiency, particularly in underserved communities. Support for visually impaired individuals was strengthened by capacity building of specialized helpdesks. Capacity-building programs trained nurses, laboratory technicians, and doctors in managing viral hepatitis, addressing a critical public health need.

4.3. Coherence

Palliative Care - Palliation projects

Coherence with the SDGs

Cipla Foundation's initiatives contributed to the UN SDGs, particularly SDG 3 (Good Health and Well-being), SDG 10 (Reduced Inequalities), and SDG 17 (Partnerships for the Goals).

Table 3: Palliative Care Projects – Contribution to the SDGs

SDG No.	Contribution
	Cipla Foundation's palliative care initiatives contributed to SDG 3 by improving access to quality palliative care services, integrating pain management into healthcare systems, and ensuring continuity of care for patients with life-limiting conditions. The Foundation's partnerships with hospitals, home-based care providers, and teleconsultation networks aimed to ensured that palliative care was accessible and available to patients across India.
	By expanding palliative care services in underserved regions, particularly in rural and semi-urban areas, Cipla Foundation addressed healthcare disparities. Home-based care programs, allowed patients in remote locations to receive essential medical support, reducing inequities in healthcare access.
	Cipla Foundation collaborated with government institutions, NGOs, and hospitals to strengthen India's palliative care ecosystem. These partnerships ensured that palliative care was embedded within national healthcare frameworks, contributing to the sustainability and long-term integration of palliative services within healthcare systems.

[24] WHO, 2022

Coherence with Schedule VII of the CSR Law, 2013

Table 4: Palliative Care Projects – Contribution to Schedule VII

Clause	Description	Contribution
(ii)	Promoting healthcare, including preventive healthcare	Cipla Foundation's hospital-based palliative care programs, home-based interventions, and teleconsultation services directly contributed to strengthening healthcare infrastructure and expanding access to palliative care.
(x)	Rural development projects	Several palliative care projects focused on rural and underserved areas, ensuring that patients in non-urban locations received home-based support, symptom management, and counselling services.

Coherence with National Policies

Cipla Foundation's palliative care initiatives are well-aligned with national health priorities and policy frameworks. India's National Health Policy, 2017 explicitly recognizes the growing need for palliative and rehabilitative care[25]. The policy advocates for the integration of palliative care across all levels of healthcare to ensure continuity of care. It also recommends initiating specialized nursing training courses in areas such as palliative care and care of the terminally ill.[26]

The National Programme for Palliative Care, established under the National Health Mission, aims to improve the quality of life for patients and families facing life-threatening illnesses by providing pain and symptom relief, as well as spiritual and psychosocial support, from diagnosis to the end of life and bereavement.[27] Cipla Foundation's multi-partner approach - combining clinical care, caregiver counselling, and home-based support - reflects the program's vision of comprehensive, patient-centred care.

In addition, the Foundation's focus on strengthening infrastructure, training, and access to care is consistent with the objectives of the National Cancer Control Programme, which includes palliative care as a core component for patients with advanced disease[28]. By supporting diverse delivery models and prioritizing under-served populations, Cipla Foundation contributes meaningfully to advancing these national mandates.

Other Interventions in Healthcare

Coherence with the SDGs

Cipla Foundation's Patient Support & Medical Assistance, Community Health & Doorstep Care, Strengthening Health Systems, Respiratory Care, and Vocational Training initiatives

[25] https://nhsrcindia.org/sites/default/files/2021-12/Palliative%20Care%20Training%20Manual%20for%20ASHA%20at%20AB-HWC.pdf
[26] https://mohfw.gov.in/sites/default/files/9147562941489753121.pdf
[27] https://nhm.uk.gov.in/pages/display/140-national-programme-for-palliative-care
[28] https://pubmed.ncbi.nlm.nih.gov/36522143/

contributed to the UN SDGs, particularly SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 10 (Reduced Inequalities), and SDG 17 (Partnerships for the Goals).

Table 5: Healthcare (except Palliative Care) Projects – Contribution to the SDGs

SDG No.	Contribution
	Improved access to healthcare through patient assistance programs, strengthened health systems, and respiratory care interventions. Provided medical aid for BMT, thalassemia, and cancer patients. Delivered mobile healthcare services to underserved areas, ensuring preventive and curative care.
	Enabled skill-building and training for healthcare professionals, including nurses, doctors, and lab technicians, enhancing workforce capacity in the healthcare sector. Supported disability inclusion through specialized vocational training for visually impaired individuals.
	Strengthened hospital infrastructure by providing medical equipment, prefabricated health units, and digital health systems. Installed research equipment to advance medical analysis and pharmaceutical studies.

Coherence with Schedule VII of the CSR Law, 2013

Table 6: Healthcare (except Palliative Care) Projects – Contribution to Schedule VII

Clause	Description	Contribution
(ii)	Promoting healthcare, including preventive healthcare	Provided medical assistance for BMT, cancer care, and chronic illness management, mobile healthcare units, and disease prevention programs (screenings, vaccinations, health camps).
(iii)	Promoting gender equality, empowering women, setting up homes and hostels for women and orphans, and supporting education for marginalized groups.	Strengthened maternal and child health services through SNEHA's Public Systems Partnership and community-based interventions, ensuring access to safe deliveries, prenatal care, and maternal referral networks.
(x)	Rural development projects	Established healthcare infrastructure in underserved regions, deploying portable health cabins, diagnostic equipment, and respiratory rehabilitation centres in remote and tribal communities.

Coherence with National Policies

Cipla Foundation's healthcare interventions demonstrated strong alignment with India's national health priorities, contributing meaningfully to the country's public health objectives. The National Health Policy, 2017 outlines a commitment to universal healthcare access, preventive and promotive interventions, and the integration of digital health systems. Cipla Foundation's programs such as mobile health units, infrastructure upgrades, and diagnostic equipment support, directly complemented these goals by expanding access and enhancing service delivery in underserved areas.[29]

The Foundation's doorstep healthcare services and referral linkages also aligned with the objectives of the National Health Mission (NHM), particularly Ayushman Bharat's focus on strengthening primary care through Health and Wellness Centres (HWCs). By delivering preventive and curative services through mobile medical units, supporting maternal referral networks, and facilitating enrolment in government schemes, Cipla Foundation reinforced NHM's efforts to bring comprehensive primary healthcare closer to communities.[30]

The Foundation's initiatives in chronic disease management aligned with the National Programme for Prevention and Control of Non-Communicable Diseases (NP-NCD), which focuses on the prevention and management of conditions such as cardiovascular diseases, respiratory illnesses, and cancer. Cipla Foundation's support for pulmonary rehabilitation programs for COPD patients, provision of diagnostic and life-support equipment, and financial assistance for cancer and thalassemia treatments directly addressed NP-NCD objectives.[31]

In maternal and child health, Cipla Foundation's interventions complemented the goals of ICDS and Poshan Abhiyaan (National Nutrition Mission), which focus on improving maternal nutrition and early childhood development. The Foundation's support for nutritional awareness programs, strengthening of anganwadi infrastructure, and maternal healthcare initiatives contributed to better health outcomes for mothers and children.[32]

[29] Ministry of Health and Family Welfare (MoHFW), Government of India. *National Health Policy 2017*
[30] MoHFW, *National Health Mission* and *Ayushman Bharat – Comprehensive Primary Health Care through Health and Wellness Centres*.
[31] Directorate General of Health Services, MoHFW. *National Programme for Prevention and Control of Cancer, Diabetes, Cardiovascular Diseases and Stroke (NPCDCS)*, 2010
[32] Ministry of Women and Child Development. *Integrated Child Development Services (ICDS)* and *Poshan Abhiyaan*.

4.4. Effectiveness and Impact

Palliative Care - Palliation projects

In FY 2022-23, Cipla-supported palliative care projects recorded over ~50,289 patient consultations, provided caregiver support to ~36,242 individuals, and ensured ~23,851 follow-ups through phone calls and home visits, demonstrating a sustained commitment to continuity of care.

Strengthened Institutional and Community-Based Palliative Care: Cipla Foundation significantly enhanced access to high-quality palliative care by supporting both hospital-based and home-based models. For underserved regions, Cipla Foundation collaborated with NGOs such as CanSupport and Karunashraya to provide home-based care, ensuring patients received timely and dignified support in familiar settings. At leading institutions like HBCHRC, Cancer Institute WIA), KGMU, and NIMHANS, palliative care units were established or strengthened to provide integrated inpatient, outpatient, and teleconsultation services. At HBCHRC alone, 5,335 consultations, 3,109 teleconsultations, and 585 home visits were conducted, reflecting a structured approach to continuity of care.

Table 7: Project Snapshot – IHCC at Homi Bhabha Cancer Hospital & Research Centre, Vizag

The Integrated Hospital-Based Continuity of Care Pathway (IHCC) at HBCHRC, Visakhapatnam, ensures seamless palliative care through a hybrid model of hospital-based, home-based, and teleconsultation services. The initiative addresses gaps in continuity of care, particularly in underserved districts of Visakhapatnam, Vizianagaram, and East Godavari.

The project effectively addressed the need for ongoing palliative care beyond hospital settings by ensuring that patients received timely symptom management, pain relief, and psychosocial support. The multidisciplinary team, comprising doctors, nurses, physiotherapists, psychologists, and medical social workers, enabled a holistic care approach.

- 5,335 patient consultations (OPD + IPD) provided structured palliative care for cancer patients.
- 3,109 teleconsultations extended outreach to patients unable to visit the hospital.
- 585 home visits ensured critical care for patients in advanced stages of illness.
- 7,828 caregivers supported through structured training, counselling, and bereavement services.
- Medical consumables such as oxygen concentrators, wound care materials, and mobility aids were provided to enhance home-based care.

Training and capacity-building efforts strengthened the integration of palliative care within oncology pathways, with state-level workshops and clinical training sessions conducted for healthcare professionals. The Certificate Course in Essentials of Palliative Care (CCEPC) trained 60 participants, while 22 doctors and nurses completed a state-level 'Train the Trainers' program in palliative care.

IHCC has played a significant role in bridging the gap between hospital and home-based care, improving continuity of treatment, reducing distress for patients and caregivers, and ensuring end-of-life care is delivered with dignity.

- Early integration of palliative care allowed patients to receive support alongside curative treatments, improving quality of life and treatment adherence.
- Psychosocial interventions, physiotherapy, and counselling reduced patient suffering and caregiver burden.
- End-of-life care services within hospital settings ensured that patients received comprehensive care without needing hospice referrals.
- Recognized research contributions, including award-winning studies on symptom management and non-pharmacological interventions, demonstrated the project's broader impact on palliative care practices.

Continuity of Care: Cipla Foundation supported care pathways that ensured patients received palliative care across hospital, home, and community settings. The IHCC model at BBCI and HBCHRC enabled seamless transitions through structured referrals, follow-ups, and home visits. Projects such as Golden Butterflies and Karunashraya ensured that patients—especially children and advanced-stage cancer patients—received continued symptom relief, pain management, and psychological support in familiar, non-institutional environments.

Facilitated Symptom Relief and Pain Management: Cipla, through its Foundation, ensured that patients with advanced or chronic illnesses received effective symptom relief, including pain management, wound care, and respiratory support.

Empowered Caregivers for Sustainable Home-Based Support: A critical component of Cipla Foundation's work has been strengthening caregiver support and training. The emotional and logistical challenges faced by caregivers can be overwhelming, particularly for families dealing with long-term or terminal illnesses. In FY 2022-23, Cipla Foundation directly supported over ~36,242 caregivers through training programs, emotional support, and bereavement counselling. These interventions provided caregivers with the knowledge and confidence to administer essential care at home, ensuring continuity of treatment while also addressing the mental and emotional strain associated with caring for a loved one with a life-limiting illness.

Figure 7: Project Snapshot – Romila Palliative Care



Romila Palliative Care (RPC) provides free community-based palliative care services across Mumbai. The Cipla Foundation supported project offered a hybrid model of OPD, home visits, and phone consultations.

Services included medical advice, nursing, physiotherapy, occupational therapy, counselling, nutrition guidance, stakeholder training, and referrals. The project also facilitated capacity-building and advocacy for integrating palliative care into public health systems.

Areas of effectiveness / impact included:

Symptom management and pain relief

RPC achieved high levels of effective symptom management. Of the 794 patients managed for symptoms in 2022, 545 presented with pain. Among them:

- 120 patients required morphine for severe pain—98% achieved adequate relief.
- 78% were managed using step 2 analgesics, again with 98% effectiveness.
- Only 2% faced challenges due to compliance or short-term association.

Caregiver empowerment and satisfaction

Feedback from 247 caregivers showed:

- 91% felt more capable of managing patient needs.
- 70% noted improved patient comfort, 62% improved sleep, and 47% improved mobility.
- 60% expressed satisfaction with counselling services.

Comprehensive support interventions

- 7,939 total interventions delivered through 2,632 visits, 5,220 calls, and 87 hospital visits.
- 3,231 counselling sessions conducted.
- 11 breast cancer support group meetings and 10 caregiver support meetings were held.
- Socioeconomic support provided to 30 beneficiaries included education aid, diagnostics, stoma care, physiotherapy-related travel, and ration kits.

Early Integration of Palliative Care: Several hospital-based initiatives embedded palliative care early into treatment pathways. Institutions like the Indian Institute of Head and Neck Oncology and Cancer Institute WIA began introducing palliative services at the time of diagnosis, including symptom management, counselling, and pain relief for patients undergoing radiation or chemotherapy. At St. John's, integration within oncology and

haematology departments promoted timely interventions and improved quality of life during active treatment.

Holistic Support for Children with Life-Limiting Illnesses: Specialized paediatric palliative care initiatives at Bai Jerbai Wadia Hospital and Golden Butterflies addressed critical service gaps for children. These programs delivered medical, psychological, educational, and recreational support.

Table 8: Project Snapshot – Golden Butterflies



Golden Butterflies' "Right Where You Are" project successfully provided home-based paediatric palliative care to children with life-limiting illnesses across Chennai and surrounding regions. The initiative ensured continuity of care by integrating hospital support with home visits, reducing the need for repeated hospital admissions while enhancing patient and caregiver well-being.

During the reporting period, the project directly benefited 1012 individuals, including patients, caregivers, parents, and siblings. Additionally, 318 healthcare providers were trained and sensitized on paediatric palliative care, strengthening the referral network and expanding access to specialized services. The initiative addressed both medical and psychosocial needs, offering symptom relief, counselling, non-formal education, art and recreation therapy, and bereavement support.

The project also played a key role in tackling social stigma around chronic illnesses. Families previously isolated due to misconceptions were gradually reintegrated into their communities through sensitization efforts. Home visits helped caregivers feel more supported, while children benefited from creative therapies and non-formal education, fostering emotional and cognitive development.

Through strong collaborations with leading hospitals—including Adyar Cancer Institute, Institute of Child Health, and Apollo Specialty—the project reinforced the early integration of palliative care within paediatric treatment pathways.

Capacity Building of Health Workers: Across multiple sites, Cipla Foundation funded training programs to strengthen the capacity of doctors, nurses, and allied health professionals.

Table 9: Project snapshot – Kevat training programme

The Kevat programme strengthened CF's oncology care efforts by training patient assistants to support treatment coordination and palliative care, tackling critical issues like treatment dropouts and logistical barriers. In FY 2022-23, the program trained 30 navigators, with 29 certified and 15 securing healthcare employment. It provided navigation support to 48,199 patients, including 6,604 who benefited from early palliative care interventions.

Targeting social work graduates, caregivers, and marginalized women, Kevat improved healthcare access, particularly for rural and disadvantaged patients. Many

first-time hospital users struggle with navigation, language barriers, and financial constraints. The programme's structured support reduced treatment non-compliance and helped lower patient dropout rates, ensuring better continuity of care and adherence to prescribed medical regimens.

Enhanced Community Sensitization and Awareness: Awareness and education have been central to Cipla Foundation's efforts to overcome misconceptions surrounding palliative care. In many communities, palliative care is perceived as a last-resort measure, leading to hesitation in its adoption. Cipla Foundation has actively worked to dispel these myths through awareness programs, direct counselling services, and hospital-based training.

Table 10: Project Snapshot – Dr. B Borooah Cancer Institute (BBCI)

Dr. B Borooah Cancer Institute's IHCC project has played a pivotal role in providing home-based palliative care for cancer patients who face challenges in accessing hospital services. A core objective of the initiative has been to sensitize communities on palliative care, addressing misconceptions and ensuring patients receive dignified care at home.



BBCI's home care team, consisting of doctors, nurses, and social workers, undertook structured community awareness and sensitization programs across a 60–70 km radius. These efforts focused on:

- Educating families and caregivers on pain management, symptom relief, and psychological support, empowering them to provide care at home.
- Reducing stigma associated with cancer through targeted awareness camps, ensuring that patients were not socially isolated.
- Encouraging early engagement with palliative care rather than viewing it as an end-of-life measure.
- Providing free medications and financial assistance for investigations, easing the burden on low-income families.
- To enhance reach, BBCI collaborated with local hospitals, NGOs, and panchayats, integrating palliative care discussions into health camps and village meetings.



BBCI's community awareness and home-based palliative care model have significantly improved patient outcomes by empowering caregivers, reducing stigma, and enhancing accessibility, underscoring the importance of sensitization in semi-urban and rural settings,

Beyond patient support, Cipla Foundation has addressed systemic healthcare infrastructure gaps by ensuring that palliative care services are well-integrated into existing hospital frameworks, supporting the provision of medical equipment and infrastructure, and capacity building of healthcare professionals. By strengthening institutional capacity, Cipla Foundation has contributed to a more structured and sustainable approach to palliative care, ensuring that services are not only accessible but also well-coordinated within the broader healthcare system.

Other Interventions in Healthcare

Respiratory Care:

The Pulmonary Rehabilitation Program improved health outcomes for patients with chronic respiratory conditions, particularly COPD, post-COVID complications, and other chronic respiratory disorders. The initiative expanded rehabilitation access across multiple hospitals and community settings, integrating physiotherapy, nutritional support, and counselling to enhance respiratory health and long-term patient well-being.

Expanded Access to Pulmonary Rehabilitation Services: Dedicated Pulmonary Rehabilitation Centres were established or upgraded across West Bengal, Maharashtra, Rajasthan, and Uttar Pradesh, providing structured rehabilitation for chronic respiratory disease patients. Over 2,389 patients received consultations, focusing on improving endurance, lung function, and symptom management through physiotherapy and structured interventions.

Hospitals such as JJ Hospital, Bharti Hospital, and KGMU received support for infrastructure renovations and medical equipment to enhance pulmonary rehabilitation services. Cardio-respiratory physiotherapists were placed in key institutions to ensure consistent therapy and patient follow-ups. These interventions led to higher adherence to pulmonary rehabilitation protocols, improving patient recovery rates.

Implemented Community-Based Respiratory Health Interventions: In South Rajasthan, targeted efforts addressed rising COPD and silicosis cases among tribal populations. The program integrated early screening, patient counselling, and preventive interventions to mitigate respiratory disease progression.

Contributed to Research and Policy Advocacy: Two peer-reviewed research publications were generated, contributing to evidence-based approaches in pulmonary rehabilitation and nutrition management for chronic respiratory disease patients.

By integrating rehabilitation into tertiary care hospitals and community health settings, the Foundation has enabled patients to improve lung function, enhance endurance, and reduce symptom severity, with the objective of ultimately lowering hospitalization rates and healthcare costs[33].

Patient Support / Medical Assistance:

[33] McCarthy et al., 2021

Patient support and medical assistance interventions provided critical healthcare access for individuals with life-limiting diseases, particularly those requiring long-term treatment for thalassemia, BMTs, and cancer care.

Expanded Access to Life-Saving Treatments: The initiatives facilitated BMT procedures for children with transfusion-dependent thalassemia and severe aplastic anaemia, ensuring curative treatment. A total of 74 individuals underwent BMT procedures in specialized hospitals, with financial assistance covering a portion of the costs. Pre-transplant and post-transplant support, including medical grants and infection prevention measures, further strengthened treatment outcomes.

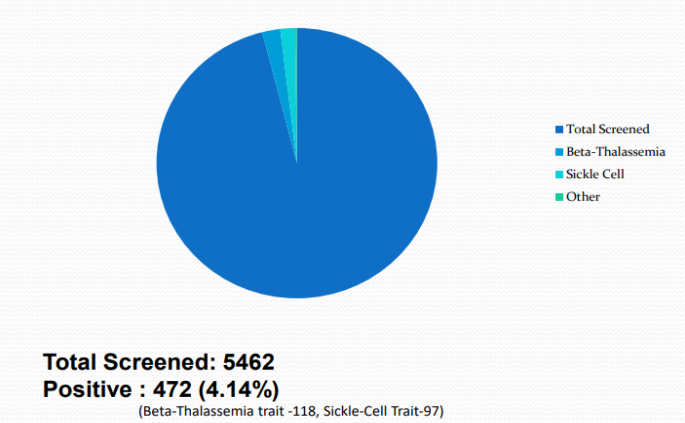
Improved Blood Safety and Transfusion Management: Thalassemia patients received NAT-tested and leucodepleted blood transfusions, minimizing the risk of transfusion-transmitted infections and febrile reactions. Blood transfusion support was provided at dedicated thalassemia day-care centres, ensuring safer and more efficient management of chronic blood disorders. Additionally, minor thalassemia screenings were conducted to identify carriers and promote genetic counselling for disease prevention.

Enabled Informed Decision-Making through Thalassemia Screening and Counselling: A thalassemia minor screening initiative tested 5,462 individuals, helping identify carriers and providing genetic counselling. Awareness sessions targeted young adults, equipping them with knowledge about disease prevention. Early detection efforts aimed to reduce future cases of thalassemia major, addressing the condition at a systemic level.

Table 11: Project Snapshot – Arpan Thalassemia Society, Patient Support

In 2022-23, the Arpan Thalassemia Society strengthened blood transfusion safety and thalassemia prevention through targeted interventions. The project provided 123 thalassemia major patients with NAT-tested and leucodepleted blood, ensuring zero cases of transfusion-transmitted infections (TTIs) and reducing febrile transfusion reactions to just 1-2%, far below the global average of 10-15%. Leucodepletion also minimized alloimmunization, improving transplant eligibility for patients.

To prevent new cases of thalassemia major, 5,462 young adults were screened for thalassemia minor, enabling early detection and genetic counselling. Given the 25% risk of a thalassemia major birth when both parents are carriers, this intervention played a critical role in raising awareness and reducing future disease burden. By combining safer transfusions with proactive screening, the initiative improved immediate patient outcomes while contributing to long-term disease prevention.



Testimonial 1: Samata Kasare, Project Beneficiary



Samata Kasare, 21 years, Insurance MIS Professional.

"I don't remember a time when I wasn't surrounded by doctors, nurses, and blood bags. From the age of five, my life revolved around frequent blood transfusions—every 15 to 21 days, a painful necessity that determined whether I could live another month with some semblance of normalcy.

Growing up in a small village in Maharashtra, my parents and I would travel for hours to Mumbai, dreading the long hours at the hospital. The fear of infections, adverse reactions, and the overwhelming weakness that followed each session became part of my childhood. I hated the feeling of being different, of missing out on simple joys like playing without exhaustion.

Then, three years ago, everything changed. Arpan Thalassemia Society, with the support of Cipla Foundation, stepped into my life. With safe and timely blood transfusions, proper iron overload management, and care that felt like family, my pain was eased. The transfusion hours, once lonely and draining, became moments of connection—where I met friends, played games, and even forgot for a while that I was a patient.

This renewed strength allowed me to embrace my love for dance and acting. In school, I won a Lezim competition, a moment that proved I was more than my condition. Today, I work in an Insurance MIS department, feeling as capable as anyone else in my organization. I still have to take care of my health, but I no longer feel like my life is dictated by Thalassemia. Thanks to the care I receive, I can live my life to the fullest."

Financial and Emotional Support for Families: Accommodation, nutritional support, and transport assistance were provided to children and caregivers, ensuring continuity of treatment, and reducing dropouts due to financial constraints. Over 351 women recovering from breast cancer received prosthetics and supportive garments, aiding in physical and emotional rehabilitation.

Table 12: Project Snapshot – Indian Cancer Society, Patient Support Programme

Many women undergoing mastectomy for breast cancer face significant barriers to post-operative recovery due to the high cost of prosthetics and limited access to rehabilitation services. With prosthetics priced between ₹8,000 and ₹16,000, they remain unaffordable for most low-income patients. This not only hinders physical recovery but also affects emotional well-being—body image concerns, reduced self-confidence, and social stigma often go unaddressed. Post-cancer rehabilitation is further deprioritized due to lack of awareness and gender biases, leaving many women without adequate support to recover with dignity.

The Cipla Foundation supported project for FY 22-23 demonstrated the following impact areas:

- **Physical rehabilitation:** 351 women received prosthetics, and 1,049 bras were distributed, ensuring physical rehabilitation
- **Emotional well-being**: 454 women benefited from peer counselling and therapy, restoring confidence and social engagement
- **Reduced financial burden**: 7 patients received life-saving treatment support, reducing economic distress
- **Enhanced community awareness**: Hospital referrals increased due to awareness campaigns and survivor-led peer networks
- **Sustainability & policy influence**: Discussions with the Government of India to establish daycare cancer support centres

Strengthening health infrastructures:

Upgraded Medical Infrastructure and Diagnostic Facilities: Provision of essential medical equipment significantly strengthened healthcare service delivery. A 2D echocardiogram machine was provided to a cardiac care hospital in Bangalore, improving diagnostic capabilities for heart disease. Additionally, a digital X-ray system was installed at a Community Health Centre (CHC) in Madhya Pradesh, ensuring faster, safer, and more efficient radiological diagnostics for rural populations.

To enhance healthcare access in underserved areas, six prefabricated portable cabins were installed as primary healthcare sub-centres in multiple villages. These Tata Nest (Mobinest) cabins provided dedicated spaces for outpatient consultations, immunization services, maternal and child healthcare, and emergency medical interventions. The addition of glucometers and BP monitoring apparatuses further strengthened diagnostic capabilities for non-communicable disease management.

To support patients with SMA), 32 BiPAP machines were distributed across designated hospitals in Karnataka, Maharashtra, West Bengal, Punjab, and Tamil Nadu. These devices provided non-invasive respiratory support, improving survival rates and quality of life for affected children.

A BMT Centre in Mumbai was equipped with 18 computers and a printer to integrate digital patient record-keeping, ensuring seamless medical documentation and follow-ups. Additionally, renovations at a childcare centre in Mumbai enhanced the living conditions and support facilities for paediatric cancer patients undergoing treatment.

Table 13: Project Snapshot – St. Jude Childcare Centre, Renovation Support Work

Many low-income families travel long distances for their child's cancer treatment but face unsafe housing, infection risks, and financial stress, impacting recovery. Lacking affordable accommodation, they are often forced to live in slums or on the streets, worsening health outcomes. St. Jude India Childcare Centres provide free, safe housing, nutritious food, counselling, and educational support, ensuring a hygienic, stress-free environment that improves treatment success and overall well-being for both children and their families.

The Cipla Foundation supported project for FY 22-23 demonstrated the following impact areas:

- **Health & hygiene:** 803 children and 2,409 family members housed, reducing exposure to infections and improving treatment outcomes
- **Parental well-being:** Mental health counselling and vocational training empowered parents, ensuring economic stability post-treatment
- **Education & awareness:** Light education programs helped children transition smoothly back to school



Strengthened Maternal and Child Health Referral Systems: The Public System Partnerships (PSP) program established standardized maternal referral protocols across 89 healthcare facilities, ensuring timely and coordinated obstetric care. Over 90% of health facilities adopted structured referral linkages and pre-referral communication platforms, improving emergency maternal care. The Maternal Emergency Referral Application was developed to enable real-time tracking of referrals and data management, further optimizing healthcare responsiveness.

Community/Doorstep Health:

The community and doorstep health initiatives significantly enhanced healthcare access, preventive care, and long-term health outcomes, particularly for underserved populations. MHUs facilitated over 153,259 medical consultations, ensuring timely diagnosis and treatment for rural and remote communities.

Improved Access to Healthcare: By delivering healthcare services directly to communities, the initiatives eliminated barriers related to transportation, affordability, and availability of healthcare professionals. The linkage of 1,034 individuals with Ayushman Bharat, further ensured financial support for continued medical care.

Preventive Care and Early Intervention: Preventive health efforts were strengthened through 1,288 awareness programs covering sanitation, nutrition, and hygiene, along with 723 health camps, improving early detection and intervention for various health conditions.

Through targeted health awareness programs, over 26,000 adolescents were educated on tobacco awareness and overall well-being.

Table 14: Project Snapshot – Salaam Bombay Foundation, Preventive health

The project supported underprivileged children in government and municipal schools, addressing tobacco prevention, nutrition, and mental well-being. Post-COVID, students faced mental health challenges, educational disruptions, and lack of awareness. Migrant backgrounds further impact retention, making structured interventions essential for their well-being and future stability.

The Cipla Foundation supported project for FY 22-23 demonstrated the following impact areas:

- **Health & nutrition:** Improved awareness of balanced diets; introduced microgreens as an affordable, high-nutrition food source for underprivileged students.
- **Mental well-being:** Stress management techniques like the "magic jar" and gardening for emotional relaxation.
- **Education:** Reduced dropout rates, better student retention, and improved classroom engagement.
- **Community influence:** Students shared learnings with families, promoting healthier habits at home.
- **Sustainability:** School kitchen gardens and microgreens cultivation empowered students to grow their own nutritious food.
- **Policy impact:** Collaboration with government departments to scale up awareness programs.



Additionally, maternal vaccinations were undertaken, reinforcing antenatal and postnatal care services. Home visits ensured chronic disease management and follow-up care, reducing complications among high-risk patients.

Reduced Health Disparities: The interventions particularly benefited elderly populations, pregnant women, and children through dedicated outreach programs. Over 8,001 individuals received medical assistance, ensuring essential care for those without immediate access to healthcare facilities. Additionally, sanitation infrastructure improvements (four sanitation blocks constructed) contributed to better hygiene practices, reducing the spread of preventable diseases.

Enhanced Community Engagement: Training of community health volunteers fostered local ownership of health interventions, enabling sustainability beyond project cycles. The Preventive Health Programme in schools directly impacted thousands of adolescents by promoting health literacy and behavioural change, ensuring long-term benefits in community health.

Cost Savings and System Strengthening: The initiatives helped reduce healthcare costs by prioritizing prevention over curative care. By enabling early detection and reducing the burden on hospitals, the project contributed to long-term healthcare sustainability.

Investments in medical equipment worth ₹14.8 lakh further strengthened healthcare infrastructure, ensuring continued service delivery.

The initiatives led to measurable improvements in disease prevention, maternal and child health, sanitation, and long-term healthcare sustainability. The ability to scale these models across different regions demonstrates the potential for sustained impact in bridging healthcare gaps for underserved populations.

Vocational Training (Health):

The vocational training initiatives strengthened livelihood and skill-building opportunities across multiple sectors, with a focus on healthcare and accessibility for visually impaired individuals.

Expanded Training for Healthcare Professionals: Through structured capacity-building programs, 5,087 nurses, 69 lab technicians, and 336 doctors were trained in viral hepatitis containment, management, and prevention. The initiative particularly targeted Tier 2 and Tier 3 cities, ensuring that healthcare workers received specialized training to enhance public health service delivery.

A total of 40 candidates received scholarships for specialized training in oncology and patient assistance, equipping them with skills to support critical healthcare services.

Support for Visually Impaired Individuals: The Eye Way Helpdesk, operational since 2017, continued to function as a one-stop resource hub for visually impaired individuals. Over 25,547 individuals received assistance, including access to information, counselling, and support services aimed at improving their education, employment, and daily living skills.

4.5. Efficiency

Palliative Care - Palliation projects

Cipla Foundation has ensured the efficient use of resources by integrating palliative care within existing hospital frameworks, leveraging partnerships with healthcare institutions, and optimizing cost structures to maximize impact, without duplicating infrastructure costs. The expansion of home-based care models has further improved cost efficiency, allowing patients to receive essential care at home, reducing hospital admissions, and easing the burden on caregivers. Teleconsultation services, such as the Saath Saath Helpline, have enabled remote patient support, minimising travel costs and increasing access, particularly in underserved areas.

Operational efficiency has also been enhanced through targeted capacity-building initiatives. By training healthcare professionals, community health workers, and caregivers, Cipla Foundation has strengthened local healthcare ecosystems, ensuring that palliative care services are delivered effectively at multiple levels. The integration of early palliative care in oncology settings also aimed to reduce the need for emergency interventions, improving patient management and optimizing resource allocation.

Other Interventions in Healthcare

The interventions were structured to optimize resources and improve service delivery across healthcare, community health, infrastructure, respiratory care, vocational training, and medical research support.

In Respiratory Care, structured pulmonary rehabilitation models enabled efficient patient management, particularly for chronic conditions like COPD and post-COVID complications. The program combined onsite and tele-rehabilitation services, reducing costs associated with hospital-based care.

In Patient Support & Medical Assistance, partnerships with specialized hospitals facilitated cost-effective BMTs, thalassemia management, and cancer treatment, ensuring efficient allocation of financial aid. The standardized implementation of NAT testing and leuco-depleted blood transfusions reduced transfusion-related risks without requiring additional hospital infrastructure.

Strengthening Health infrastructure focused on high-impact, low-cost investments such as portable prefabricated cabins, diagnostic equipment, and IT upgrades. These enhancements expanded healthcare access while keeping operational costs low. Ensuring sustained use and proper maintenance of deployed medical equipment and prefabricated units required continued coordination with local health authorities.In Respiratory Care, structured pulmonary rehabilitation models enabled efficient patient management, particularly for chronic conditions like COPD and post-COVID complications. The program combined onsite and tele-rehabilitation services, reducing costs associated with hospital-based care.

Community Health & Doorstep Care leveraged MHUs to bring essential healthcare services to underserved areas, reducing dependency on overburdened public hospitals. The program's integration with existing public health schemes helped beneficiaries access government programs, maximizing reach without duplicating efforts.

Vocational Training minimized logistical expenses through structured training modules and remote learning. The Eye Way Helpdesk's centralized operations facilitated cost-effective outreach to over 25,500 visually impaired individuals.

Overall, the interventions were implemented via efficient service models, strategic partnerships, and targeted infrastructure investments while maintaining a focus on accessibility and impact.

4.6. Sustainability

Palliative Care - Palliation projects

The long-term sustainability of Cipla Foundation's palliative care interventions is rooted in institutional integration, workforce training, and strategic partnerships. By embedding palliative care into government hospitals and tertiary healthcare centers, and collaborating with state health departments, academic institutions, and NGOs, Cipla has strengthened the policy framework for palliative care, contributing to systemic change.

Furthermore, the expansion of home-based and community palliative care models has reduced dependence on hospital-based services, making palliative care more accessible and ensuring that patients receive quality care in their own homes.

Other Interventions in Healthcare

The initiatives were designed to ensure long-term impact through capacity building, integration with public healthcare systems, and infrastructure investments.

In Patient Support & Medical Assistance, the financial aid and treatment support provided for BMTs, thalassemia management, and cancer care were impactful, but sustainability may require greater integration with government support schemes and co-funding mechanisms. The NAT testing and leuco-depleted blood transfusions helped establish best practices in transfusion safety, encouraging adoption by hospitals beyond Cipla-supported centres.

Strengthening Health infrastructure investments in medical equipment, prefabricated health units, and IT systems created long-term improvements in healthcare service delivery. Ensuring continued maintenance and optimal utilization requires institutionalized processes within healthcare facilities.

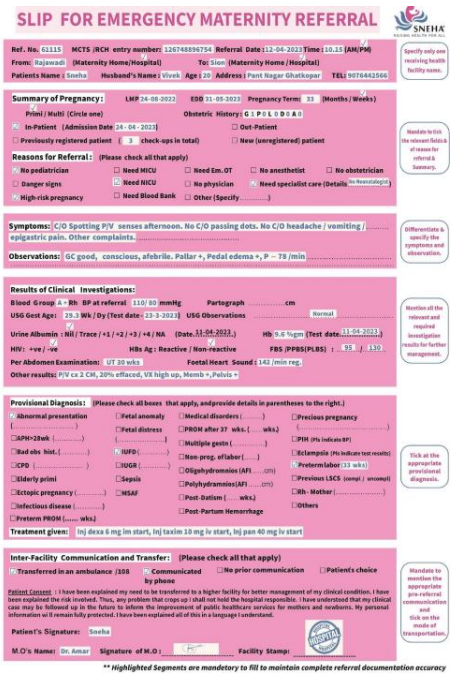
Community Health & Doorstep Care interventions, MHUs and health camps, provided critical access to underserved populations. Their sustainability relies on local partnerships, continued funding, and government buy-in for long-term adoption into public health programs.

The public system partnerships strengthened referral linkages, which, if maintained, could support high-risk maternal care well beyond project timelines.

Table 15: Project Snapshot - Public Systems Partnerships project, SNEHA

The project aimed to:

- Streamline the maternal referral system by establishing clinical referral linkages, creating clinical referral protocols, developing referral documentation formats, providing communication platforms, influencing the health facilities to follow the process through evidence-based dialoguing in referral meetings. Ensure timely access to quality antenatal including 9 core services in UPHCs through capacity building and mentoring of the health care providers and outreach workers, ANC clinic observations, documentation of processes by facilities.
- Create community's demand and ownership for quality health services and improve health seeking behaviour of the community by capacity building of MAS members and ASHA workers and their continuous engagement by conducting MAS meetings.


SLIP FOR EMERGENCY MATERNITY REFERRAL

In FY 2022-23, the program directly benefited 28,586 individuals, including healthcare staff, ASHAs, health committee volunteers, and over 22,600 pregnant women through streamlined referral services. Indirectly, the initiative reached over

103,589 beneficiaries, including women who delivered across municipal corporations and households supported by health committee members.

The project's major achievements include:

- Standardized Clinical protocols across health facilities for referral for proportional distribution of high-risk emergency maternal cases
- Fully established linkages with 89 health Facilities across 7 Municipal Corporations and 5 municipal council regions
- Complete adoption & usage of pink referral slip by all 7 Municipal Corporations and 5 peri urban areas for emergency obstetric care referrals
- 90% of health facilities are following the established referral linkage to ensure the timely management of high-risk pregnancies
- 84% of UPHCs/Health Posts and 93% of PHCs are independently ensuring the delivery of essential 9 core services, health talks, feedback meetings and its documentation.

To ensure sustainability, ownership of key activities—such as digital data management, referral coordination, and community mobilization—was transferred to municipal health staff.



- Appointed nodal persons in all corporations to oversee maternal referral processes and sustainability. Nodal persons have taken complete ownership of their role across 5 municipal Corporations. Nodal officers now facilitate referral meetings, document health services, and oversee ASHA-led Mahila Arogya Samiti (MAS) groups.
- 84% of UPHCs/Health Posts and 93% of PHCs independently ensure the delivery of essential 9 core services, health talks, feedback meetings and its documentation.
- ASHAs have started actively engaging more than 400 Mahila Arogya Samitis to identify early-stage high-risk pregnancies and timely referrals alongside creating awareness for the health-seeking behaviour of the communities.

SNEHA continues to provide mentoring support, capacity building, and monitoring, enabling ASHAs to take independent ownership of MAS engagement, referral streamlining, and primary care outreach. By embedding these processes within the public system, CF's partnership with SNEHA has strengthened maternal and child health service delivery at scale.

4.7. OECD DAC Analysis

Table 16: OCED DAC Analysis - Healthcare

OECD Criteria	Description
Relevance	Cipla Foundation's healthcare initiatives responded to critical healthcare access and affordability gaps in underserved geographies. Interventions were designed based on local health system needs, including palliative

OECD Criteria	Description
	care, maternal and new-born care, doorstep health services, and chronic disease management. The focus on vulnerable groups—such as patients with life-limiting conditions, women, children, and low-income families—ensured that services were inclusive and need-responsive.
Coherence	The healthcare portfolio aligned closely with national priorities, including the National Health Policy (2017), National Programme for Prevention and Control of NCDs, and Ayushman Bharat. Initiatives complemented public health programs and leveraged existing health systems, particularly through partnerships with public hospitals and integration with government health schemes. Internal coherence was also evident through a continuum-of-care approach spanning institutional care, home-based support, and caregiver engagement.
Effectiveness / Impact	The programs demonstrated tangible outcomes across multiple levels—patient support, healthcare workforce capacity, and infrastructure improvement. Over 132,000 healthcare workers were trained, thousands of patients received care through mobile units and partner hospitals, and critical medical infrastructure was strengthened. The palliative care program emerged as a strategic flagship program, offering comprehensive, multi-level support.
Efficiency	Programs were implemented through credible local partners, public health institutions, and NGOs, minimizing administrative overheads and leveraging existing health infrastructure.
Sustainability	Cipla Foundation embedded many initiatives within existing public and private healthcare systems, enhancing the likelihood of continuity. Training programs built institutional capacity, and infrastructure support strengthened local service delivery. The palliative care portfolio particularly shows potential for further systemic integration.

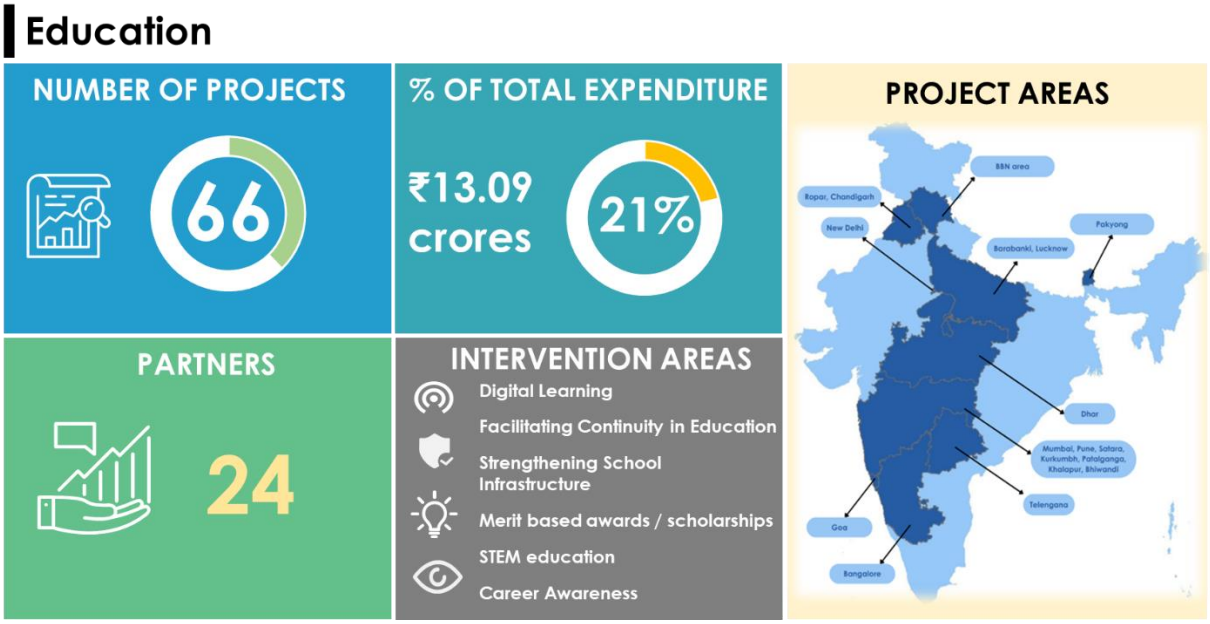
5. Assessment Findings: Education

5.1. Overview

Cipla Foundation's education initiatives in FY 2022-23 were structured around the following key areas:

- **Strengthening School Infrastructure:** Supported the development of classroom infrastructure, science and computer labs, libraries, sanitation facilities, support for residential facilities, and digital classrooms to create conducive learning environments. Special initiatives were implemented to support visually impaired students and schools for children with special needs.
- **STEM Education/ Mobile Science labs:** Promoted hands-on science learning through Mobile Science Labs, fostering curiosity and deeper engagement in STEM subjects.
- **Career Awareness:** Provided career guidance and counselling to help students explore career pathways, and improve career readiness, particularly among those from underprivileged backgrounds.
- **Facilitating Continuity in Education:** Supported scholarships and financial aid for students and teachers, focused on enrolling out-of-school children, and implemented targeted interventions to retain students from vulnerable communities.
- **Merit-Based Awards:** Recognized and encouraged academic excellence by providing financial support to students demonstrating high performance.
- **Digital Learning**: Expanded access to tablet-based education, smart classrooms, and IT infrastructure, integrating technology into classrooms to improve engagement and learning outcomes.

Figure 8: Snapshot – Education Project Portfolio



5.2. Relevance

Cipla Foundation's education initiatives contributed to addressing systemic barriers to quality education in India, particularly in rural and underserved urban areas.

In India, despite significant progress in school enrolment, the quality of education and learning outcomes remain critical challenges. The 2021-22 UDISE+ data highlights that only 14% of government schools and 21% of government-aided schools have functional ICT labs, indicating a severe digital divide that limits students' ability to engage in technology-driven learning[34]. Weak foundational literacy and numeracy (FLN) skills persist, with ASER 2022 reporting that learning gaps remain significant at the secondary level, with many students struggling with reading comprehension and basic arithmetic[35]. These gaps point to the need for interventions that strengthen learning through digital tools, structured pedagogy, and targeted teacher training.

Cipla Foundation's Digital Learning interventions aimed to contribute to bridging this gap by expanding tablet-based education, smart classrooms, and IT infrastructure. The D-Lead projects equipped students with preloaded educational content and interactive learning tools, enabling self-paced learning and remedial support. The integration of smart classrooms and IT-enabled learning enhanced engagement and accessibility in schools that previously lacked digital infrastructure.

Beyond digital access, Cipla Foundation also focused on projects promoting school enrolment and retention, via financial support, academic support, remedial programmes and strengthening school infrastructure.

Table 17: Projects Promoting School Enrolment and Retention

In the BBN area, Cipla Foundation, operationalised five 'Balvatika' centres and linked ~59 children with mainstream education after 5 years of age.
For children with special needs and disabilities, Cipla Foundation provided educational support through institutions like Victoria Memorial School for the Blind, ensuring that visually impaired students receive holistic education, vocational training, and career guidance.
Additionally, Cipla Foundation supported Multiple Activity Centres (MACs) in Lucknow and Bhiwandi, which provided a child-friendly space for education, library access, and skill-building programs, helping children transition back to / remain in formal schooling.
To address financial barriers to education, Cipla Foundation also extended scholarships and educational assistance to students from disadvantaged backgrounds. Special attention was given to girls, students from tribal communities, and meritorious students who require financial aid to continue their studies.

STEM education in India remains heavily theoretical, with limited opportunities for hands-on learning. Only 53.6% of schools in India have integrated science labs, and access is even lower in certain states[36]. Science education in government schools is often limited to textbook-based instruction, with little exposure to experimental learning. Cipla Foundation's Mobile Science Labs provided interactive science sessions, allowing students to engage in experiential learning, helping to improve conceptual understanding and interest in STEM subjects.

[34] https://www.education.gov.in/sites/upload_files/mhrd/files/statistics-new/udise_21_22.pdf
[35] ASER, 2022, img.asercentre.org
[36] UDISE+, 2021-22, education.gov.in

Career awareness remains an overlooked aspect of India's school system, particularly in government schools where students have limited exposure to future career pathways. Without adequate guidance, students from disadvantaged backgrounds often lack the information needed to make informed choices about higher education and employment. Cipla Foundation's career guidance initiatives provided counselling, exposure to industry trends, and vocational awareness programs.

Cipla Foundation's initiatives aligned with the specific needs of students in under-resourced schools, towards making learning opportunities more accessible, inclusive, and relevant to real-world demands.

5.3. Coherence

Coherence with the SDGs

At the global level, Cipla Foundation's education initiatives contributed to the UN SDGs, particularly SDG 4 (Quality Education), SDG 5 (Gender Equality), and SDG 10 (Reduced Inequalities).

Table 18: Education Projects – Contribution to the SDGs

SDG No.	Contribution
	Cipla Foundation's interventions directly supported SDG 4 by improving access to quality education through digital learning tools, scholarships, STEM education, and school infrastructure development Scholarships and other programmes encouraged student retention while teacher training initiatives enhanced the quality of instruction.
	Several initiatives specifically targeted gender gaps in education by supporting girls' enrolment, retention, and academic excellence. Additionally, infrastructure improvements, such as separate sanitation facilities for girls, created a safer school environment, addressing a key barrier to female education.
	Cipla Foundation's projects promoted inclusive education for marginalized groups, including students from low-income communities, differently abled children, and those affected by COVID-19. Extracurricular activities and residential facilities for visually impaired students, and IT resources for special-needs schools, contributed to inclusive education ecosystems.

Coherence with Schedule VII of the CSR Law, 2013

Table 19: Education Projects – Contribution to Schedule VII

Clause	Description	Contribution
(ii)	Promoting education, including special education and employment-enhancing vocational skills.	Cipla Foundation's investments in education - school infrastructure, scholarships, STEM education, and digital learning directly contribute to this objective.

Clause	Description	Contribution
(iii)	Promoting gender equality, empowering women, setting up homes and hostels for women and orphans, and supporting education for marginalized groups.	Several programmed and scholarships aimed were targeted specifically at girls.
(x)	Rural development projects	School infrastructure improvements, including new classrooms, science labs, libraries, sanitation facilities, and IT infrastructure in rural schools, aligned with rural development objectives. These initiatives provided better learning environments for students in remote areas.

Coherence with National Policies

At the national level, these initiatives supported the objectives of the National Education Policy (NEP) 2020, which emphasizes digital learning, foundational literacy, and holistic education. The Foundation's digital learning interventions aligned with the Digital India Initiative, ensuring that government school students benefited from technology-enabled learning. Programs focusing on school retention and girls' education supported the Right to Education (RTE) Act, 2009, and the Samagra Shiksha Abhiyan (SSA), which aim to improve access and retention in schools.

Further, Cipla Foundation promoted cross-partner coherence to enhance the effectiveness of projects by fostering collaborations between organizations with complementary areas of expertise.

Table 20: Project Snapshot - The CF Promoted Partnership between Anugyalaya and Pratham in Sikkim

In Sikkim, economic hardships, migration-driven vulnerabilities, and limited educational access create challenges for students, especially in rural areas. Families in these regions depend on livestock and tourism-based livelihoods, and large-scale reverse migration following the pandemic had exacerbated financial insecurity. This resulted in increased school dropouts, child labour, unsafe migration, and rising cases of child trafficking.

Recognizing these challenges, Cipla Foundation facilitated a partnership between Anugyalaya Darjeeling Diocese Social Service Society (a grassroots implementation partner) and Pratham (a leading educational NGO and technical knowledge partner).

Under this initiative, Anugyalaya implemented education programs on the ground, ensuring direct engagement with children, parents, and local schools, while Pratham provided technical expertise, pedagogical frameworks, and training support to enhance the quality of interventions. This tripartite model, with Cipla Foundation as the funding and strategic partner, ensured that educational interventions were not only implemented effectively but also aligned with evidence-based learning strategies.

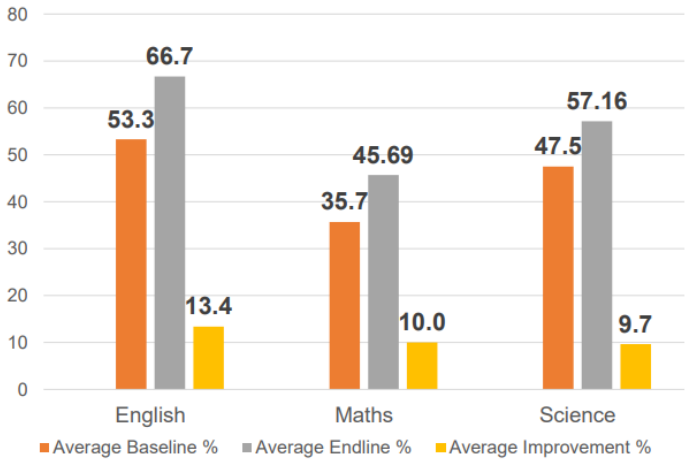
Anugyalaya's on-the-ground presence and relationships with local communities helped identify at-risk students and enroll them in the program, while Pratham's training

modules ensured that teachers and community educators were equipped with effective pedagogical tools to address diverse learning needs.

5.4. Effectiveness and Impact

Digital learning remained a key focus area, aiming to bridge the digital divide in schools with limited or no access to technology-enabled education. Cipla Foundation's interventions, including tablet-based learning, smart classrooms, and IT infrastructure enhancements, benefitted approximately 9,500 students across 106 schools. Through initiatives such as D-Lead, students were provided with preloaded educational content and interactive learning tools, improving self-paced learning and remedial education opportunities.

Table 21: Learning Improvement Gains – D-Lead Programme (Convegenius)



~10% is considered the average improvement target for any academic year. In FY 2022-23, students were near the range of 10% for all the subjects. The highest improvement was in English with 13.4 %, followed by Maths with 10% and Science with 9.7%.

By integrating digital learning into government schools that previously lacked such resources, the initiative created new pathways for student learning. Teachers also reported that digital learning tools improved student engagement and comprehension, aligning with research that highlights the role of multimodal teaching strategies in improving conceptual understanding.

However, limited teacher training in digital pedagogy remained a challenge in some schools. Ensuring consistent usage and teacher adoption will remain essential for maximizing the programme's impact.

Merit-based awards further encouraged academic excellence, benefiting 936 students through financial incentives and recognition.

STEM education programs through mobile science labs engaged over 4,000 students across 119 schools, enhancing experiential learning. Career awareness programs

reached 7,800 students, equipping them with knowledge about vocational and higher education opportunities, reducing dropout risks, and improving career preparedness.

Efforts to ensure education continuity and inclusive learning addressed some of the most pressing barriers to school participation. Cipla Foundation supported 232 students and 50 teachers through scholarships, training, and financial aid, helping them continue their education despite financial constraints. Targeted interventions facilitated the enrolment of 2,138 out-of-school students, ensuring that vulnerable children, particularly those affected by socio-economic hardships, were reintegrated into formal education.

In communities facing a high risk of school dropouts, initiatives such as Multiple Activity Centres (MACs) in Lucknow and Bhiwandi created safe spaces for learning, remedial education, and psycho-social support. Additionally, programs focusing on girls' education and students from marginalized backgrounds aimed to retain 2,125 students in school. While these interventions provided critical support, sustained tracking is necessary to assess the effectiveness of retention strategies in the long run.

Testimonial 2: Harish, Project Beneficiary

Name: Harish

Age/Gender: 13/M

Grade: 6th

School Name: Progressive Montessori High School

Address: Chandoiya Kheda, Dubagga, Lucknow

Harish is a student at the Multiple Activity Centre (MAC). His father is a cart driver, transporting vegetables from the market, while his mother does chickankaari embroidery work and manages household responsibilities.

On November 2021 Harish was identified during a community survey. Discussions with his mother revealed that Harish had been studying in Grade 3 but had to discontinue school due to financial difficulties. His parents were unable to pay the school fees for several months, leading to his expulsion. As a result, he was enrolled in a madrasa, where he learned Urdu and Arabic, but he was not attending any formal school.

When the MAC started functioning, Harish was enrolled as an out-of-school child. Initially, he had low baseline learning levels, struggling with both reading and mathematics. However, through various interactive learning activities, Harish began improving significantly.

Recognizing his potential and willingness to study, Cipla Foundation sponsored his education, and he was enrolled in Progressive Montessori High School in Grade 4. Since then, he has been attending school regularly and maintains good hygiene and discipline. After school, Harish continues to visit the centre to study and engage with other children. He actively participates in games and learning activities and enjoys reading storybooks, often narrating them to his peers.

Harish takes part in various activities at both school and the MAC demonstrating confidence and enthusiasm. He enjoys writing dictation exercises and engages in peer review with other children, identifying and correcting mistakes. He actively participates

in all activities at the MAC and remains highly engaged. At school, Harish delivers presentations in English, participates in quiz competitions, and takes part in school assemblies. He is a member of the Kishor group at the MAC and contributes to the Creativity Club. Harish also actively participated in the science exhibition, where he created a basket project, and took part in various sports events on Sports Day. He has shown tremendous improvement in his academic performance and confidence. His mother regularly attends parent-teacher meetings, and she feels proud and happy when teachers praise his progress.

Currently, Harish is in Grade 6 and has become more responsible and independent. He wakes up on his own, gets ready for school, and dedicates 1-2 hours daily to studying at home. His mother expresses deep gratitude for helping her son receive an education in a private school, ensuring a better future for him.

Strengthening school infrastructure remained a key priority, with 187 schools benefiting from improved classrooms, digital learning resources, science and computer labs, and sanitation facilities. Notably, Cipla Foundation's investments in residential support for visually impaired students and IT infrastructure for special-needs schools played a crucial role in promoting inclusive education, enabling students with disabilities to access quality learning resources.

STEM education remained a critical focus area, addressing India's gap in hands-on science learning. Through Mobile Science Labs, over 4,000 students across 119 schools engaged in practical science experiments, fostering curiosity, problem-solving skills, and conceptual understanding.

Career awareness initiatives aimed to equip students with better exposure to future opportunities. In 78 government schools in Goa, approximately 3,917 underprivileged students participated in career counselling sessions, which provided guidance on vocational pathways, higher education options, and industry trends. By addressing the lack of structured career guidance in government schools, this initiative played a crucial role in improving students' preparedness for further education and employment.

Table 22: Career Awareness Project Feedback (Adhyayan)



"Our students love to play football. During the exposure visit, they got the opportunity to interact with the coach and team members and understand how dedicated the players are. We, too, want to see our students planning their career in sports. Thank you for the exposure at VM Salgaocar Club."

Point of Contact teacher
Government High School - Alto Betim

While Cipla Foundation's interventions contributed to student engagement, enrolment, and school retention, several projects explicitly linked their activities to continuity in education, enhanced performance, and improved retention rates without formal tracking mechanisms.

Establishing systematic tracking methods to measure retention and performance outcomes would provide deeper insights into the sustained impact of these initiatives. By developing structured follow-up mechanisms, Cipla Foundation can strengthen the impact reporting of its education programs and refine future interventions for greater long-term success.

5.5. Efficiency

Cipla Foundation's education interventions in FY 2022-23 were implemented in a cost-efficient manner by leveraging existing infrastructure, collaborating with specialized partners, and using scalable solutions such as digital learning tools and mobile science labs to maximise outreach.

One of the key efficiency drivers was the integration of technology into learning, reducing the need for extensive infrastructure development. By introducing tablet-based education, smart classrooms, and IT infrastructure, Cipla Foundation enabled 9,500 students across 106 schools to benefit from digital learning without requiring costly physical expansions. The D-Lead program also demonstrated efficiency by using preloaded educational content, reducing reliance on continuous internet connectivity, which is often a limiting factor in rural schools.

Similarly, the Mobile Science Labs approach avoided the need for permanent science labs in every school, instead serving multiple schools through a shared, mobile resource model. This significantly reduced capital expenditure while still providing hands-on STEM education to over 4,000 students across 119 schools.

Additionally, career awareness programs in 78 government schools in Goa were implemented through a structured, low-cost model that leveraged existing school staff and community mentors, reaching 3,917 students without the need for major infrastructure investments.

Collaborations with NGOs and government schools ensured optimal resource allocation and provided access to specialised expertise.

5.6. Sustainability

The sustainability of Cipla Foundation's education interventions varied based on the nature of each initiative. Programs integrated within government schools, such as digital learning and STEM education, had long-term viability if schools continued utilizing provided resources with periodic support. Teacher training and career awareness programs aimed to build institutional capacity, ensuring sustained impact beyond Cipla's direct involvement.

However, interventions requiring ongoing funding, such as scholarships, special-needs education, and infrastructure maintenance, faced sustainability challenges. Mobile Science Labs and Multiple Activity Centres (MACs) depended on external facilitation, limiting continuity without continued financial support.

Sustainability also relied on the maturity of partner organizations and their ability to establish mechanisms for long-term impact.

Table 23: Project Snapshot – Pratham (Education Sponsorship Programme)

The Cipla Foundation education sponsorship program in Mumbai and Thane provided financial assistance to 427 children who lost one or both parents during COVID-19, ensuring continued education.

To enhance long-term sustainability, the partner linked families to government social protection schemes, beyond Cipla support, securing ₹3.29 crore in benefits. 272 families received ₹50,000 in ex-gratia relief, 147 children benefited from monthly Bal Sangopan support, and eight orphaned children were enrolled in PM CARES for Children.

These interventions-built self-sufficiency and helped children (and families) to transition out of the programme, ensuring the program continued to reach new beneficiaries in greatest need.

5.7. OECD DAC Analysis

Table 24: OECD DAC Analysis - Education

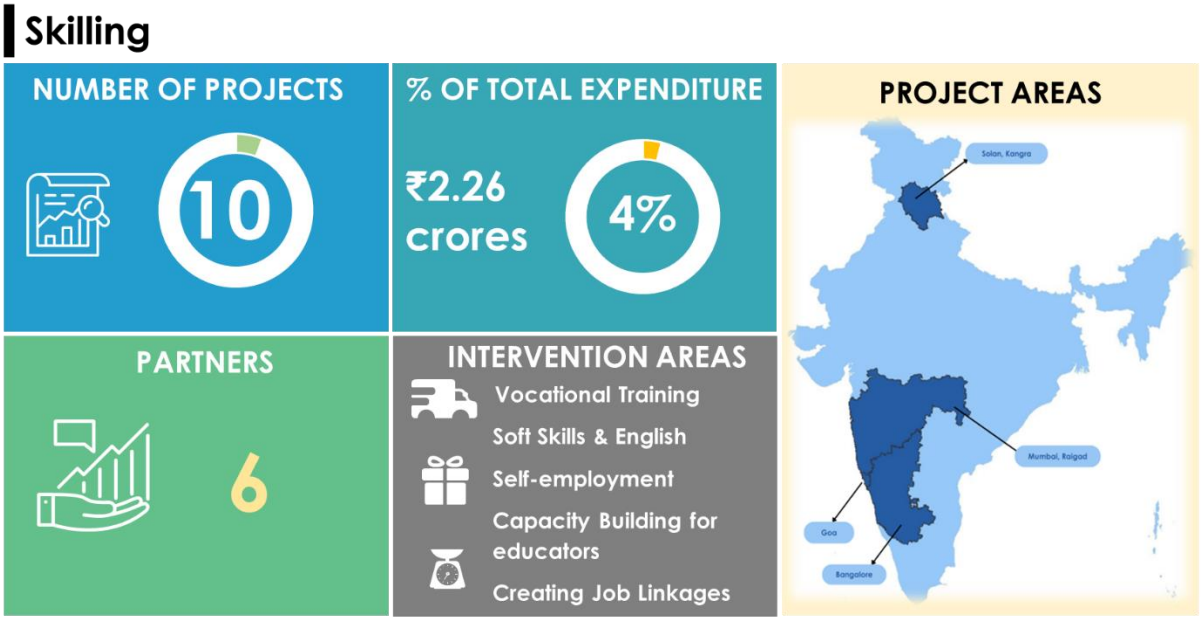
OECD Criteria	Description
Relevance	The initiatives responded to critical gaps in India's education system, including digital access, foundational literacy, STEM education, and school retention. Programs were tailored to the needs of marginalized students, including out-of-school children, students with disabilities, and those from economically disadvantaged backgrounds, through on-ground partnerships and specialist providers.
Coherence	Interventions complemented national education policies, CSR regulations, and the SDGs. Projects were integrated into existing school systems, working alongside government schemes and NGOs to enhance alignment and avoid duplication.
Effectiveness / Impact	The projects enhanced education access, digital inclusion, and STEM exposure, supporting school retention and career preparedness. While tangible benefits were evident, the long-term impact on retention and performance may requires a longer-term assessment.
Efficiency	Projects leveraged institutional partnerships and optimized resources, by integrating interventions into school infrastructure, leveraging digital tools, and employing cost-effective models like Mobile Science Labs.
Sustainability	Programs embedded in government schools indicated long-term viability, provided that schools continued using the resources and integrated them into regular curricula. Sustainability also depends on institutional adoption, and the capacity of local partners to maintain and scale initiatives independently.

6. Assessment Findings: Skilling

6.1. Overview

In FY 2022-23, CF implemented seven skilling projects across four states, reaching 2591 beneficiaries. These projects provided industry-aligned training in diverse areas, including tailoring, tailoring, spoken English, personality development, healthcare, and self-employment for differently abled youth. The Foundation worked in collaboration with well-established vocational institutes, NGOs, and training organizations to deliver quality, hands-on learning experiences that aimed to prepare participants for sustainable livelihoods.

Figure 9: Snapshot – Skilling Project Portfolio



6.2. Relevance

India's demographic landscape presents a significant opportunity, with approximately 68.02% of its population falling within the working-age bracket of 15 to 64 years as of 2023[37]. This demographic dividend, however, is juxtaposed against a notable skills gap. In 2023-24, only 4.1% of India's labour force had undergone formal skill training, reflecting a slight increase from 2.4% in 2004-05[38]. This disparity underscores the urgent need for robust skill development initiatives to enhance employability and drive economic growth.

The employability of graduates further accentuates this challenge. The India Skills Report 2023 revealed an overall employability rate of 50.3% among youth, indicating that nearly half of the graduates were not readily employable. This gap is particularly pronounced among Industrial Training Institute (ITI) graduates, whose employability stood at 34.2% in 2023.

[37] https://www.statista.com/statistics/271315/age-distribution-in-india/
[38] https://theprint.in/brandstand/adon/how-vocational-education-can-bridge-the-skill-gap-in-indias-workforce/2477138/

Recognizing these challenges, Cipla Foundation's skilling initiatives are strategically designed to address specific barriers to employment and self-sufficiency faced by various target groups in the areas where it operates:

- **ITI Students**: Through the Skills4Future program, Cipla enhanced the employability of ITI students by equipping them with spoken English, personality development, and workplace readiness skills. This initiative aimed to bridge the gap between existing skill sets and industry expectations, preparing students for professional environments.79% of students were from vulnerable and marginalised castes.
- **Differently Abled Youth**: In partnership with Ambuja Cement Foundation, Cipla, through its foundation, established a vocational training centre which trained differently abled youth which trained differently abled youth with skills in bakery, pottery, artificial jewellery, and basic computer literacy. The project empowered the youth by initiating home-based income-generating activities, especially during festivals.
- **Nursing Students from Disadvantaged Backgrounds**: By supporting nursing education for students from marginalized communities, Cipla Foundation enhances access to professional training, equipping them with skills needed for employment in hospitals and healthcare settings.
- **Community-Level Initiatives**: Supported self-employment initiatives by providing skill-based training in pottery, artificial jewellery making, and bakery for differently abled individuals. Additionally, women trained in tailoring received sewing machines to help them start home-based businesses.
- **Foundational Education Training**: Strengthened early childhood education by training Anganwadi workers in classroom management, child development, and disability awareness. Through workshops, assessment kits, and on-site visits, this initiative enhanced teachers' capacities to support inclusive learning environments.

By aligning its programs with the specific needs of these groups, Cipla Foundation ensured that its interventions were both relevant and impactful, contributing meaningfully to India's skill development landscape.

6.3. Coherence

Coherence with the SDGs

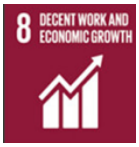
The environmental initiatives undertaken by Cipla Foundation contribute to SDGs focused on climate resilience, resource conservation, and ecological restoration.

Table 25: Skilling Projects – Contribution to the SDGs

SDG No.	Contribution



Projects such as Gyandeep and the Women's India Trust nursing program supported access to inclusive, equitable, and quality education and enhanced learning opportunities through vocational and professional training.



Several projects, including the SEDI program, Women's India Trust nursing scholarships, and self-employment support in Avalahalli, directly enhanced livehood opportunities. These interventions aimed to equip youth and women with employable skills, facilitate linkages to formal and informal job markets, and support entrepreneurship—contributing to inclusive and sustainable economic growth.



The skilling portfolio includes targeted support for persons with disabilities), economically marginalized women, and first-generation learners. By expanding access to training and employment among underrepresented groups, these initiatives contribute to reducing socio-economic disparities.

Coherence with Schedule VII of the CSR Law, 2013

Table 26: Skilling Projects – Contribution to Schedule VII

Clause	Description	Contribution
(ii)	Promoting education, including special education and employment-enhancing vocational skills.	Core skilling programs such as SEDI, Skills4Future, nursing education, and the centre for especially abled youth supported employment-oriented training and capacity building across diverse population groups
(iii)	Promoting gender equality, empowering women, setting up homes and hostels for women and orphans, and supporting education for marginalized groups.	Interventions such as the Women's India Trust nursing scholarship and the provision of sewing machines to trained women in Avalahalli supported access to skill development and employment for women
(x)	Rural development projects	Projects implemented in areas like Nalagarh, Roopnagar, and Avalahalli contributed to localized livelihood generation and skill-building in rural or semi-urban regions

Coherence with National Policies

Cipla Foundation's skilling initiatives are designed to complement existing national and state-level skill development programs while aligning with its broader CSR objectives. By integrating vocational training, soft skills development, and entrepreneurship support, these initiatives reinforce India's national agenda on skill development and employment generation, particularly for youth, women, and marginalized communities.

At the national level, Cipla Foundation's skilling programs align with India's Skill India Mission, which aims to provide vocational training to millions of individuals and enhance

employability. Programs such as the Skills4Future initiative at ITI Panvel, which focuses on spoken English and soft skills, address a crucial gap identified by the National Skill Development Corporation (NSDC)—that while technical education is widely available, a lack of workplace readiness and soft skills often hinders job placement[39]. Similarly, the Women's India Trust Nursing Program, which provides professional nursing education to women from disadvantaged backgrounds, complements government efforts to strengthen the healthcare workforce, particularly in rural and underserved areas.

Furthermore, CF's early childhood education efforts cohere with national education policies such as the ICDS Scheme, which aims to improve preschool education quality by enhancing teacher capacity[40]. The Gnyandeep project strengthens Anganwadi workers' skills in child development, disability awareness, and classroom management, ensuring that foundational learning is inclusive and effective. This integrated approach aligns with global best practices in early childhood education, where teacher training is a recognized strategy for improving learning outcomes, particularly for children with developmental concerns or delays.

CF's programs also integrate well with existing institutional frameworks. The Foundation works within established vocational training centres ITIs and recognized nursing schools, rather than creating parallel skilling infrastructure. This approach maximizes efficiency and sustainability while ensuring that beneficiaries receive recognized certifications that enhance their employment prospects. Additionally, partnerships with NGOs, community-based organizations, and private sector entities further strengthen program delivery, allowing for knowledge exchange and leveraging of expertise.

At the community level, the Foundation's projects enhance livelihood opportunities and self-sufficiency. The Skill Development and Rehabilitation Centre for Differently Abled Youth not only provides vocational training in bakery, pottery, and jewellery making but also facilitates market access through exhibitions and the formation of self-help groups (SHGs). This model complements government initiatives promoting economic inclusion for persons with disabilities and aligns with India's broader Entrepreneurship Development Policy, which encourages small-scale business creation[41]. Likewise, CF's provision of tailoring machines to trained women in Avalahalli supports local self-employment efforts, complementing state-run skill-building programs for women.

By leveraging existing institutions, complementing national policies, and fostering partnerships, CF's skilling programs ensure that resources are efficiently utilized and that initiatives reinforce—rather than duplicate—ongoing efforts. This coherence strengthens both the immediate impact on beneficiaries and the long-term sustainability of skill development in India.

6.4. Effectiveness and Impact

Cipla Foundation's skilling initiatives in FY 2022–23 delivered vocational, educational, and life skills training across seven projects, aimed at improving employability, enabling self-employment, and strengthening community-level capacities. Each initiative addressed a distinct beneficiary group—ranging from youth and women to differently abled individuals

[39] nsdcindia.org
[40] wcd.nic.in
[41] msde.gov.in

and early childhood educators—ensuring that the skilling programs remained inclusive and locally responsive. While training targets were generally met or exceeded, impact measurement was constrained by limited mechanisms for post-training tracking and outcome verification.

Employment and Workforce Readiness: Skilling interventions delivered in institutional settings, particularly the Skill & Entrepreneurship Development Institute (SEDI) and Skills4Future at ITI Panvel, were effective in building foundational and technical capabilities. SEDI surpassed its annual target by training 545 individuals in trades such as electrical work, tally, general duty assistance, and beautician services. Of these, 269 were reportedly placed, indicating a moderate success in employment linkage. The curriculum was also expanded to include hospitality and retail to enhance market alignment.

The Skills4Future program focused on soft skills, spoken English, and personality development—competencies often underdeveloped in technical education contexts. A total of 723 students across two cohorts completed the program. Endline assessments showed improvement in workplace confidence and communication, though the program's ability to translate these gains into job placements remains uncertain due to the absence of formal employer partnerships and follow-up tracking.

Testimonial 3: Apeksha Chorage, Project Beneficiary



Apeksha Chorage, a quiet and reserved student pursuing her ITI in Electrician Trade, lives in a modest household of four in Maharashtra. Her father, an electrician, and her paternal uncle encouraged her to take up the same profession. With her family's support, Apeksha enrolled in ITI and began dreaming of a future in the electrical field, possibly even pursuing a diploma. When Apeksha joined the Skills4Future program, she was curious but cautious. In the very first session, she asked what soft skills were and how they could help in her career—a question that revealed her eagerness to grow, despite her hesitation to engage openly. While she showed confidence in soft skills, English remained a barrier. Her fear of speaking the language often held her back from participating in classroom discussions and competitions.

Determined to overcome this hurdle, Apeksha approached her facilitators, asking how she could improve her English. With their guidance, she began practicing regularly. Slowly, her confidence grew. She started speaking in English, took part in all activities, and began focusing not on perfection but on progress. Over time, she transformed into a self-assured, engaged learner—someone who embraced every opportunity to improve.

In Her Own Words:

"Skills4Future introduced me to English in a way I had never experienced before. I didn't even know what soft skills were—but now I understand how important they are for both professional and personal life. I've learned how to work in a team, how to lead, and how to interact confidently. I feel proud of the change I see in myself. Thank you, Skills4Future and my facilitators, for teaching us these valuable lessons."
— Apeksha Chorage

The Women's India Trust Nursing Program enabled 20 women from low-income households to access formal nursing education, supported by classroom instruction, clinical exposure, and placement interviews. While these students received structured training, data on post-program employment outcomes was unavailable, limiting the ability to assess long-term effectiveness.

Self-Employment and Economic Independence: Projects aimed at promoting self-employment yielded short-term gains, particularly for women and differently abled individuals. The Skill Development and Rehabilitation Centre for Differently Abled Youth, operationalized in partnership with Ambuja Cement Foundation, trained 21 participants in pottery, bakery, and jewellery making. Trainees showcased their products at over 40 exhibitions, collectively earning ₹464,845. However, documentation on the continuity or scale of income-generating activities post-training was limited.

Similarly, the Avalahalli GP Tailoring Initiative, which distributed sewing machines to trained women, was positioned as a post-skilling support measure. While the provision of tools was completed as planned, no formal follow-up mechanism existed to assess business uptake, earnings, or sustainability of the intervention.

Strengthening Early Childhood Education Systems: The Gnyandeep Project has had a systemic impact on early childhood education by training 1,262 Anganwadi workers in child development, disability awareness, and classroom management.

Table 27: Project Snapshot – Sethu Gnyandeep

Anganwadi workers (AWWs) play a vital role in early childhood education, yet many lack specialized training in classroom management, disability awareness, and child development. This limits their ability to support inclusive learning environments and identify children with developmental differences at an early stage.



Project Gnyandeep bridges this gap by equipping AWWs with structured training, assessment tools, and referral support, ensuring children—especially those with special needs—receive timely developmental interventions.

The project created impact across multiple dimensions:



- **For AWWs and MKs:** Trained through structured modules (accessible online) and equipped with assessment kits to identify children needing deeper support
- **For children**: 18 children with potential developmental differences identified. E.g., *Pulkit (5 years old) – An AWW from Tiswadi taluka used the assessment kit and webinar learnings to identify Pulkit's developmental challenges. She referred him to Sethu, personally accompanying him and his parents. Pulkit was diagnosed with autism spectrum*

disorder and is now receiving specialized therapy, with support from the AWW in guiding his parents through the process

- **For the Education System:** Strengthens India's ICDS framework, ensuring government-run early learning centres are more effective and inclusive
- **For Cross-NGO Collaboration**: CF facilitated joint meetings between Sethu, Bookworm, and Novi Survat Goa, leading to a collaborative framework. Now, children needing palliative and supportive care are referred to Novi Survat's team, ensuring comprehensive developmental support

Social Inclusion and Community Engagement: The programs have successfully promoted inclusion and empowerment, particularly for differently abled individuals and women from marginalized communities. The formation of the "Nayi Umeed" self-help group among graduates of the Skill Development and Rehabilitation Center was a notable success, as it reflects a shift towards collective entrepreneurship and peer support. Additionally, programs such as the Women's India Trust Nursing Program enabled first-generation learners from disadvantaged backgrounds to access professional education, contributing to women's empowerment and social mobility.

Across all these initiatives, CF's training completion rates remained high, demonstrating the effectiveness of its engagement strategies, structured curriculum, and hands-on learning approach. However, the absence of a systematic tracking system for employment placements and long-term career outcomes presents a key limitation in fully assessing impact.

6.5. Efficiency

Cipla Foundation's skilling initiatives have been cost-efficient and resource-effective, leveraging existing training infrastructure, partnerships, and targeted funding to maximize impact. By working within recognized vocational training centers, established NGOs, and community institutions, the Foundation minimized the need for heavy infrastructure investment while ensuring that beneficiaries received high-quality training at a reasonable cost. However, certain operational inefficiencies, including disruptions in training schedules, limited tracking of long-term outcomes, and dependency on external partners for placements, present areas for improvement.

The Gnyandeep Project, which trained 1,262 Anganwadi workers, was a particularly efficient model in terms of scalability and reach. The program leveraged digital platforms for training delivery through webinars and online assessments, reducing logistical costs while ensuring broad access to learning resources. The project's cost-effectiveness was maximized by integrating training within the existing ICDS framework, reducing the need for standalone capacity-building programs.

6.6. Sustainability

The sustainability of Cipla Foundation's skilling initiatives is rooted in their integration within existing institutions, co-funding partnerships, and alignment with long-term community needs. By working through recognized vocational training centers, established NGOs, and

government-supported programs, the Foundation ensures that its interventions are not standalone efforts but embedded within larger capacity-building ecosystems.

However, ensuring continued employment, stable income generation, and long-term retention of skills remains a challenge, particularly in programs focused on self-employment and informal sector participation.

Further, several of Cipla Foundation's initiatives demonstrate strong potential for long-term sustainability due to their embedding within established training and education frameworks.

Table 28: Project Snapshots – Potential for Scalability

- For example, the Women's India Trust Nursing Program benefits from institutional sustainability as the training is conducted at an established nursing school with affiliations to the Maharashtra Nursing Council and the All-India Nursing Council. Given India's urgent demand for trained healthcare professionals, this initiative directly aligns with national workforce development priorities, as well as CF's own healthcare focus.
- The Gnyandeep Project is linked to ICDS framework, ensuring that trained Anganwadi workers can continue applying their skills within the government system. The provision of assessment kits and structured training modules enhances the likelihood that these skills will be retained and continue benefiting children in the long run.

6.7. OECD DAC Analysis

Table 29: OECD DAC Analysis - Skilling

OECD Criteria	Description
Relevance	Cipla Foundation's skilling initiatives address critical gaps in vocational training, employability, and self-employment, aligning with national. Programs cater to youth, women, and differently abled individuals, equipping them with industry-relevant skills.
Coherence	Programs are well-integrated within government, NGO, and vocational training frameworks, ensuring structural alignment. However, limited post-training tracking and employment linkages reduce alignment with workforce needs.
Effectiveness / Impact	High training completion rates indicate program success, with many exceeding enrolment targets. However, lack of structured post-training tracking limits insights into long-term employment and financial stability.
Efficiency	Programs leverage institutional partnerships to optimize resources, with high fund utilization rates.
Sustainability	Institutional integration ensures longevity for ITI and nursing programs, while self-employment initiatives remain largely need-based one-time interventions.

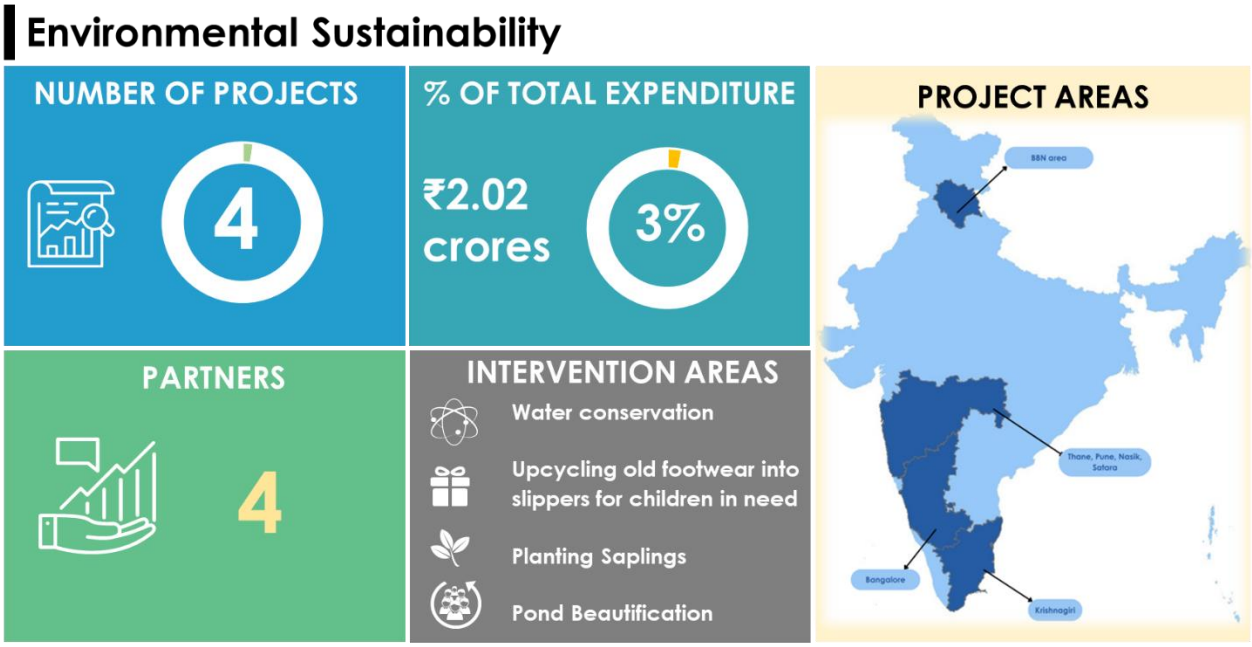
7. Assessment Findings: Environment

7.1. Overview

During FY 2022-23, Cipla undertook four environmental projects, structured around the following key areas:

- **Upcycling:** Repurposing discarded footwear into upcycled shoes for school children, reducing waste and carbon emissions.
- **Afforestation & Pond Beautification** – Tree plantation and pond conservation efforts to mitigate environmental degradation in industrial zones.
- **Water Conservation**: Watershed approaches to create new structures and revitalise existing water bodies

Figure 10: Snapshot – Environmental Sustainability Project Portfolio



7.2. Relevance

Cipla Foundation's environmental sustainability initiatives in 2022-23 continued its efforts from the previous year, focusing on afforestation, water conservation, and waste reduction. Implemented in Himachal Pradesh, Maharashtra, Karnataka and Tamil Nadu, these projects aligned with Cipla's operational footprint, addressing local environmental concerns while contributing to broader sustainability goals.

Given the impact of industrial expansion in Baddi, the Hariyali Project aimed to restore green cover, by maintaining 2,800 saplings through regular watering and community engagement. The restoration of Malpur Pond further supported local biodiversity and water retention, benefiting surrounding communities.

The Greensole Initiative addressed waste reduction and social impact by upcycling footwear, saving 27 tons of carbon emissions, and ensuring that 5,000 children from underserved communities had access to durable slippers.

In addition, Cipla Foundation deepened its commitment to water sustainability through watershed management initiatives in partnership with MYRADA and BAIF. These projects were rolled out in 4 districts across Maharashtra, Karnataka, and Tamil Nadu, with a focus on constructing and revitalising water harvesting structures such as earthen dams, check dams, ponds, and rooftop harvesting systems. The sites were selected following stakeholder consultations and were located in areas facing water stress and declining water tables, directly impacting agriculture and domestic water availability.

7.3. Coherence

Cipla Foundation's environmental interventions are well-integrated with national and international sustainability frameworks, as well as local environmental priorities.

Coherence with the SDGs

The environmental initiatives undertaken by Cipla Foundation contributed to SDGs focused on climate resilience, resource conservation, and ecological restoration.

Table 30: Environmental Sustainability Projects – Contribution to the SDGs

SDG No.	Contribution
 	Cipla Foundation's afforestation initiatives contributed to carbon sequestration, mitigating climate change effects, and strengthening biodiversity conservation through native tree plantations, restoring degraded ecosystems.
	Watershed and water neutrality projects supported groundwater recharge and rainwater harvesting, addressing water scarcity in rural and semi-urban areas.
	The upcycling initiative repurposed 5,000 pairs of footwear, reducing landfill waste, and promoting circular economy principles.

Coherence with Schedule VII of the CSR Law, 2013

Table 31: Environmental Sustainability Projects – Contribution to Schedule VII

Clause	Description	Contribution
(iv)	Environmental sustainability, ecological balance, protection of flora and fauna, conservation of natural resources	All environmental projects — including afforestation, pond restoration, footwear upcycling, and watershed management — contributed directly to the conservation and restoration of natural ecosystems and sustainable resource use.

Coherence with National Policies

At the national level, afforestation efforts supported the Green India Mission and Nagar Vana Udyan Yojana. The watershed and rainwater harvesting projects aligned with India's National Water Policy, which emphasizes community-based water management and sustainable groundwater use. These efforts also supported the objectives of the Jal Shakti Abhiyan and complemented the Atal Bhujal Yojana by enhancing village-level water security.

Cipla Foundation's Greensole Upcycling Initiative was in line with the National Resource Efficiency Policy which promotes sustainable production, waste recycling, and the circular economy. By refurbishing and redistributing footwear, Cipla Foundation reduced waste while addressing a critical social need.

Coherence with Local Governance and Community Networks

Environmental projects were implemented with stakeholder participation to enhance sustainability. The Malpur Pond Restoration initiative involved school-based eco-clubs, volunteers, and local community members in pond beautification and maintenance efforts. The Greensole Upcycling Initiative partnered with schools in Bhiwandi, Palghar, and Cox Town (Karnataka) to distribute upcycled footwear to children from underserved communities.

The watershed initiatives in Karnataka, Tamil Nadu, and Maharashtra were designed following stakeholder consultations and implemented through on-ground partnerships with MYRADA and BAIF.

By collaborating with NGOs, and community stakeholders, Cipla Foundation aimed to ensure that its environmental projects were coherent with local needs.

7.4. Effectiveness and Impact

Cipla Foundation's environmental sustainability initiatives in FY 2022–23 effectively addressed core ecological challenges—afforestation, water conservation, waste reduction, and community-level climate resilience—through targeted, regionally aligned projects.

Waste Reduction and Circular Economy: The Greensole Upcycling Initiative effectively repurposed discarded footwear into 5,000 pairs of slippers distributed to underserved schoolchildren across Maharashtra and Karnataka. This intervention diverted waste from landfills and helped reduce an estimated 27 tonnes of carbon emissions, as verified by an independent audit. In addition to waste reduction, the initiative met a social need by providing durable footwear to children in need, promoting health, dignity, and school attendance.

Table 32: Project Snapshot – Greensole

Many children in underserved communities walk long distances to school barefoot, exposing them to harsh terrains, infections, and injuries. Lack of proper footwear can lead to absenteeism, health risks, and discomfort, impacting their education.

The Greensole Upcycling Initiative directly addresses this challenge by repurposing discarded footwear into durable slippers, ensuring that children can safely walk to school while promoting environmental sustainability.

It created impact across dimensions, including:

- For students – Children receive upcycled footwear, improving school attendance and mobility
- For the environment – CO_2 emissions saved, preventing footwear waste from reaching landfills
- For livelihoods – Greensole, operates a skill center in Jharkhand, employing 4-5 women in upcycling slippers, creating economic opportunities

Afforestation: Project Hariyali, implemented in partnership with Victory India National Organization, focused on restoring green cover in industrial zones by planting and maintaining 2,800 saplings in forest areas of Daasomajra and Dhela. Regular watering, weeding, and replacement of dead plants were carried out to support survival rates. Maintenance activities extended to the Malpur Pond, where efforts such as grass cutting, path restoration, and fencing repairs helped sustain ecological and aesthetic value. These activities contributed to improved green cover maintenance across designated plantation zones.

Water Conservation and Watershed Development: Through partnerships with MYRADA and BAIF, Cipla Foundation launched water neutrality initiatives in over 15 villages across Karnataka, Maharashtra, and Tamil Nadu. These included the construction and renovation of check dams, earthen dams, tanks, and rooftop rainwater harvesting systems to improve groundwater recharge and support agricultural and domestic water use. Villages were selected based on stakeholder consultations and their vulnerability to water scarcity. While the long-term water yield is yet to be assessed, the creation of these structures represents a step toward sustainable watershed development and community resilience to water stress.

Community Engagement and Awareness: Environmental activities included community awareness drives, school eco-club participation, and volunteer mobilization. These engagements enhanced local ownership of plantation and pond conservation efforts and supported the Foundation's goal of fostering long-term sustainability through participatory approaches.

7.5. Efficiency

All initiatives were completed within approved financial frameworks, without significant deviations or delays. In cases where revisions to scope or budgets were necessary, these were made based on ground realities and mutually agreed terms with implementing agencies, reflecting adaptive and efficient project management.

The Foundation's continued practice of leveraging existing community networks and institutional partnerships minimized duplication of efforts and enhanced project reach.

7.6. Sustainability

Cipla Foundation's environmental initiatives were designed with embedded mechanisms to support long-term sustainability, focusing on community participation, local ecosystem restoration, and alignment with national environmental goals.

In afforestation and water conservation projects, sustainability was fostered through structured maintenance plans, including post-plantation care such as regular watering, weeding, and sapling replacement. The involvement of local volunteers and engagement with the Forest Department played a critical role in ensuring that the plantations and restored water bodies were preserved beyond the project period. Pond restoration activities, such as those undertaken in Malpur, were coupled with awareness efforts involving schools and local eco-clubs. These sensitization campaigns aimed to cultivate community ownership, encouraging long-term stewardship of natural resources.

The Greensole upcycling initiative contributed to sustainability by promoting circular economy practices. By repurposing discarded footwear and partnering with schools and artisans, the initiative not only addressed waste reduction but also supported a replicable model that could be scaled in other locations with minimal resource requirements.

Water neutrality and watershed management programs launched with partners such as MYRADA and BAIF further enhanced sustainability by addressing long-term water security in drought-prone areas.

7.7. OECD DAC Analysis

Table 33: OECD DAC Analysis - Environmental Sustainability

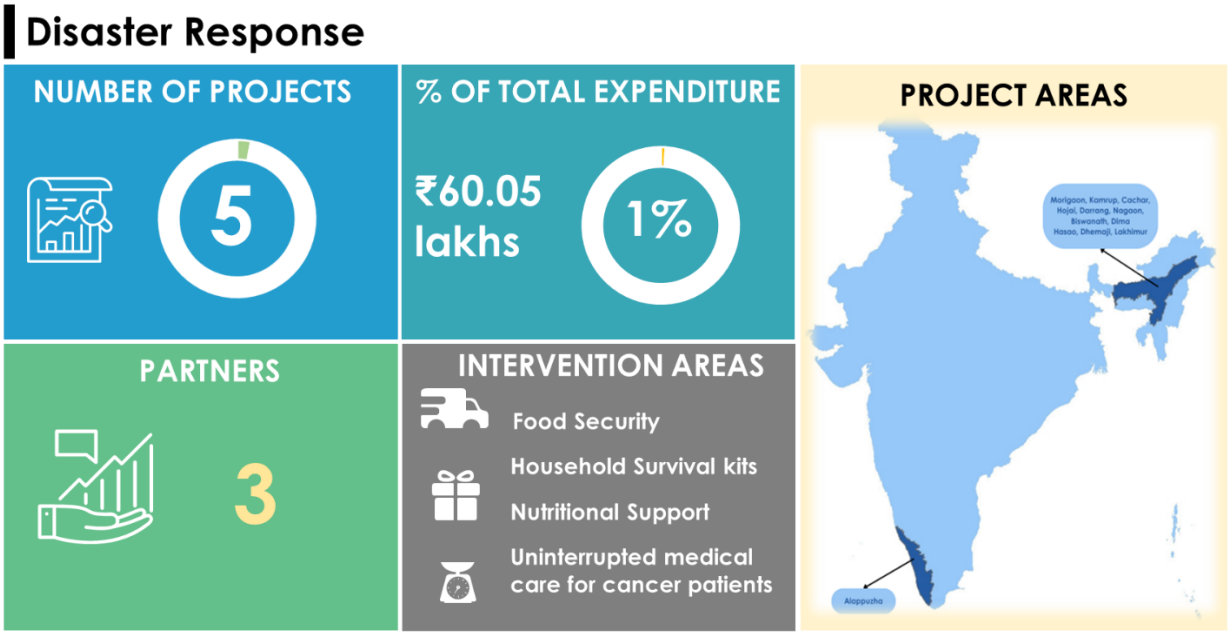
OECD Criteria	Description
Relevance	Projects responded to pressing environmental challenges such as deforestation, water scarcity, and waste generation. The interventions were context-specific, addressing issues in ecologically sensitive and industrial regions, while aligning with Cipla's operational geographies.
Coherence	Strong alignment with national priorities such as the Green India Mission, National Water Policy, and the National Resource Efficiency Policy. Integration with local governance mechanisms and community networks further strengthened coherence.
Effectiveness / Impact	Core project targets were met, including successful sapling survival, enhanced water conservation structures, and the distribution of upcycled footwear. Interventions contributed to improvements in local green cover, waste reduction, and early indicators of ecological restoration.
Efficiency	Projects were implemented within approved budgets, with adjustments made based on on-ground requirements. Partner oversight and phased fund disbursement ensured optimal use of resources.
Sustainability	Long-term maintenance plans, local stakeholder involvement, and alignment with circular economy and water neutrality goals supported the sustainability of outcomes. However, afforestation efforts remain dependent on ongoing care to ensure full ecological benefit.

8. Assessment Findings: Disaster Response

8.1. Overview

During FY 2022-23, CF undertook five immediate relief projects in response to devastating floods in Assam and Kerala. These projects, implemented in collaboration with HelpAge India (HI), Cachar Cancer Hospital and Research Centre (CCHS), and Indo-Global Social Service Society (IGSSS), aimed to provide emergency relief to vulnerable populations.

Figure 11: Snapshot - Disaster Response Project Portfolio



8.2. Relevance

The disaster relief projects undertaken by Cipla Foundation in FY 2022-23 were designed as immediate response interventions to mitigate the devastating impact of floods in Assam and Kerala.

The relief efforts were highly relevant given the immediate humanitarian needs of the affected populations. Cipla Foundation's interventions focused on food security, healthcare access, hygiene support, and fuel procurement, ensuring that the most vulnerable—elderly individuals, women-headed households, persons with disabilities, low-income families, and critically ill patients—received timely assistance.

The projects reflected a needs-based and participatory approach, ensuring that relief measures directly addressed the priorities of affected populations, aligned with Cipla's commitment to ensure equitable access for all.

For example, in the project:

- *'Immediate Relief Support towards Assam Flood response through HI'*, the relief operation was planned based on a rapid assessment conducted with local governance, panchayat leaders, and block development officers. This ensured that aid reached families living in temporary relief camps.

- *'Immediate Relief Support towards Assam Flood response through* IGSSS', a rapid assessment was conducted to effectively identify problems of the flood affected communities.
- *'Immediate Relief Support towards Kerala Flood response through HI'*, the intervention was driven by a request from local self-government bodies, emphasizing the real-time response to emerging needs.

Healthcare-focused interventions (through CCHC), were equally relevant, addressing a highly vulnerable patient group—cancer patients undergoing treatment during the floods. With large sections of the hospital submerged and access to essential resources like fuel, LPG, and nutritional supplements compromised, CF's support ensured continued patient care and uninterrupted hospital operations. The hospital served as a critical lifeline for cancer patients, many of whom were from low-income backgrounds with limited access to alternative healthcare options.

The projects effectively filled critical gaps in flood response efforts, ensuring targeted, well-coordinated aid where government or NGO support was delayed or insufficient. Their immediacy, community-driven approach, and focus on essential needs reinforced their strong relevance in mitigating disaster impact.

8.3. Coherence

Cipla Foundation's disaster response projects demonstrated strong coherence with global and national mandates, as well as local requirements.

Coherence with the SDGs

By the very nature of disaster relief efforts that address immediate humanitarian needs, the SDG contribution was cross-cutting and spanned across multiple SDGs.

Table 34: Disaster Response Projects – Contribution to the SDGs

SDG No.	Contribution
	Ensured continuity of medical treatment and nutritional support for disaster-affected patients. *E.g., In Assam, cancer patients at CCHS received essential food supplies to prevent treatment interruptions.*
	Improved sanitation and hygiene in flood-affected communities. *E.g., IGSSS distributed hygiene and non-food item kits, reducing risks of disease outbreaks.*
	Addressed food security for displaced individuals. *E.g., HI (Kerala) provided nutritional support to elderly and vulnerable groups, ensuring sustained food access during the floods.*

SDG No.	Contribution
	Strengthened disaster response through multi-stakeholder collaboration. *E.g., CF's implementation partners worked with local volunteers and district / local government administration to identify beneficiaries and to facilitate effective distribution.*

Coherence with Schedule VII of the CSR Law, 2013

Table 35: Disaster Response Projects – Contribution to Schedule VII

Clause	Description	Contribution
(x)	Disaster management, including relief, rehabilitation, and reconstruction activities	Relief interventions were targeted in flood-affected rural districts of Assam and Kerala, strengthening local response capacity and supporting recovery in underserved areas. Projects included emergency relief distribution, post-disaster rehabilitation for patients and families, and coordination with district administrations to reach overlooked or high-need communities. Distribution of hygiene kits, nutritional supplements, and clean water supplies to flood-affected communities supported health, nutrition, and sanitation needs. Emergency medical support during floods, distribution of medicines, diesel for uninterrupted hospital operations, and continued treatment for vulnerable groups, including cancer patients and elderly populations.

Coherence with National Policies

The National Policy on Disaster Management (NPDM) has a vision of building a safe and resilient India by developing a holistic, proactive, multi-disaster oriented and technology driven strategy through a culture of prevention, mitigation, preparedness, and response. One of the key objectives of the NPDM is to ensure efficient response and relief with a caring approach towards with needs of the vulnerable and affected sections of society. The collaboration of Cipla Foundation and multiple implementing partners for disaster response is clearly in alignment with the NPDM and resonates with CF's mission of 'caring for life' for under-served communities.

Coherence with Local Governance and Community Networks

CF disaster response efforts were closely integrated with local governance structures and community networks, ensuring effective coordination, last-mile delivery, and responsiveness to on-ground needs.

By collaborating with experienced implementation partners, district administrations and panchayat officials, the foundation streamlined aid distribution, overcoming common challenges such as logistical constraints, identification of beneficiaries, and equitable resource allocation. The involvement of community-based organizations and volunteers further strengthened these efforts, facilitating timely, targeted, and transparent relief measures, as described below.

- **Beneficiary Selection**: IGSSS worked closely with elected Panchayat authorities, Asha and Anganwadi workers along with the Village Development Committees to finalize the list of the beneficiaries based on the pre-determined criteria.
- **Logistical Support:** In Assam, CF, through CCHS, worked closely with the District Administration of Cachar, which provided logistical support for the procurement and distribution of fuel and nutritional supplies to ensure uninterrupted patient care during the floods. Similarly, HI (Kerala) collaborated with local Panchayats and local volunteers to facilitate the smooth distribution of the Flood Relief Kits.

This multi-stakeholder coordination ensured that Cipla Foundation's disaster response was efficient, community-driven, and aligned with local governance mechanisms, reinforcing the coherence of its interventions.

8.4. Effectiveness and Impact

Key project objectives were achieved across all five projects, ensuring food security, healthcare access, and essential relief support for disaster-affected communities.

All projects met or exceeded their planned beneficiary targets, except for the 'Phase 2 - CCHS Project', where 140 patients were reached instead of 150. The shortfall was due to some patients receiving more than the capped three-packet allocation, as determined by need.

The interventions had a direct and measurable impact on disaster-affected communities, enhancing health outcomes, food security, and resilience among vulnerable groups.

Healthcare Continuity: Medical support and nutritional aid ensured that patients undergoing treatment were not deprived of essential care, preventing health deterioration during the crisis.

Testimonial 4: Mr. Kurban Ansary, Project Beneficiary

Kurban Mia Ansary, a 48-year-old tea garden worker, is the sole earner for his joint family of eight. Earning Rs. 2400 per month, he lives in a rented pucca house with a tin roof. A long history of chewing paan, areca nut, and tobacco led to his diagnosis of oral cancer, requiring ongoing chemotherapy.

During the peak of the floods, he was hospitalized with his wife attending to him. With support from Cipla Foundation, he received nutrition supplements and a monitored diet, ensuring balanced health and uninterrupted treatment despite the crisis.

Improved Hygiene and Sanitation: Distribution of hygiene and non-food item (NFI) kits enabled flood-affected families to maintain cleanliness and reduce disease risks, particularly in underserved communities.

Targeted Support for Vulnerable Groups: Relief distribution prioritized elderly individuals, female-headed households, and persons with disabilities, ensuring equitable access to essential resources.

Testimonial 5: Mr. Bakash Narah, Project Beneficiary

Mr. Bakash Narah, a resident of Kathalpukhri village, faced severe challenges due to the annual flooding caused by the Ranganadi River, which destroyed crops, infrastructure, and livestock shelters. This year, intense rainfall led to prolonged waterlogging and isolation for over a week, further worsening his situation.



After the flood, he replanted paddy saplings and repaired livestock shelters but lacked the resources to buy GI sheets for roofing. Support from IGSSS and Cipla Foundation provided him with NFIs, including tarpaulin and rope, enabling him to rebuild the shelter for his livestock.

Additionally, the hygiene kit and mosquito nets proved invaluable for his household, offering protection against Malaria and Japanese Encephalitis, and improving overall health and safety for his family.

This support helped Mr. Bakash restore his livelihood and living conditions, easing the post-disaster recovery process for his household.

- **Community Resilience:** Partnerships with local governance bodies, ASHA workers, and community volunteers facilitated efficient last-mile aid delivery, strengthening the local disaster response system.

The CSR support of Cipla Foundation was acknowledged through corporate branding on banners and social media, reinforcing its role as a key disaster response partner. Additionally, local government officials formally recognized Cipla Foundation's contribution, highlighting its role in supporting disaster-affected communities.

8.5. Efficiency

Project resources were effectively allocated, ensuring timely relief delivery and optimal fund utilization. Projects operated within or near their planned budgets.

Cost-effectiveness was enhanced through:

- Bulk procurement of goods.
- Local partnerships, leveraging district administrations and community volunteers, and NGOs to streamline aid distribution and reduce logistical expenses.
- Partner initiatives. E.g.,

- IGSSS implemented a complaint redressal mechanism, allowing for real-time adjustments in relief quality without additional costs.
- HI printed its Toll-Free Elder Helpline Number on Food and Hygiene Kits and prominently displayed it on banners at distribution sites, ensuring transparency and a channel for reporting discrepancies in relief distribution.

However, some partners reported operational hurdles that impacted aid distribution:

- The Beneficiary Validation App developed by CF faced network connectivity issues, delaying registrations.
- Transportation of nutritional supplements was delayed due to water stagnation, making access to distribution sites challenging.

Despite these challenges, adaptive measures ensured that relief efforts remained efficient and responsive, minimizing disruptions, and reaching the intended communities.

8.6. Sustainability

Disaster response projects are inherently short-term interventions, focused on immediate relief and recovery rather than long-term sustainability. While hygiene kits, food support, and non-food items addressed immediate needs, their long-term sustainability is limited to post-disaster recovery rather than systemic change. Once relief distributions are completed, communities must rely on their own resources and local governance mechanisms for sustained resilience.

However, elements of continuity and alignment with CF's broader priorities were embedded within these interventions.

Two of the projects focused on cancer patients, a critical healthcare theme for CF. These interventions were not only about disaster relief but also about ensuring continuity of care for a highly vulnerable patient group. The collaboration with CCHC ensured that patients received uninterrupted nutritional and medical support, reinforcing Cipla Foundation's long-standing commitment to cancer care.

Further, the existing relationship with CCHC provided a pathway for ongoing nutritional support for patients, making this aspect of the project more sustainable compared to other one-time relief efforts.

8.7. OECD DAC Analysis

Table 36: OECD DAC Analysis - Disaster Response

OECD Criteria	Description
Relevance	Well-targeted interventions based on needs assessments, addressing urgent needs of vulnerable groups, ensuring inclusivity and equitable relief distribution.

OECD Criteria	Description
Coherence	Strong collaboration with local authorities and community organizations, though formal integration with local procurement and distribution networks could be strengthened.
Effectiveness / Impact	Project objectives were met, with most exceeding planned beneficiary targets. The interventions provided immediate relief, preventing nutritional / healthcare disruptions, and improving sanitation. While the projects met their intended impact, the long-term benefits were limited to immediate post-disaster recovery.
Efficiency	High fund utilization and resource optimization, though some delays in procurement and beneficiary tracking impacted responsiveness.
Sustainability	Limited long-term resilience planning; future interventions could consider the integration of sustainability mechanisms, such as community-based preparedness programs, or integration with long-term recovery efforts.

9. Conclusion and Way Forward

Cipla Foundation, through strategic partnerships, grassroots engagement, and institutional expertise, has extended its reach to underserved populations across India. It has contributed to improving healthcare access, education continuity, skilling, environmental sustainability, and disaster response, while aligning its interventions with Cipla's ethos of 'Caring for Life'.

Across thematic areas, the Foundation has maintained a clear commitment to both strategic programming and responding to community needs, supported by relevant technical expertise. Its collaboration with on-ground implementing partners, government stakeholders and service providers aim to ensure that projects are designed based on community-specific challenges and implemented to maximise societal benefits.

The Foundation's internal team has also played a pivotal role in ensuring this coherence, as reported by project partners, by providing consistent support to partners, facilitating monitoring and course correction, helping institutions build audit readiness and providing guidance through the course of project implementation.

The healthcare portfolio stands out as the most mature and institutionally anchored. Cipla Foundation supports a full spectrum of care—from early screening and diagnostics, to treatment, recovery, and long-term follow-up. Projects have strengthened doorstep service delivery, improved access to medical and financial aid, and expanded continuity of care through home-based support, caregiver engagement, and linkages with government schemes such as Ayushman Bharat. Investments in hospital infrastructure, professional training, and health systems strengthening have further enhanced service quality and patient outcomes. Cipla Foundation has also responded to structural gaps in the healthcare system, by supporting capacity-building of healthcare professionals and improving diagnostic and critical care infrastructure in low-resource settings.

The palliative care portfolio, in particular, has emerged as a long-term strategic program with national relevance. Cipla Foundation has supported models that span outpatient, inpatient, and home-based palliative care, along with training, psychosocial support, and awareness initiatives. These projects collectively address persistent gaps in India's palliative care landscape, including limited continuity of care, low public and provider awareness, geographic disparities, and workforce shortages. The programme has contributed to a significant shift in the palliative care landscape in India, ensuring that thousands of patients and caregivers receive the compassionate, high-quality support they need, improving their quality of life and reducing the burden of terminal and chronic illnesses. Partners widely acknowledge Cipla Foundation's contribution to the sector and see clear opportunities for broader integration into public health systems, academic curricula, and government partnerships.

Cipla Foundation's education and skilling initiatives have demonstrated success at the project level. In education, the Foundation has contributed to improving digital access, infrastructure, school enrolment, and continuity of learning, particularly for students from vulnerable communities. In skilling, programs have delivered vocational and soft skills training to youth, women, and differently abled individuals, enhancing employability, and enabling self-employment. Across both domains, structured tracking of outcomes related

to employment status, income progression, and sustained school retention will be important next steps in enhancing the strategic depth and impact of these interventions.

The Foundation's environmental sustainability and disaster relief projects were responsive and locally grounded. Initiatives in afforestation, water conservation, and waste reduction were aligned with regional priorities and implemented through strong NGO partnerships. Disaster response programs were timely, relevant, and effective in reaching affected communities, and the Foundation's support was appreciated by local governance bodies and implementation partners.

Cipla Foundation's distinctive value lies in its ability to balance strategic intent with responsiveness to context. This dual approach has allowed it to engage with national and sub-national actors while remaining relevant in varied geographies.

Looking ahead, Cipla Foundation has a strong base from which to consolidate its role within India's CSR landscape, as a partner that brings together community experience, institutional knowledge, and strategic thinking. By leveraging the experience of its own team, its strong implementation network, refining impact measurement, and deepening strategic interventions of its flagship programs, CF is well-positioned to expand its leadership in CSR, shaping best practices that drive long-lasting, meaningful change across healthcare and beyond.