

Corporate Social Responsibility (CSR)
Impact Assessment Report
FY 2025-26

Cipla Limited

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Acronyms

Acronym	Full Form
ALL	Acute Lymphoblastic Leukaemia
ANM	Auxiliary Nurse Midwife
ASHA	Accredited Social Health Activist
BAIF	Bharatiya Agro Industries Foundation
BHU	Banaras Hindu University
BMT	Bone Marrow Transplant
CHSU	Childhood Cancer Hospital Support Unit
CIMS	Care Institute of Medical Sciences
CPC	Cipla Palliative Care and Training Centre
CSR	Corporate Social Responsibility
CSRIA	Corporate Social Responsibility Impact Assessment
CT	Computed Tomography
DAC	Development Assistance Committee
DIKSHA	Digital Infrastructure for Knowledge Sharing
DPR	Detailed Project Report
ECMO	Extracorporeal Membrane Oxygenation
FY	Financial Year
HBOT	Hyperbaric Oxygen Therapy
INR	Indian Rupee
iNO	Inhaled Nitric Oxide
IPD	Inpatient Department
MAS	Mahila Arogya Samiti
MRI	Magnetic Resonance Imaging
MSL	Mobile Science Lab
MYRADA	Mysore Resettlement and Development Agency
NCDs	Non-Communicable Diseases
NEP	National Education Policy
NGOs	Non-Governmental Organisations
NIMHANS	National Institute of Mental Health and Neurosciences
NPPC	National Programme for Palliative Care
OBC	Other Backward Classes
OECD	Organisation for Economic Co-operation and Development
OECD-DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee
OPD	Outpatient Department
PM eVIDYA	Pradhan Mantri eVIDYA
SC	Scheduled Caste
ST	Scheduled Tribe
TMH	Tata Memorial Hospital
TMC	Tata Medical Center
UPHC	Urban Primary Health Centre
WUGs	Water User Groups
WRDP	Watershed Resource Development Project

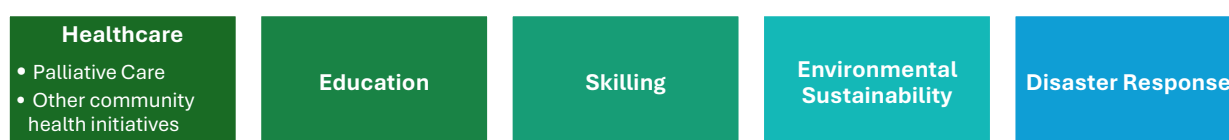
1. CSR at Cipla

Cipla Limited (hereafter referred to as “Cipla”) is a global pharmaceutical company with a strong presence across key therapeutic areas, committed to improving access to high-quality and affordable medicines. With operations spanning multiple geographies, Cipla has consistently focused on addressing unmet healthcare needs, particularly for underserved populations. The Company’s approach is guided by its purpose of ‘Caring for Life’, which reflects a long-standing commitment to patients, communities and public health systems. Beyond its core business, Cipla extends this commitment through structured social investments that aim to improve health outcomes and contribute to inclusive development.

Cipla Foundation (hereafter referred to as “Cipla Foundation”, “CF” or “the Foundation”) is the philanthropic arm of the Company and serves as the principal implementing agency for its CSR initiatives. The Foundation adopts a focused and partnership-led approach, working with credible non-governmental organisations, academic institutions, healthcare institutions and government bodies. Its interventions are designed to be outcome-oriented and need-based, with a focus on improving access to essential services, strengthening local capacities and enabling sustainable development outcomes. The Foundation plays a central role in identifying priority areas, designing programmes and monitoring implementation in alignment with Cipla’s CSR Policy and regulatory requirements.

Parameter	Details
Total CSR Spend	INR 69,51,42,865.32
Number of Projects Assessed	120
Implementation Partners	74
Direct and Indirect Beneficiaries	4,75,000+

1.1. Key Thematic Areas

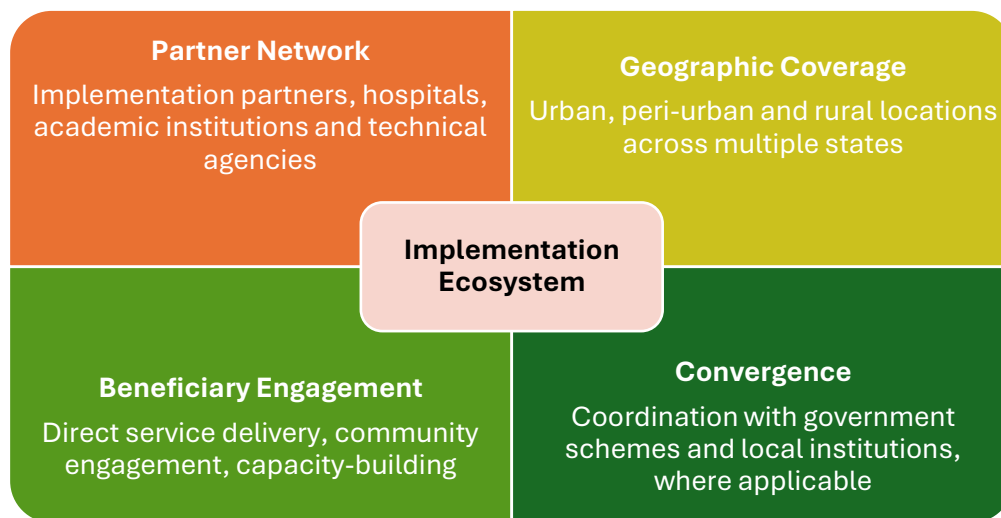


1.2. CSR Governance

Cipla follows a defined governance framework to ensure oversight, compliance and accountability in CSR implementation.



1.3. Implementation Ecosystem



2. Executive Summary

Guided by its purpose of 'Caring for Life', Cipla Limited undertakes Corporate Social Responsibility initiatives that are intended to support access, continuity and resilience across key social domains. Implemented through Cipla Foundation, these initiatives reflect a long-standing commitment to healthcare and allied areas such as education, livelihoods, environmental sustainability and disaster response, with a particular focus on contexts where sustained engagement and institutional capability play a critical role in shaping outcomes.

Cipla's CSR approach is anchored in addressing gaps in access and equity, particularly for underserved and vulnerable communities. During FY 2023–24, Cipla supported 120 CSR projects across multiple states in India, reaching over 4.75 lakh direct and indirect beneficiaries. The portfolio demonstrates both thematic diversity and geographic coverage, while also indicating areas of continued focus where long-term partnerships and institutional anchoring have been developed over multiple years. Across programmes, implementation is largely undertaken in collaboration with healthcare institutions, academic bodies, community-based organisations and public systems, enabling contextual relevance and operational continuity.

In line with the provisions of the Companies Act, 2013, CSR Rules and statutory requirement of CSR regulations for impact assessment, an independent impact assessment has been undertaken for CSR projects with a defined financial threshold and completion timeline. The assessment has been done in alignment with the OECD-DAC evaluation framework. This framework enables a structured and evidence-based evaluation of programme performance and outcomes.

Healthcare remains a central pillar of Cipla's CSR engagement. Within this, palliative care represents an area of sustained emphasis, addressing aspects of care that extend beyond clinical treatment to include comfort, dignity and psychosocial support. Initiatives supported during the year enabled delivery of palliative care services through inpatient, outpatient and home-based models, alongside caregiver support and capacity building of healthcare teams. Observations from implementation indicate that continuity-led approaches, particularly when integrated early and delivered beyond hospital settings, support improved comfort, stronger caregiver preparedness and more coordinated care experiences. In a broader ecosystem where institutional capacity and long-term financing for palliative care continue to evolve, Cipla's engagement remains an important contributor to service availability and institutional strengthening.

Beyond palliative care, community health initiatives addressed preventive, primary and supportive health needs, particularly for populations facing barriers related to geography, affordability or system capacity. These initiatives combined doorstep service delivery with patient support mechanisms and engagement with public health facilities, contributing to improved access and continuity of care. Education and skilling programmes focused on supporting learning continuity, learner engagement and transitions from education to livelihoods, with attention to children, youth and individuals facing structural disadvantages. Environmental sustainability interventions concentrated on water security, natural resource management and livelihood resilience, adopting watershed-based approaches and community stewardship models intended to deliver long-term ecological and social benefits.

Across thematic areas, implementation experience also highlights contextual and structural factors that influence programme design and outcomes. Service-intensive domains such as specialised healthcare, patient support and palliative care remain reliant on CSR funding, given the specialised nature of services and the limited availability of alternative financing mechanisms. Variations in partner-level monitoring and reporting practices affect the consistency of outcome documentation across the portfolio. These conditions highlight the importance of continued attention to outcome articulation, monitoring alignment and institutional integration as programmes mature.

The assessment is based on a combination of primary and secondary research, including field visits, stakeholder consultations, beneficiary interactions and review of programme documentation. Efforts have been made to triangulate findings across sources to ensure reliability and objectivity.

The findings indicate that Cipla's interventions have contributed to improved access to essential services, particularly in healthcare and education and have supported livelihood enhancement and community-level resilience in select geographies. The assessment highlights the impact by deepening outcome tracking, enhancing convergence with public systems, improving consistency in partner-level monitoring and planning clearer sustainability pathways for service-intensive programmes. These include enhancing outcome tracking mechanisms, strengthening convergence with public systems, improving consistency in monitoring across partners and building stronger pathways for long-term sustainability and scale.

Looking ahead, Cipla's CSR approach is positioned to deepen its shift toward continuity-led, system-anchored solutions that address complex social challenges over the long term. Building on strong partnerships and institutional integration achieved to date, future efforts will place greater emphasis on outcome-oriented design, measured scale-up of proven models and enhanced convergence with public systems, particularly in care-intensive and climate-vulnerable contexts. Strengthening data-driven learning, improving consistency in monitoring, and embedding sustainability considerations from the outset will be central to this evolution. Together, these priorities aim to ensure that CSR interventions not only expand their reach, but also deliver durable, resilient and equitable impact, aligned with evolving community needs and national development priorities.

Thematic Area	Number of Projects	CSR Focus and Nature of Projects	Geographic Coverage
Healthcare - Palliative Care	34	- Palliative care services delivered through inpatient, outpatient and home-based models - Training of healthcare professionals - Patient and caregiver support	- Maharashtra - Telangana - Tamil Nadu - Andhra Pradesh - Delhi - Uttar Pradesh - Assam - Rajasthan - Madhya Pradesh - Himachal Pradesh - Kerala - Kashmir

			• Bihar • West Bengal • Punjab • Goa • Karnataka
Healthcare - Other Community Health Initiatives	31	• Primary healthcare delivery • Maternal and child health • Preventive healthcare • Respiratory rehabilitation • Patient support for chronic and life-limiting conditions • Health infrastructure strengthening	• Rajasthan • Madhya Pradesh • Goa • Maharashtra • Karnataka • Uttar Pradesh • Delhi • Gujarat • Sikkim
Education	37	• Access to education, science learning exposure, digital learning, scholarships and school infrastructure support	• Maharashtra • Madhya Pradesh • Himachal Pradesh • Rajasthan • Karnataka • Sikkim • Uttar Pradesh
Skilling	4	• Vocational skills training, employability support and livelihood enhancement	• Maharashtra • Delhi
Environmental Sustainability	6	• Water security, watershed development, natural resource management, renewables and sustainable agriculture	• Maharashtra • Tamil Nadu • Karnataka • Madhya Pradesh
Disaster Response	8	• Emergency relief and humanitarian assistance	• Maharashtra • Himachal Pradesh • Sikkim • Tamil Nadu

3. Objectives of Impact Assessment

The primary objective of this impact assessment is to systematically evaluate the relevance, effectiveness, efficiency, and sustainability of the Company's CSR programmes. The assessment seeks to understand the extent to which CSR interventions address identified community needs, are aligned with stated programme objectives and regulatory requirements, and are implemented as intended. It aims to analyse the outcomes and changes experienced by beneficiaries and communities, assess the utilisation of financial and non-financial resources, and identify programme strengths, gaps, and enabling or constraining factors. Additionally, the assessment supports compliance and reporting under the Companies Act, 2013 by generating evidence-based insights to inform programme refinement, enhance impact, and guide future CSR decision-making.

Focus area	Objective
Assess programme relevance	Evaluate the extent to which CSR interventions address identified community needs and align with stated programme objectives and applicable CSR guidelines
Examine implementation and outputs	Review the design and execution of CSR projects, including delivery mechanisms, partner roles and coverage, to understand how planned activities were implemented on the ground
Analyse outcomes and changes	Examine observed outcomes and changes at the beneficiary and community levels attributable to the interventions, across selected thematic areas
Evaluate efficiency and use of resources	Assess the utilisation of financial and non-financial resources in relation to outputs and outcomes achieved, within the defined scope of the assessment
Identify implementation strengths and gaps	Identify factors that have supported or constrained programme performance, including operational practices, partner capacities and contextual influences
Review sustainability considerations	Examine provisions related to programme continuity, institutional linkages, community engagement and integration with existing systems
Ensure compliance and reporting alignment	Support compliance with the Companies Act, 2013 and CSR Rules by providing evidence-based findings from an independent assessment process
Generate insights for programme refinement	Provide analytical inputs to inform future programme planning, monitoring practices and decision-making related to CSR implementation

4. Scope of Work

The scope of work for this independent CSR impact assessment covers 120 CSR projects implemented by Cipla Limited through the Cipla Foundation during FY 2023-24. This includes projects both below and above the INR 1 crore funding threshold, to provide a consolidated view of CSR performance during the year. The assessment spans multiple states across India and covers key thematic areas, namely Healthcare, Education, Skilling, Environmental Sustainability and Disaster Response. The evaluation includes a high-level review of programme design, implementation processes, outputs, observed outcomes and sustainability considerations, aligned with the OECD DAC Evaluation Criteria. The assessment does not include a financial audit or legal compliance review; the sole deliverable under this scope is this third-party CSR Impact Assessment Report, presenting consolidated findings and insights.

5. Evaluation Framework

The impact assessment was carried out as per the OECD-DAC Evaluation Criteria. These criteria provide a comprehensive basis to examine programme performance across six dimensions - relevance, coherence, effectiveness, efficiency, impact and sustainability.

The criteria were used to assess both programme design and implementation, as well as observed outcomes, drawing on multiple sources of evidence. This approach enabled a systematic review of what was implemented, how it was implemented and the changes observed within the defined assessment scope.

OECD DAC Evaluation Criteria Applied

Evaluation Criterion	Application in the Assessment
Relevance	Examined the alignment of CSR interventions with identified community needs, programme objectives and broader development priorities.
Coherence	Assessed the extent of alignment and coordination with government programmes, sectoral initiatives and other stakeholder interventions in the same geographies.
Effectiveness	Reviewed the extent to which planned outputs and outcomes were achieved, based on programme objectives and indicators.
Efficiency	Analysed the relationship between resources utilised and outputs delivered, including implementation timelines and delivery mechanisms.
Impact	Explored observed changes at the beneficiary and community levels that could be reasonably associated with the interventions.
Sustainability	Considered factors influencing the continuation of benefits, including institutional linkages, community participation and integration with existing systems.

The use of the OECD-DAC criteria also supported a balanced assessment by capturing both strengths and areas requiring further attention, based on evidence generated through the assessment process.

6. Impact Assessment Framework and Methodology

The CSR impact assessment adopted a structured and flexible methodological framework aligned with the OECD-DAC evaluation principles. The approach was not treated as a fixed checklist, but as an analytical framework focused on understanding the contribution of CSR interventions to observed changes, within the limitations of data availability and project diversity. Emphasis was placed on reviewing programme logic, implementation processes and outcome-level evidence to generate a balanced assessment of performance.

6.1. Evaluation Approach

The assessment was anchored in an intervention logic framework, examining linkages across project goals, inputs, activities, outputs, outcomes and intended impacts. Programme logframes and theories of change, where available, were reviewed to assess the coherence of design and the plausibility of outcomes. The application of the OECD-DAC criteria enabled a systematic review of relevance, coherence, effectiveness, efficiency, impact and sustainability across thematic areas. Cross-cutting considerations such as vulnerability, gender sensitivity and environmental aspects were reviewed at an aggregate level, where relevant to the nature of the intervention.

6.2. Methodological Framework

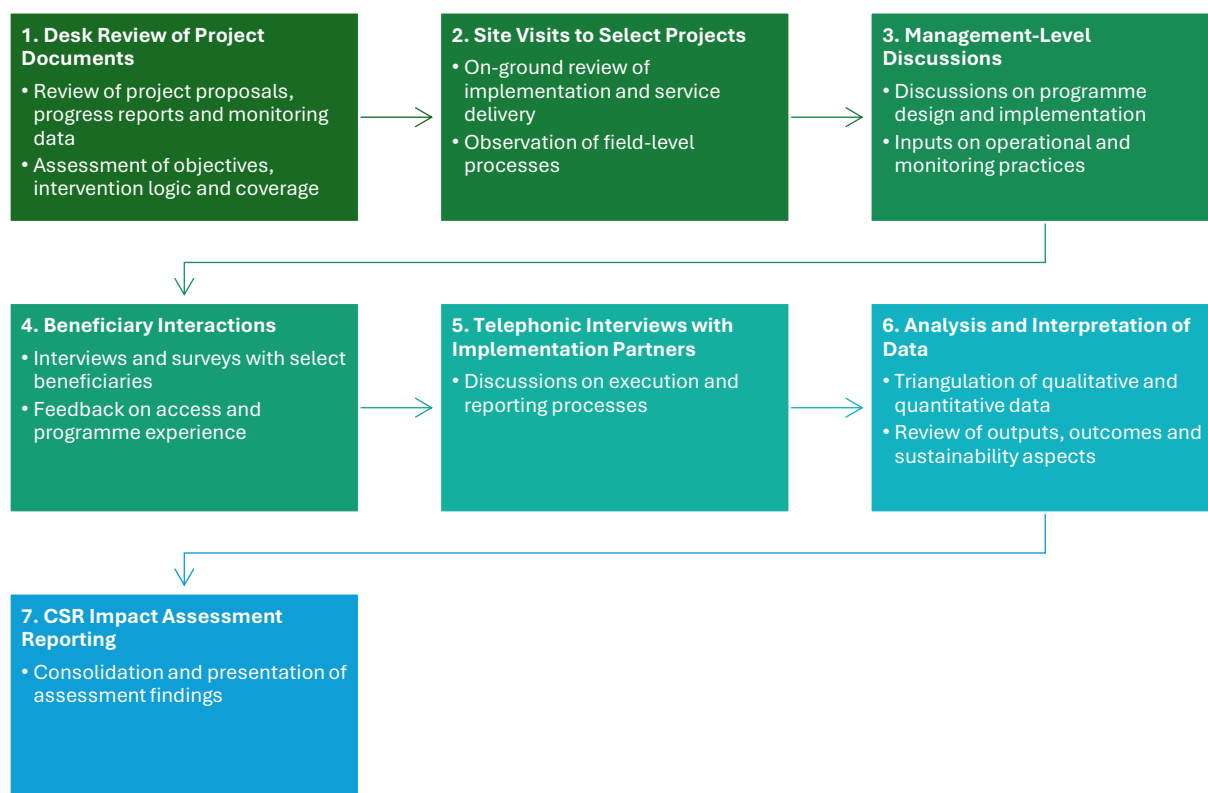
A mixed-methods approach was adopted, combining qualitative and quantitative techniques to triangulate findings and strengthen analytical validity. Methods were applied selectively across projects based on scale, thematic focus and accessibility.

Key methods included:

- **Desk-based review** of CSR project documents, monitoring reports and secondary data
- **Field visits** to select project locations
- **Beneficiary interactions and surveys** to capture perspectives on service access and changes
- **Telephonic interviews** with implementation partners and project teams
- **Management discussions** to understand implementation context and operational processes

Data collected through multiple sources were cross-verified to ensure consistency and reduce reliance on single-source reporting.

6.3. Overall Assessment Approach



6.4. Analytical Focus

The methodology enabled analysis of:

- Alignment of programme design with stated objectives
- Implementation processes and delivery mechanisms
- Outputs and short- to medium-term outcomes observed during the assessment period
- Factors influencing sustainability, including local capacity and institutional linkages

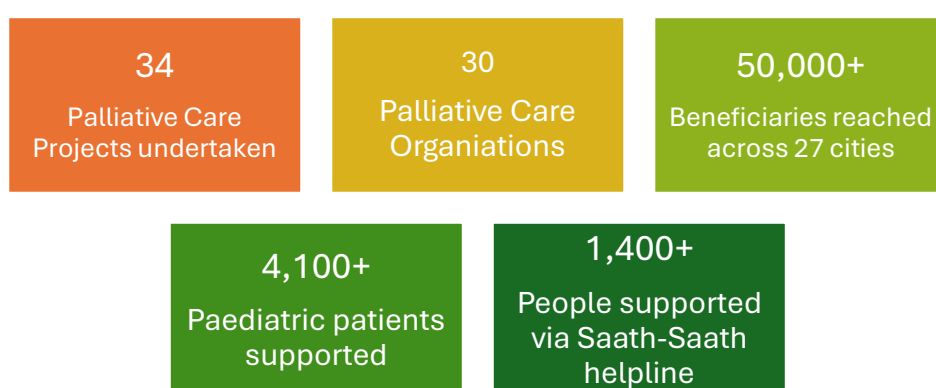
Given the diversity and scale of projects covered, findings are presented at an aggregate and thematic level, rather than as project-wise impact attribution statements.

7. Thematic Impact Assessment - Healthcare

As an organization, Cipla is rooted in healthcare providing best-in-class pharmaceutical support to India and beyond. Supporting this vision, Cipla Foundation defines healthcare as one of its fundamental areas to work in for its stakeholders and communities.

The philosophy of 'Caring for Life' which drives the Company's social initiatives. This philosophy comes from the aim of creating long-term partnerships with the community, create impact and truly generate value. Cipla Foundation's approach to healthcare efforts address diverse needs, from routine medical interventions and medical equipment upgradation to community wellness and even end-of-life care. The thematic of healthcare into **two streams of work**, undertaking projects towards **1. palliative care and 2. other community health initiatives**.

7.1. Palliative Care



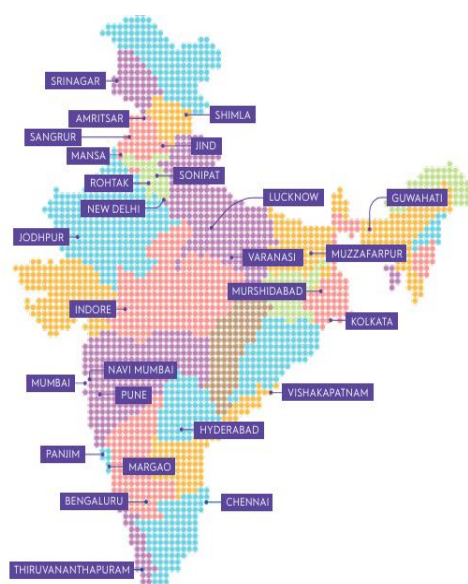
Palliative care plays a vital role in healthcare systems by addressing needs that extend beyond curative treatment. In many circumstances involving serious or long-term illness, individuals experience physical discomfort, emotional distress and functional limitations. Palliative care responds to these challenges by prioritising relief from pain and symptoms, supporting psychological well-being, and helping individuals and families navigate complex care decisions with dignity and clarity. Palliative care in India is an emerging yet significantly underserved field, with fewer than 4% of the population having access to services despite an estimated 5.4 to 7 million people requiring palliative care every year.

Palliative care is becoming increasingly important as more health situations require support that goes beyond clinical treatment alone, addressing comfort, symptom management and overall well-being. While medical care is advancing, supportive care is not always integrated early, often due to limited awareness of the broader role palliative care can play throughout the course of illness. When introduced in a timely and structured manner, palliative care has the potential to improve quality of life, support informed care decisions and reduce avoidable strain on individuals and families. As health systems continue to recognise its value, strengthening palliative care initiatives offers an opportunity to enhance care delivery, promote dignity and ensure a more holistic and compassionate healthcare experience.

At the policy level, the National Programme for Palliative Care (NPPC), introduced in 2012 under the National Health Mission, aims to expand access through hospital-based services, hospices and home-based care models. Cipla Foundation is committed to improve access to palliative

care with the goal to ensure the best quality of life at any stage of a serious illness for both patients and caregivers. In a space where institutional support remains limited and only a small number of organisations provide sustained funding, Cipla is among the major funders of palliative care in the country. In FY 2023-24, the Foundation supported 34 palliative care CSR projects through 30 palliative care organisations. Through these initiatives, over 50,000 patients were served across 27 cities, in partnership with 30 palliative care organisations providing inpatient, outpatient and home-based care services. Implementation partners and collaborators included Tata Medical Center (TMC), Tata Memorial Hospital, All India Institute of Medical Sciences, National Institute of Mental Health and Neurosciences, Pallium India, Pain Relief and Palliative Care Society, The Cancer Institute, Adyar Cancer Institute, among other organisations. In addition, the Cipla Palliative Care and Training Centre, established in Pune in 1997, continues to play a significant role in addressing the long-term and holistic needs of individuals and their families. During FY 2023-24, the centre supported care for over 1,200 inpatients, delivered more than 5,000 outpatient consultations and conducted over 13,400 home visits.

Palliative care partnerships across India,



Some Key Highlights for FY 2023-24:

24,000+ patients cumulatively supported through initiatives in partnership with TMC

3,000+ patients reached through a daily palliative care OPD at Trivandrum Medical College

1,600+ patients supported at St John's Medical College, Bengaluru, across oncology and other specialties

500+ patients cared for at Sukoon Nilaya, Mumbai

Capacity expanded from **16 to 25 beds** at Sukoon Nilaya

Palliative care services strengthened at **South Goa District Hospital**

7.1.1. Overview of Activities

1. Holistic and Integrated Palliative Care Services

Cipla through its Foundation and implementation partners enable the delivery of comprehensive palliative care addressing physical, emotional, psychological and social dimensions of care for patients with life-limiting and life-threatening conditions. Services include pain and symptom management for cancer and non-cancer conditions, nursing care, clinical monitoring and timely treatment adjustments. Care is provided across inpatient, outpatient, home-based and hospice settings, ensuring continuity across the disease trajectory rather than limiting support to end-of-life stages.

2. Multidisciplinary Psychosocial and Emotional Support

Palliative care supported by Cipla Foundation integrates counselling and psychological services for patients and caregivers. Emotional support includes anxiety management, serious-illness

communication, family counselling, sibling support in paediatric cases and bereavement follow-ups after loss. Therapeutic interventions such as narrative therapy, play, art and music-based engagement are used to reduce distress and preserve dignity, particularly for children and families coping with prolonged illness.

3. Home-Based Palliative Care and Continuity Support

Cipla's CSR enables structured home-based palliative care services through trained doctors, nurses and counsellors. Home visits include symptom assessment, medication titration, caregiver training on feeding, positioning, skin care and red-flag identification and environmental safety guidance. This model significantly reduces avoidable hospital visits, lowers caregiver burden and allows patients to remain comfortably at home whenever clinically feasible.

4. End-of-Life Care Support

The programme supports access to comfort-focused care for patients with high symptom burden or end-of-life needs. These services emphasize pain and symptom control, dignity, family presence, cultural sensitivity and respectful end-of-life practices. Bereavement support is extended to families through follow-up visits and counselling, acknowledging grief as an integral part of palliative care.

5. Patient and Caregiver Capacity Building

Caregiver education forms a critical service component, enabling families to manage symptoms confidently at home and make informed decisions. Structured counselling, orientation sessions and repeated reinforcement help families understand palliative care as supportive, quality-of-life-focused care rather than only terminal care. Over time, improved caregiver competence reduces emergency dependence and enhances patient comfort.

6. Training and Capacity Building of Healthcare Professionals

CF's CSR investments strengthen palliative care capacity through continuous training of doctors, nurses, counsellors and support staff. Training focuses on pain management, empathetic communication, psychosocial care, multidisciplinary coordination and self-care for professionals working in high-mortality environments. A train-the-trainer approach and mentoring of emerging centres contribute to broader health system strengthening.

7. Systems Strengthening and Institutional Integration

Palliative care through focused CSR initiatives is embedded within hospital systems rather than operating as an isolated service. This includes standardized clinical protocols, structured referral pathways, nurse-led symptom surveillance, multidisciplinary team reviews, digital and manual case management systems and coordinated transitions between hospital, home and hospice care. Early integration models ensure palliative care begins at diagnosis for eligible patients.

8. Financial Protection and Access Support

All core services supported through CSR interventions are provided free of cost to patients and families, in collaboration with the implementation partners. This includes medicines, medical consumables, diagnostics within scope, transport for care continuity, assistive devices in needy cases and psychosocial services. Social workers assist families in navigating government schemes, accessing charitable support and mitigating financial distress arising from prolonged illness.

Stabilising a Family Through Early Palliative Care Support

Kamla, a 52-year-old woman diagnosed with breast cancer, was referred for home-based palliative care in Amritsar during FY 2023-24. Living without a spouse and solely responsible for her household, she was experiencing severe pain, emotional distress and financial hardship that disrupted both treatment adherence and family stability. During the initial home visit, unmet pain and psychosocial needs were identified, and immediate pain management was initiated. Within two weeks, Kamla experienced noticeable improvement in comfort and daily functioning. To ease household stress, essential ration support was arranged, while focused counselling was provided to her son, who was struggling with alcohol dependency, leading to positive behavioural change and increased involvement in caregiving. Regular follow-up visits and counselling helped the family regain confidence in managing the illness at home. The intervention highlights how early, integrated palliative care can relieve suffering, strengthen family support systems and stabilise households, well before end-of-life care becomes necessary.

Enabling Continuity of Care through Holistic Support

Yashaswi, a four-year-old child from a low-income family in Maharashtra, was diagnosed with Pre-B Acute Lymphoblastic Leukaemia (ALL) after repeated consultations at local facilities failed to identify the underlying illness. The diagnosis placed significant emotional and financial strain on her family, whose livelihood depended on a single, modest income. Following her referral to BJ Wadia Hospital, integrated support was extended through the Childhood Cancer Hospital Support Unit (CHSU). Financial assistance and facilitation through government schemes and charitable support helped ensure continuity of treatment. Alongside medical care, psychosocial counselling supported the family in coping with the trauma of diagnosis, while non-formal education enabled Yashaswi to remain engaged in learning during prolonged hospitalisation. By the end of the reporting period, she had completed intensive chemotherapy and entered the maintenance phase of treatment. The case reflects how coordinated medical, psychosocial and educational support can enable vulnerable children to continue life-saving treatment with stability, dignity and hope.

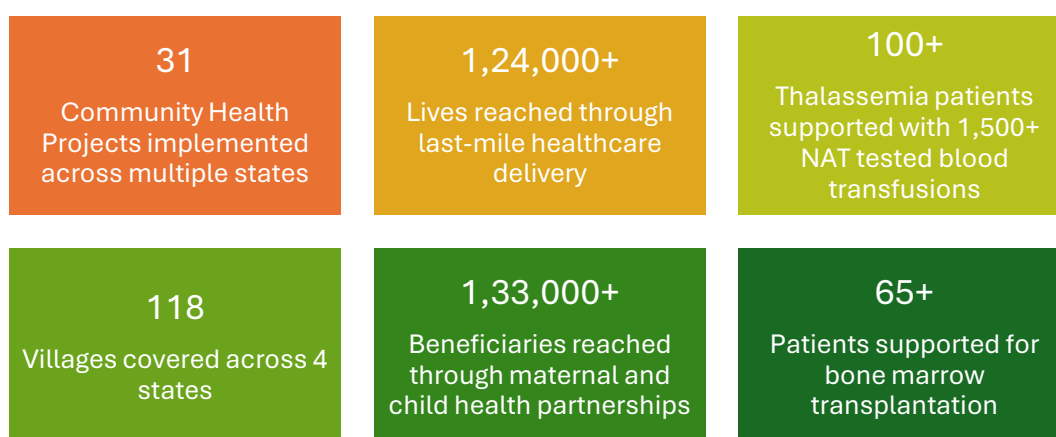
Ensuring Dignity and Comfort at the End of Life

Sudha Devi, a 78-year-old woman diagnosed with lung cancer, was referred for palliative care during the advanced stage of her illness. When the home care team first visited in 2023-24, she was unconscious and bedridden, while her family struggled with fear and uncertainty about how to care for her at home. The palliative care team initiated immediate comfort-focused interventions, addressing pain, bed sores and wound care, and guided family members on essential caregiving techniques. Equal attention was given to the emotional wellbeing of her children, who were supported through structured counselling to understand the illness trajectory and prepare for the end-of-life phase with clarity and reassurance. As Sudha Devi's condition declined, the team provided calm, consistent guidance, helping the family prioritise comfort over unnecessary hospitalisation and encouraging constant family presence. This support empowered the family to care for her at home with confidence and sensitivity. Sudha Devi passed away peacefully a few weeks later, surrounded by her loved ones. The family expressed deep gratitude for the compassionate care and emotional support they received, which enabled them to navigate an intensely difficult period with dignity, preparedness and emotional strength. The case underscores the essential role of palliative care in ensuring comfort, respect and humane end-of-life experiences for patients and families alike.

7.1.2. Key Highlights

- Palliative care is positioned as early, integrated and continuous, rather than episodic or end-of-life-limited.
- Strong emphasis on quality of life, dignity and psychosocial wellbeing, alongside clinical symptom relief.
- Demonstrated reduction in avoidable hospital visits through structured home-based care.
- High reliance on CSR flexibility, enabling responses to patient-specific needs not covered under institutional budgets.
- Development of multidisciplinary teams with robust emotional support and debrief mechanisms to prevent staff burnout.
- Emerging role of Cipla-supported programs as knowledge hubs and mentoring centres for palliative care scale-up.

7.2. Other Community Health Initiatives



Other Community Health Initiatives focus on strengthening access to essential healthcare services beyond specialised palliative care. These initiatives address preventive, primary and supportive health needs, particularly for underserved and vulnerable populations who face barriers related to geography, affordability or system capacity. Through a combination of doorstep service delivery, patient support, capacity building of healthcare systems and targeted interventions for chronic conditions, these programmes aim to improve continuity of care, reduce preventable health risks and strengthen linkages with public health systems.

7.2.1. Overview of Activities

Cipla Foundation also works in other forms of healthcare including:

Community and doorstep health	Patient support and medical assistance	Respiratory care support program	Strengthening health systems	Providing medical equipment and infrastructure support to health care institutions
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1. Community and Doorstep Health

Community and Doorstep Health initiatives are designed to bridge access gaps for populations facing geographic, mobility, financial or social barriers to formal healthcare. The approach emphasizes proximity, trust building and continuity rather than one-time outreach.

- **Mobile and Outreach-Based Healthcare Delivery**

Deployment of mobile health units and outreach teams to deliver primary healthcare services directly within communities. Services are provided in locations where access to health facilities is limited due to distance, cost, age, disability or livelihood constraints.

- **Preventive and Primary Care Services**

Delivery of basic medical consultations, monitoring of common illnesses, chronic condition follow-ups and preventive health support, enabling early identification of health risks before conditions escalate.

- **Health Screening and Early Detection**

Community-level screening for non-communicable diseases, respiratory conditions, maternal and child health risks, nutritional deficiencies and age-related ailments. Screening is paired with referral pathways.

- **Referral Linkages and Care Navigation**

Systematic referral of identified cases to government hospitals, specialty facilities or charitable institutions. Frontline workers support patients and families in understanding referral processes and accessing public health schemes.

- **Home Visits for High-Need Individuals**

Home-based follow-ups for elderly, bedridden and high-risk individuals, ensuring regular monitoring, caregiver guidance and continuity of care beyond episodic consultations.

- **Community Health Education and Awareness**

Awareness sessions focused on hygiene, nutrition, sanitation, maternal health, adolescent health, tobacco prevention and chronic disease management. Messaging is adapted to local context and delivered through community engagement methods.

- **Linkages to Government Health Programs**

Support for enrolment and utilization of public health schemes, helping beneficiaries navigate eligibility, documentation and access pathways.

Strengthening Maternal Health through Public System Partnerships in Urban Communities

Across vulnerable urban settlements in the Mumbai Metropolitan Region, gaps in maternal nutrition and healthcare often stem not from the absence of facilities, but from weak referral linkages, uneven follow-up and limited community engagement with public health systems. To address these challenges, the SNEHA Public System Partnership programme, supported by the Foundation, worked closely with public healthcare structures and communities across seven municipal corporations to strengthen maternal health outcomes over the year.



During FY 2023-24, the initiative focused on improving the reliability and continuity of maternal care by reinforcing referral coordination, service quality and system ownership. Nodal officers

within public health facilities were oriented and mentored to strengthen referral pathways and ensure timely escalation of high-risk cases. Data systems were reinforced to enable better tracking and follow-up, while regular referral and action-group meetings helped institutionalise shared responsibility across facilities.



Capacity-building efforts extended across multiple levels of the public health workforce, including doctors, nurses, ASHAs, ANMs and data personnel. Urban Primary Health Centres were supported to improve antenatal care practices through structured health talks, feedback mechanisms and strengthened service delivery protocols. At the community level, Mahila Arogya Samitis were actively engaged and strengthened,

enabling early identification of high-risk pregnancies, timely referrals and consistent follow-up care.

Over the course of the year, improvements in pre-referral communication, standardised documentation and system-owned monitoring processes contributed to smoother coordination between community-based workers and healthcare facilities. These changes reduced delays, improved continuity and supported safer pregnancies for women living in densely populated and underserved urban areas.

The initiative demonstrates how sustained collaboration with public health systems, combined with community engagement and frontline capacity building, can strengthen maternal health outcomes beyond individual service delivery. By focusing on system processes and ownership, the programme lays the groundwork for longer-term improvements in urban maternal and nutrition health.

2. Patient Support and Medical Assistance

Patient Support and Medical Assistance interventions address financial vulnerability and treatment discontinuity for patients with long-term, complex and life-threatening conditions. The focus is on enabling dignity, adherence and continuity across the treatment journey.

- **Financial Support for Treatment Continuity**
Assistance for patients facing economic constraints that threaten treatment interruption, particularly during prolonged or specialized care.
- **Therapeutic and Treatment Assistance**
Support for specialized treatments that are otherwise unaffordable for vulnerable patients, helping remove financial barriers to medically indicated care.
- **Medicine and Consumable Support**
Provision of essential medicines, supportive therapies and consumables required for chronic disease management and recovery.
- **Safe and Quality Care Enhancements**
Support for safer treatment processes, including improvements in transfusion safety and infection prevention where required for high-risk patients.

- **Pre-Treatment and Post-Treatment Support**

Pre- and post-treatment support ensures uninterrupted care by assisting patients across diagnostic, treatment, recovery, and follow-up phases to reduce dropouts and improve treatment continuity

Achieving a Transfusion Free Life through Timely Bone Marrow Transplant

Continued support across pre-procedural assessment, active treatment and follow-up phases to reduce dropouts and ensure recovery. Busharaju Sai, a child diagnosed with thalassemia major, was admitted to BJM Hospital, Bengaluru, on 2 April 2023 after years of dependency on regular blood transfusions. With financial constraints limiting long term disease management, his family opted for a curative solution through Bone Marrow Transplant (BMT) with support from the Foundation under the Sankalp program. Sai underwent a matched donor transplant on 17 April 2023 and was discharged on 3 May 2023 following a stable post-operative recovery. As of March 2024, he is more than 11 months post-transplant and continues to receive post-transplant supportive care while remaining clinically stable and transfusion free. The intervention not only eliminated the lifelong burden of transfusions but also relieved the family from recurring financial and emotional distress, demonstrating the impact of early access to curative treatment for thalassemia.

Sustained Recovery Following Transplant at an Advanced Care Centre

Heet Dilpbbhai, diagnosed with thalassemia in early childhood, was admitted to CIMS Hospital, Ahmedabad, on 17 February 2023 for a Bone Marrow Transplant supported by the Foundation. Prior to transplantation, his condition required frequent blood transfusions, placing a significant strain on his family's resources. Heet underwent BMT on 26 April 2023 and was discharged on 18 May 2023 after meeting clinical recovery benchmarks. By March 2024, Heet had completed over 340 days post-transplant and was reported to be clinically stable, continuing routine follow up and supportive care. His successful recovery highlights the role of high-quality transplant infrastructure, donor funding support, and structured post-transplant monitoring in achieving long term cure outcomes for children with thalassemia.

Addressing Loss while Advancing Knowledge for Future Care

Under the Sankalp BMT programme supported by the Foundation, two children, Thippeswamy and Maseeha, underwent Bone Marrow Transplants at BJM Hospital, Bengaluru, during FY 2023-24. Despite receiving advanced medical care, both children passed away due to post transplant complications. These cases reflect the inherent risks associated with complex transplant procedures, particularly in high risk paediatric cases. Clinical learnings from such outcomes contribute to improved protocols, enhanced patient selection, and better risk mitigation strategies in future transplants. The programme continues to integrate these learnings while striving to expand access to life saving treatment with improved survival outcomes.

3. Respiratory Care Support Program

The Respiratory Care Support Program addresses the growing burden of chronic respiratory diseases through integrated clinical, rehabilitative and educational interventions. The program focuses on long-term disease management rather than episodic care.

- **Disease Awareness and Patient Education**
Awareness regarding respiratory conditions, symptom recognition, treatment adherence, lifestyle adaptation and preventive practices to improve long-term disease control.
- **Early Detection and Screening**
Identification of respiratory conditions through targeted screening at hospital and community levels, enabling earlier engagement with care pathways.
- **Pulmonary Rehabilitation Services**
Structured rehabilitation support including breathing exercises, physical conditioning, nutrition counselling and psychosocial support to improve functional capacity and daily living.
- **Access to Appropriate Respiratory Therapies**
Facilitation of timely access to recommended therapies and medical devices essential for managing chronic respiratory conditions.
- **Healthcare Professional Capacity Building**
Training and placement of specialized physiotherapists and clinicians to strengthen respiratory care delivery within healthcare institutions.
- **Integration within Hospital Systems**
Embedding respiratory care and rehabilitation into routine clinical workflows to ensure continuity beyond acute treatment episodes.
- **Community-Level Engagement for High-Risk Groups**
Outreach in vulnerable populations exposed to occupational hazards and environmental risk factors, paired with awareness and referral support.

4. Strengthening Health Systems

Health systems strengthening initiatives focus on improving institutional capacity, service efficiency and long-term resilience of public healthcare delivery, moving beyond individual service delivery to systemic improvement.

1. **Capacity Building of Healthcare Personnel**
Training of doctors, nurses, allied health professionals and frontline workers to enhance clinical skills, patient communication and service quality.
2. **Integration of Care Pathways**
Strengthening linkages across levels of care including primary, secondary and tertiary services to ensure smoother patient transitions.
3. **Health System Mentoring and Handholding**
Continuous mentoring of healthcare teams to embed improved practices within routine operations rather than short-term project cycles.
4. **Referral System Strengthening**
Support for structured referrals, documentation and follow-up mechanisms, particularly for high-risk maternal and chronic care cases.
5. **Public System Partnerships**
Collaboration with government institutions to align interventions with national health priorities and embed sustainability within public healthcare frameworks.
6. **Data, Tracking and Case Management Support**

Strengthening of patient tracking, monitoring and documentation systems to improve accountability and continuity of care.

5. Providing Medical Equipment and Infrastructure Support to Healthcare Institutions

Infrastructure and equipment support enhances the functional capacity of healthcare institutions serving high-volume, low-resource populations, ensuring quality care delivery is not constrained by outdated or inadequate facilities.

- **Provision of Diagnostic Equipment**

Support for essential diagnostic tools to improve timely detection and clinical decision-making in public and charitable healthcare facilities.

- **Critical Care and Life-Support Equipment**

Supply of equipment required for respiratory support, emergency care and management of complex cases, particularly for vulnerable patient groups.

- **Prefabricated and Modular Health Facilities**

Deployment of portable healthcare units to expand service reach in underserved or high-footfall areas.

- **Facility Readiness and Preparedness**

Enhancing the ability of healthcare institutions to manage emergencies, high patient loads and continuity of care during disruptions.

- **Integration with Clinical Services**

Ensuring that infrastructure investments are aligned with service delivery needs, training and institutional workflows for sustained utilization.

Strengthening Advanced Medical Infrastructure at Banaras Hindu University (BHU)

The initiative strengthened advanced medical infrastructure at BHU through the delivery and commissioning of critical diagnostic and life support equipment. All planned instruments were delivered, including Hyperbaric Oxygen Therapy (HBOT) systems, which support recovery by delivering oxygen at increased atmospheric pressure to enhance tissue oxygenation, and Inhaled Nitric Oxide (iNO) machines, which improve oxygenation in critical patients by relaxing pulmonary blood vessels and reducing respiratory strain.



Key medical equipment such as neonatal ventilators, ECMO systems, digital X ray units for newborns, endoscopy systems, laparoscopic sets, anaesthesia workstations and cerebral function monitors were successfully commissioned and are operational. These systems together strengthen critical care delivery by supporting assisted respiration, advanced monitoring, minimally invasive procedures and safe surgical interventions, particularly for high risk neonatal and critical care cases.

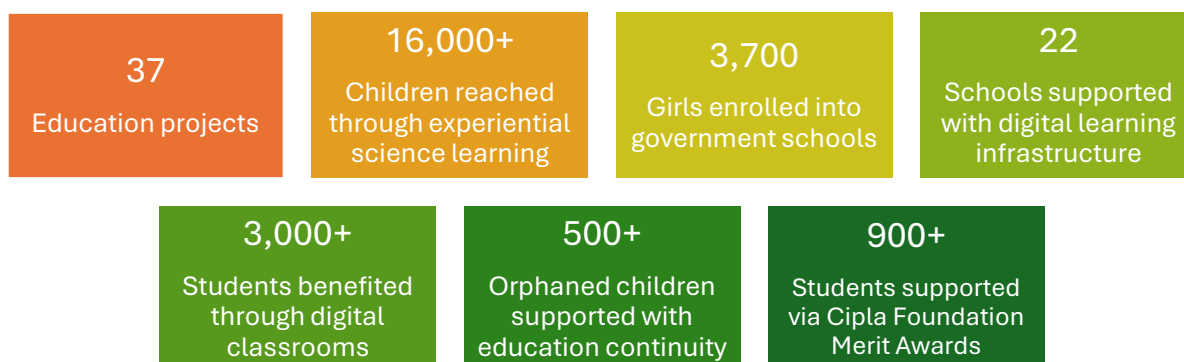
High end imaging equipment, including a 128 slice CT scanner and a 1.5T MRI system, were delivered and are currently under installation. These imaging systems enable high resolution, cross sectional and soft tissue imaging, supporting accurate diagnosis, early detection and informed clinical decision making across specialties. Close coordination among the BHU team, implementation partners and equipment suppliers is ongoing, with site readiness being actively addressed to enable commissioning by early February 2024.

Overall, the initiative reflects steady progress toward operationalising advanced healthcare services at BHU through timely equipment deployment, coordinated implementation and focused follow up to ensure full functionality. The intervention strengthens institutional capacity and lays the foundation for improved quality, safety and reach of specialised healthcare services over the long term.

7.2.2. Key Highlights

- The community health initiatives are designed to strengthen the full care pathway, spanning prevention, early detection, treatment access, system readiness and long-term disease management.
- Strong emphasis on equitable access to healthcare for marginalized, hard-to-reach and economically vulnerable populations through doorstep delivery, patient assistance and public system engagement.
- Community and doorstep health models significantly reduce access barriers by bringing healthcare closer to people through mobile services, home visits and frontline health worker engagement.
- Patient support initiatives play a critical role in preventing treatment discontinuation, ensuring continuity of care for chronic and life-threatening conditions where affordability remains a key constraint.
- Respiratory care interventions extend beyond acute treatment, promoting long-term disease management, rehabilitation and patient self-management, particularly for chronic respiratory conditions.
- Health system strengthening and infrastructure support contribute to durable improvements in service delivery capacity, enabling public and charitable institutions to respond more effectively to patient loads and complexity.
- CSR flexibility enables Cipla to address systemic gaps and patient-specific needs that are often outside the scope of routine institutional or public funding mechanisms.

8. Thematic Impact Assessment - Education



The access to education is a fundamental right, yet realistically the access to education across India, especially across marginalised communities and income groups remains a dream for many. To improve this, education-focused CSR interventions in India are critically needed. While India has achieved 98.1% enrolment for children aged 6-14, access drops sharply beyond elementary level, with Gross Enrolment Ratio declining to 77% at secondary, 56% at higher secondary and only 28% in higher education, This clearly indicates how adolescents, particularly from SC, ST, OBC, minority, migrant and low-income households, are unable to sustain their education journey. As per research, over half of rural students aged 14 to 18 cannot solve basic arithmetic and about 25% cannot read a Class-2 level text, confirming a national learning crisis driven by weak foundational skills rather than mere non-enrolment. Early Childhood Care and Education, identified by NEP 2020 as the most critical lever for long-term outcomes yet it still shows incomplete coverage and uneven quality, with only about 71% of 5-year-olds enrolled and wide variation in Anganwadi and pre-school readiness, particularly in rural and remote regions. Digital expansion under DIKSHA and PM e-VIDYA has improved reach, but the digital divide persists, with device access, connectivity, teacher preparedness and safe digital learning environments remaining major barriers for low-income learners.

Towards this and really caring for life, future and education, the Foundation has undertaken initiatives across different educational verticals, including:

Promoting quality education	Scholarships	E-learning
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Cipla Foundation Merit Awards

The Cipla Foundation Merit Awards recognise academic excellence among students from government and government-aided schools through financial assistance and formal recognition. During FY 2023-24, 900+ students were supported through merit-based scholarships, while 500+ orphaned children received education continuity support through structured academic inputs.

Experiential learning

By partnering with Agastya Foundation's Mobile Science Lab (MSL), the Foundation enabled hands-on science education through fully equipped mobile labs serving government schools near Cipla units. This initiative reached 16,000+ students across Maharashtra, Sikkim,

Himachal Pradesh and Goa, delivering practical exposure to science through instructor-led experiments.
Scholarships for children
Mainly towards children affected by crisis and the ones who are getting back to academic engagement, Cipla Foundation collaborated with Pratham's scholarship programme and supported children orphaned during the Covid-19 pandemic. The programme identified and supported 500+ students, who also received structured academic inputs through Activity Centres set up by Multi Acuity Centres across multiple cities.
E-learning
In collaboration with implementation partners, Cipla Foundation supported the delivery of digital learning content and teacher training, supplemented by telephonic academic support and feedback mechanisms. These interventions benefitted 22 schools and supported 3,000+ students across Maharashtra, Sikkim, Himachal Pradesh, Karnataka, Madhya Pradesh and Goa through digital libraries and smart classrooms.
D-lead initiative
To government-aided schools near Cipla offices and factories, the Foundation provided tablets with state board-aligned digital content in regional languages for 9th and 10th standard students. Support was extended to students with visual impairment through periodic assessments and assistive academic facilitation..

8.1. Overview of Activities

1. Promoting Quality Education (Foundational Education and School Strengthening)

Education initiatives recognize that while enrolment has improved in many regions, learning outcomes, school retention and the quality of learning environments remain uneven, particularly in government and low-resource schools. Interventions therefore combine infrastructure support, pedagogy enhancement and learner engagement to strengthen the education ecosystem holistically.

Programmes and Activities

- School Infrastructure Strengthening**
 Support is provided to improve physical learning environments through classroom upgrades, libraries, science and computer labs and safe learning spaces. These improvements directly contribute to student attendance, safety and sustained engagement in school.
- Creating Conducive Learning Environments**
 Investments in sanitation facilities aim to reduce non-academic barriers to learning, such as poor hygiene facilities, overcrowding or lack of basic infrastructure, which disproportionately affect girls and children from marginalized communities.
- Support for Inclusive Education**
 Education programmes include targeted support for children with disabilities and special learning needs. This includes adapted learning environments, assistive infrastructure and tailored educational inputs to enable inclusive participation rather than parallel schooling.
- Foundational Learning and Remedial Support**

Interventions strengthen foundational literacy and numeracy through age-appropriate pedagogy, remedial learning spaces and structured support for first-generation learners and out-of-school children reintegrating into formal education.

- **Student Retention and Continuity Focus**

Education efforts prioritize retaining children in school by addressing socio-economic pressures that lead to dropouts, such as migration, family income instability and caregiving responsibilities.

Preventing Child Labour through School Re enrolment

During FY 2023-24, an education intervention in Dhar district enabled the re-enrolment of a 12-year-old girl who had dropped out of school and entered agricultural labour after completing primary education. Through a village survey, an Educate Girls field coordinator identified the child working in the fields and engaged her family to understand barriers to schooling. With support from a senior family member and sustained counselling, the intervention addressed concerns related to distance, safety, and cost of secondary education. The family was guided toward the Kasturba Gandhi Balika Vidyalyaya, a government residential school offering free education and accommodation. The child was subsequently enrolled in Class 6 and re-integrated into the formal education system, demonstrating how targeted family engagement and awareness of public education schemes can prevent child labour and restore learning continuity.



Addressing Child Labour through Teacher-Volunteer Collaboration in Sardarpur



In FY 2023-24, a coordinated community led effort in a remote village of Sardarpur block successfully countered the practice of child labour by increasing school enrolment. A government schoolteacher, concerned about low attendance and early entry into labour, collaborated with an Educate Girls field coordinator and a Team Balika volunteer to mobilise community support. Structured Mohalla meetings involving parents, village leaders, and influencers were held to discuss the long term impact of education and available institutional support. Responsibilities were clearly divided, with door to door identification of out of school children, academic bridging support, and facilitation of documentation for school admission. This collective approach resulted in a steady increase in enrolments and strengthened community accountability toward keeping children in school.

Youth Leadership Enabling Education Behaviour Change in a Remote Village:

During FY 2023-24, a locally educated youth volunteer in Dhar district played a pivotal role in transforming community attitudes toward education in a remote village where school dropouts were common. As a Team Balika volunteer, the individual conducted door-to-door surveys, organised Mohalla meetings, and worked closely with the local primary school teacher and the village head to advocate for consistent school attendance.

Despite early resistance, continued engagement led to community-wide discussions on the value of education and collective responsibility for children's futures. Over time, parents began sending children to school regularly, and attendance improved significantly. The intervention highlighted the effectiveness of nurturing local leadership to drive sustained education-related behavioural change in underserved communities.



2. Vocational Training and Skilling for Education-to-Work Transitions

The vocational training initiatives address the gap between formal education and employability by focusing on practical, market-relevant skills, especially for youth, women and persons with disabilities. The emphasis is on confidence, workplace readiness and livelihood pathways, not just certification.

Programmes and Activities

- **Skill Development for Youth and Marginalized Groups**

Vocational training programmes provide hands-on skills in areas aligned with local economic opportunities, enabling beneficiaries to pursue employment or self-employment based on contextual feasibility.

- **Soft Skills and Workplace Readiness**

Training extends beyond technical skills to include communication, confidence building, problem-solving and basic professional conduct, addressing key employability gaps not covered by formal education.

- **Support for Differently Abled Individuals**

Tailored vocational interventions enable persons with disabilities to develop income-generating skills suited to their abilities, promoting dignity, independence and social inclusion.

- **Healthcare-Linked Skill Development**

Selected programmes focus on skilling individuals for roles within the healthcare ecosystem, strengthening both livelihoods and health system capacity.

- **Post-Training Enablement**

Where feasible, vocational interventions are complemented by tools, exposure opportunities and guidance to support transition into livelihoods, rather than ending at training completion.

3. Scholarships and Educational Continuity Support

Scholarship initiatives are designed to prevent disruption in education due to financial challenges, life events or structural disadvantages. The focus is on continuity, dignity and long-term opportunity, rather than one-time financial relief.

Programmes and Activities

- **Financial Assistance for At-Risk Students**

Scholarships support children and youth who are at risk of dropping out due to economic hardship, health challenges in the family or loss of parental support.

- **Support Across Education Levels**

Assistance spans multiple stages of education, ensuring that vulnerable students can progress through school and into higher or professional education without interruption.

- **Targeted Support for Girls and Marginalized Communities**

Scholarship programmes intentionally prioritize girls, first-generation learners and students from disadvantaged communities where financial barriers disproportionately affect educational outcomes.

- **Linkages to Social Protection Systems**

Scholarship support is often complemented by guidance on accessing government welfare schemes and institutional support, reducing long-term dependency on CSR funding.

- **Holistic Student Support**

Beyond fees, scholarships may indirectly cover learning-related needs such as educational materials, enabling students to participate fully and with confidence.

4. E-Learning and Digital Education

E-learning initiatives respond to the digital divide in education, particularly in government schools and rural or peri-urban areas. The approach focuses on technology as an enabler of learning quality, rather than technology for its own sake.

Programmes and Activities

- **Digital Learning Infrastructure**

Provision of digital tools such as tablets, smart classrooms and IT infrastructure enables schools with limited resources to access quality learning content.

- **Curriculum-Aligned Digital Content**

E-learning interventions support structured, syllabus-aligned digital content that enhances classroom instruction, self-paced learning and remedial education.

- **Teacher Enablement and Adoption Support**

Interventions recognise that technology uptake depends on educator confidence. Capacity-building efforts support teachers in integrating digital tools meaningfully into pedagogy.

- **Bridging Learning Gaps**

Digital platforms are used to support students with uneven learning levels, enabling repeated practice, visual learning and individualized pacing.

- **Resilience During Disruptions**

E-learning initiatives increase education system resilience during disruptions such as public health emergencies or mobility constraints, ensuring continuity of learning.

8.2. Cross-Cutting Observations Across Education, Scholarships, Vocational Training and E-Learning

- The education programmes emphasize continuity over access alone, addressing the multiple points at which learners disengage or drop out.
- There is a strong equity lens, with intentional focus on children, youth and families facing structural disadvantages.
- Interventions balance infrastructure, content, capability and financial support, recognising that learning outcomes depend on the interaction of all four.
- CSR flexibility allows education programmes to respond to contextual vulnerabilities, such as migration, disability, caregiving responsibilities and economic instability.
- The portfolio demonstrates a shift from isolated interventions to education ecosystem strengthening, particularly through integration with public systems and community institutions.

8.3. Key Highlights

- Education programmes are designed to go beyond enrolment, focusing on learning quality, retention and meaningful education to life transitions, particularly for vulnerable children and youth.
- Strong emphasis on continuity of education, addressing structural factors such as poverty, migration, disability, learning gaps and financial shocks that often lead to dropouts.
- Vocational training initiatives intentionally bridge the gap between formal education and employability by integrating technical skills with soft skills and workplace readiness.
- Scholarship interventions play a critical role in preventing education disruption, ensuring that life events or financial constraints do not permanently derail learning journeys.
- E learning initiatives address the digital divide by enabling technology enabled learning in resource constrained schools, while strengthening teacher adoption and classroom integration.
- Programmes balance infrastructure, pedagogy, financial support and learner engagement, recognising that educational outcomes depend on the interaction of multiple enabling factors.
- CSR flexibility addresses context specific educational vulnerabilities, including support for girls, first generation learners, children with special needs and youth transitioning into the workforce.

9. Thematic Impact Assessment - Skilling



India faces a national skill and employment gap, where only about 4 to 5% of India's working-age population has received formal vocational or technical training, even as the country continues to add millions of young people to the labour force each year. Government data shows that while overall unemployment has declined to around 3.1%, youth unemployment (15-29 years) remains close to 10% and is significantly higher among educated youth, pointing to a persistent mismatch between education and market-relevant skills. At the same time, nearly 80 to 85% of India's workforce is employed in the informal sector, often marked by low productivity, income insecurity and lack of social protection, which creates a need to enable transitions which move towards better-quality employment or sustainable self-employment.

Vocational upskilling

Cipla Foundation has worked strengthening India's skilling ecosystem by partnering with organizations such as Score Foundation, Learning Links Foundation and Women India Trust. These partnerships are designed to support effective skilling initiatives through project funding and enable sustainable impact. Through these efforts, the Foundation has empowered over 13,000 individuals from low-income communities to acquire market-aligned skills that support livelihood generation. This also contributes to the objectives of the government's National Skill Development Mission.

9.1. Overview of Activities

1. Information and Counselling Support

The programme operated a dedicated helpdesk that served as a one-stop point of guidance for individuals with visual impairment across geographies. Counsellors responded to queries related to education pathways, access to assistive technologies, employment opportunities, healthcare services and government entitlements. The support enabled individuals to navigate systems that are often inaccessible due to information asymmetry and procedural complexity.

2. Rights Awareness and Scheme Navigation

Targeted efforts were undertaken to educate individuals on their rights, available public welfare schemes and entitlements. Counselling and group interactions focused on improving awareness of policy provisions, documentation requirements and application processes, thereby strengthening individual agency and access to public systems.

3. Capacity-Building and Professional Counselling

The programme was delivered by trained counsellors proficient in local languages and digital tools. Regular refresher and need-based training sessions were conducted to ensure counsellors remained updated on policy changes, inclusion practices and effective communication approaches for persons with visual impairment.

4. Outreach, Awareness and Sensitisation

Awareness activities were conducted to improve understanding of visual impairment among broader civil society stakeholders. Sensitisation sessions engaged institutions, professionals and community actors to help bridge gaps between persons with visual impairment and mainstream systems, contributing to a more inclusive ecosystem.

5. Knowledge Sharing and Peer Inspiration

A structured knowledge-sharing component featured conversations, sessions and storytelling formats that highlighted successful journeys and lived experiences of persons with visual impairment. These narratives were used to build confidence, aspiration and peer learning, while also challenging prevailing stereotypes.

6. Assistive and Support-Linked Facilitation

Where required, the programme facilitated guidance on access to assistive devices and support services, helping individuals identify appropriate solutions and referral pathways rather than providing one-time material assistance.

7. Digital and Telephonic Accessibility

The helpdesk leveraged telephonic and digital channels to ensure pan-India reach, reducing physical access barriers and enabling timely support irrespective of location. Toll-free access formed an essential component of inclusive service delivery.

9.2. Cross-Cutting Characteristics of the FY 2023-24 Activities

- Focus on information equity as a foundation for education access, employability and independent living
- Emphasis on empowerment through knowledge, not dependency through aid
- Integration of individual counselling with ecosystem-level sensitisation
- Continuous capability building of counsellors to ensure quality and relevance
- Use of digital and remote access models to maximise reach and inclusivity

9.3. Key Highlights

- The initiative operated as a pan-India information and counselling platform, addressing critical gaps in access to timely and reliable information for persons with visual impairment.
- Focused on empowerment through rights awareness and informed guidance, enabling individuals to navigate education, employment, healthcare and government systems independently.
- Counselling support emphasized confidence building and sustained decision-making, particularly for students and first-time applicants, rather than one-off query resolution.
- Telephonic and digital delivery models ensured inclusive, continuous access by overcoming geographic, mobility and infrastructure barriers.
- Regular training and refresher support strengthened counsellor capacity, ensuring accurate, sensitive and high-quality guidance.
- Knowledge-sharing, peer narratives and sensitisation efforts supported aspirational thinking, social inclusion and stronger linkages with mainstream institutions.

10. Thematic Impact Assessment - Environmental Sustainability

In a world where climate change and global temperatures with geopolitical is ever-rising, environmental sustainability and inculcation of sustainable practices is key. This hence forms a core area for the Cipla Foundation and its CSR initiatives.



Water security and natural resource management
To address water scarcity and climate-related risks, Cipla Foundation worked with partner organisations such as MYRADA and BAIF across water-stressed regions of Maharashtra, Tamil Nadu and Karnataka. Key interventions included the renovation of defunct water harvesting structures, strengthening embankments, desilting water bodies and enhancing groundwater recharge to improve water retention and availability. The program has a target of harvesting 20,00,000 cubic meters of water by 2025.
Sustainable farming practices
Cipla Foundation promoted climate-resilient and indigenous agriculture, including the cultivation of millets and other resilient crops. The Foundation also supported and contributed towards farmer training and capacity building to improve agricultural productivity while conserving natural resources.
Clean Energy and Reduced Chemical Use
In Satara and Igatpuri, in Maharashtra, Cipla Foundation supported farmers in adopting solar irrigation systems and biogas plants, reducing dependence on fossil fuels and lowering input costs. The Foundation has also enabled the deployment of solar insect traps, helping farmers cut pesticide use and transition towards organic and sustainable farming practices.

10.1. Overview of Activities

1. Water Security and Natural Resource Management

Water-based interventions during FY 2023-24 focused on enhancing water availability, conserving natural resources and strengthening climate resilience in water-stressed rural and peri-urban regions. The approach combined scientific planning, infrastructure development and community stewardship to ensure long-term water security.

Key Activities Undertaken

- Geo-Hydrological and Baseline Assessments**
 Comprehensive baseline studies were undertaken to assess rainfall patterns, groundwater levels, soil conditions, biodiversity and water demand. These assessments informed evidence-based planning and ensured that interventions were aligned with local ecological realities.
- Detailed Project Planning and Technical Design**
 Preparation of detailed project reports (DPRs) guided the placement, design and sequencing of water conservation structures, ensuring technical robustness and long-term functionality.

- **Creation and Renovation of Water Harvesting Structures**

Construction and renovation of structures such as earthen dams, check dams, nala bunds, ponds and recharge systems were carried out to improve surface storage and groundwater recharge.

- **Restoration of Existing Water Bodies**

Desilting of tanks, ponds and drainage lines restored storage capacity, improved inflows and reduced seasonal water stress.

- **Catchment and Drainage-Line Treatment**

Soil and water conservation measures were implemented across catchment areas to control surface runoff, reduce erosion and minimise siltation of water bodies.

- **Roof-Top Rainwater Harvesting Systems**

Installation of roof-top harvesting systems in community and public buildings expanded local water availability and reduced dependence on external sources.

- **Water Quality Testing and Monitoring**

Periodic testing enabled informed use of water for domestic and agricultural purposes and supported community awareness around water safety.

- **Water Budgeting and Community Water Governance**

Participatory water budgeting processes helped communities understand water availability, plan usage and adopt conservation-oriented decision-making.

- **Institutional Strengthening and Capacity Building**

Formation and strengthening of water user groups and village-level institutions supported collective management, maintenance and sustainability of water assets.

2. Resilience, Circular Economy and Behaviour Change

In addition to water security, environmental sustainability efforts addressed ecosystem restoration, resource efficiency and waste reduction, recognising the importance of integrated environmental action.

Key Activities Undertaken

- **Soil and Land Conservation for Ecosystem Restoration**

Area treatment measures such as contour trenches, field bunding and land shaping improved soil health, moisture retention and land productivity, while reducing degradation.

- **Plantation and Biodiversity-Enhancing Practices**

Plantation along embankments and treated areas helped stabilise soil, improve green cover and strengthen local biodiversity.

- **Climate-Resilient and Water-Efficient Agriculture**

Demonstration and promotion of water-efficient irrigation methods, improved cropping practices and soil-health measures enhanced agricultural resilience to climate variability.

- **Solar-Based Solutions for Water Access**
Solar-powered drinking water and irrigation systems were demonstrated to reduce dependence on grid electricity, lower emissions and improve reliability of water access.
- **Community Awareness and Behaviour Change**
Awareness programmes and training sessions strengthened understanding of conservation practices, climate risks and sustainable resource use.
- **Circular Economy and Waste Diversion Initiatives**
Environmental sustainability activities also included upcycling of non-biodegradable waste such as discarded footwear and flex banners into usable products, reducing landfill pressure.
- **Livelihood Generation through Upcycling**
Circular economy initiatives created livelihood opportunities while promoting environmentally responsible production and consumption practices.
- **Distribution of Upcycled Products**
Upcycled footwear and bags were distributed to underserved communities, linking environmental outcomes with social benefit.

Reviving Water Resources and Livelihoods in Hosur



Cipla and MYRADA's water neutrality initiative significantly improved water availability and livelihood resilience across selected villages in Bengaluru District, Karnataka and Krishnagiri District, Tamil Nadu. Through the construction and renovation of earthen dams, check dams, and community ponds, the project restored degraded water bodies, enhanced groundwater recharge, and reduced soil erosion.

Key interventions such as the earthen dam at Muthuru and the check dam at Gollahalli improved surface water retention and ensured reliable drinking water for livestock. Large-scale pond renovation including desilting, bund strengthening, supply channel improvement, and plantation dramatically increased water storage capacity across villages like Thattanahalli, Gangadevanapalli,



Muthugatti, and Kamasandra Agrahara. These efforts enabled the conversion of wastelands into cultivable land and supported agriculture during dry periods.

Natural stabilisation measures such as vetiver and grass plantation strengthened embankments, while the availability of green fodder benefited livestock-dependent households. The installation of rooftop rainwater harvesting

systems in eighteen schools ensured water for sanitation and hygiene and promoted water conservation awareness among students.

Community awareness programmes conducted in eight villages strengthened local ownership and collaboration with government institutions, ensuring long-term sustainability of the water assets. Collectively, the initiative moved beyond infrastructure creation to lasting impact, improving water security, supporting rural livelihoods, and building community resilience.



Integrated Approach to Water Security and Climate Resilience

Initiated in February 2024, the WRDP-Cipla initiative marked the first phase of a long-term effort to advance water neutrality and climate resilience across the Igatpuri and Satara clusters. During the current assessment period, the focus was on establishing foundational



soil and water conservation systems, strengthening water harvesting infrastructure, and introducing climate-resilient agricultural practices that are expected to yield sustained benefits over time.

In Igatpuri, early-stage interventions such as new farm bunding, gabion outlets, water absorption trenches and the repair of cement nala bunds laid the groundwork for improved runoff management, groundwater recharge

and soil moisture retention. Parallel efforts in climate-resilient agriculture, including

horticulture plantations, vegetable demonstrations and training of Water User Groups, were designed to support long-term resource stewardship and adaptive farming practices.

In the Satara cluster, initial soil and water conservation works such as recharge pits, minor recharge ponds and nalla deepening created the necessary physical structures for enhancing water storage and recharge potential. These interventions were complemented by agricultural support activities and water literacy programmes aimed at reinforcing efficient water use and climate-adaptive decision-making at the community level.



Regular monitoring and joint reviews during this early phase ensured quality execution and adherence to watershed-based planning principles. While the initiative is at an introductory stage and outcomes such as improved cropping stability, livelihood resilience and enhanced groundwater availability will become evident over subsequent years, the groundwork established during the year reflects a coordinated, systems-oriented approach. The project sets the foundation for long-term water security, resilient agriculture and sustainable water management, with impact expected to deepen as the interventions mature and communities strengthen local stewardship mechanisms.



Beneficiary Testimonials



“Despite delayed monsoons and limited rainfall, the subsurface water flows observed near the ongoing percolation tank work in Shindewadi have been very encouraging. The moisture retention seen in completed trenches has positively supported agricultural activities in the area. Through regular discussions facilitated by BAIF and access to information shared via digital platforms, stakeholders are increasingly aware of the potential for multi-cropping. There is a growing collective vision to use harvested water more effectively and move towards suitable cropping patterns that can enhance productivity and transform our villages.”

- Mr. Bhagwan Bhosale

Ex-Sarpanch, Anpatwadi Gram Panchayat, Satara, Maharashtra



“Water scarcity has been a long-standing concern in our region, particularly due to migration for work. The ‘Ridge to Valley’ approach implemented by BAIF has made a visible difference by improving groundwater percolation and increasing water availability across nearly 450 hectares. As a result, Chinchani is gradually becoming less dependent on water tankers, supported further by the Cipla Water Neutrality Project. With improved rainfall and water security, farmers are now hopeful about cultivating crops such as ginger, sugarcane, tomatoes, and onions in the coming seasons.”

- Mr. Sunil Ghorpade

Sarpanch, Chinchani Gram Panchayat, Satara, Maharashtra

Water Harvesting Structures via Watershed Approach in Madhya Pradesh

A joint technical review visit was conducted on 01 March 2024 by the BAIF and Cipla teams in Dhar, Madhya Pradesh, to assess the status and performance of rainwater harvesting structures (RWHS) implemented in the district. The visit included a review meeting at the BAIF Dhar office, where progress updates, water potential calculations, and the roles of technical teams and six Community Resource Personnel (CRPs) were discussed in detail. Field visits were undertaken across four locations covering three defunct check dams and one earthen dam, with detailed site inspections, sampled measurements, and validation of structural and recharge potential conducted at each site.



The team also engaged in onsite discussions with implementation partners to understand technical and operational challenges faced at the field level. Overall, the visit provided valuable technical insights into the current condition of RWHS, helped identify key gaps and opportunities for improvement, and strengthened coordination between implementing teams to enhance the effectiveness and sustainability of water conservation interventions in the region.

10.2. Cross-Cutting Characteristics

1. Environmental sustainability initiatives are grounded in a system based and science led approach, combining technical assessments with ecological and social context.
2. Strong emphasis on long term resource regeneration rather than short term extraction, particularly in water stressed and climate vulnerable regions.
3. Community engagement is embedded across all interventions, ensuring participatory planning, shared ownership and local stewardship.
4. Environmental actions are deliberately linked with livelihood resilience, agricultural productivity and social outcomes, reinforcing co benefits.
5. Programmes demonstrate a balance between hard infrastructure creation and soft interventions, such as behaviour change, capacity building and institutional strengthening.
6. Interventions are designed for scalability and replication, supported by standardised planning processes, documentation and knowledge sharing.
7. Circular economy principles are integrated where feasible, promoting resource efficiency, waste reduction and reuse alongside social inclusion.

10.3. Key Highlights

- Water-based interventions advanced water security and climate resilience through integrated surface and groundwater management, restoration of existing assets and improved efficiency in water use.
- The scale-up of Project Jal Dhaara strengthened a water neutrality and water-positive framework, aligning conservation efforts across multiple geographies and partners.
- Scientific tools such as geo-hydrological studies, baseline assessments and Detailed Project Reports (DPRs) improved decision-making, siting of interventions and long-term viability.

- Soil and land conservation activities reduced degradation, improved moisture retention and supported ecosystem regeneration.
- Climate-resilient agriculture practices, improved irrigation methods and soil-health interventions enhanced farming stability while lowering environmental stress.
- Focused interventions helped reduce single Kharif cropping dependency and seasonal migration, by improving water availability and agricultural viability.
- Solar-based solutions demonstrated low-carbon, energy-efficient approaches to address water access and irrigation challenges.
- Community institutions, particularly WUGs, played a central role in operation, maintenance and governance, strengthening durability of outcomes.
- Circular economy initiatives diverted non-biodegradable waste from landfills while creating livelihood opportunities and social value, particularly for vulnerable groups.

11. Thematic Impact Assessment - Disaster Response



Emergency relief
Cipla Foundation carried out disaster relief interventions across Himachal Pradesh, Maharashtra, Sikkim and Tamil Nadu, responding primarily to flood-related emergencies. These efforts were implemented in collaboration with HelpAge India and local district administrations to ensure efficient last-mile delivery. Over 2,000 families were supported through the distribution of essential relief materials like hygiene kits, dry ration suppliers, shelter assistance, kitchen utensils and first-aid equipment.

11.1. Overview of Activities

During FY 2023-24, disaster response interventions focused on rapid humanitarian assistance in the immediate aftermath of climate-induced natural disasters, including floods, cloudbursts and landslides. Activities were designed to stabilise affected populations, support public relief systems and address urgent health, hygiene and dignity needs.

1. Immediate Relief and Essential Supplies

- Procurement and distribution of dry ration, hygiene kits, tarpaulins, baby kits, mother kits and household essentials for populations displaced due to floods and landslides.
- Emphasis on health, sanitation and safety, particularly in temporary shelters and relief camps where risks of infection and vulnerability were elevated.
- Kits were context-specific and adapted to the needs of elderly persons, women, infants and families living in relief camps.

2. Support to Government-Led Relief Efforts

- Relief material was largely handed over to district and local administrative authorities for onward distribution, ensuring alignment with government response mechanisms.
- Coordination with district administration, police and relief machinery ensured interventions strengthened, rather than duplicated, public disaster response.

3. Partner-Led Execution and Local Presence

- Implementation was led by experienced humanitarian and community-based organisations with strong local presence and established field networks.
- Partners managed end-to-end execution including procurement, quality checks, logistics, coordination with authorities and documentation.

4. Monitoring, Documentation and Accountability

- Relief activities were accompanied by photographic documentation, progress reporting and utilisation reporting, recognising the contextual challenges of beneficiary tracking during disasters.
- Where direct tracking was not feasible, reliance was placed on administrative validation, camp records and institutional acknowledgements.

11.2. Key Highlights

- Disaster response efforts enabled timely humanitarian assistance in regions affected by extreme weather events, where infrastructure damage and displacement were significant.
- Rapid delivery of essential supplies played a critical role in supporting survival and nutrition during the immediate aftermath of the crisis, especially in the early days following the disaster.
- Interventions prioritised health, hygiene, dignity and safety, addressing immediate risks faced by displaced populations.
- Close coordination with district authorities and public relief systems ensured coherence and avoided parallel or fragmented responses.
- Cross-checking of needs through local Cipla depots strengthened transparency, relevance and responsiveness of relief interventions.
- Partner organisations' local knowledge and field readiness enabled rapid mobilisation despite challenging terrain and disrupted access.
- Support extended to vulnerable groups, including elderly people, women, infants and families in relief camps.
- Flexible, short-cycle support allowed interventions to remain adaptive to rapidly changing ground realities.
- The approach reinforced the role of CSR-supported actors as complementary responders, strengthening public disaster management efforts rather than replacing them.

12. Observations Based on OECD-DAC Evaluation Criteria

This section presents consolidated observations from the CSR impact assessment, applying the OECD-DAC Evaluation Criteria across all thematic areas reviewed. The observations reflect cross-cutting patterns identified through document review, field interactions, stakeholder consultations and synthesis of thematic findings, and apply the OECD-DAC Evaluation Criteria at an aggregate level.

1. Relevance

Across thematic areas, the CSR initiatives demonstrate strong alignment with lived realities of communities facing persistent access and equity gaps. Interventions focus on areas where needs are complex, long-term and often insufficiently addressed through mainstream service delivery alone. This is particularly evident in healthcare initiatives that address continuity of care, quality of life and chronic support needs; education initiatives that respond to learning outcomes, retention risks and transitions beyond schooling; and environmental initiatives that reflect increasing climate stress at the community level.

A notable strength is the emphasis on addressing structural constraints rather than surface-level symptoms. Programmes are shaped around underlying issues such as service fragmentation, affordability, physical access barriers, learning gaps, environmental vulnerability and institutional capacity, rather than one-time relief or visibility-driven activities. Disaster response efforts further reflect contextual relevance by responding to evolving climate-induced risks and prioritising immediate survival, dignity and safety needs. Overall, relevance is reinforced through alignment with public priorities, sectoral gaps and partner expertise, ensuring that CSR interventions respond to clearly articulated needs rather than assumed community requirements.

2. Coherence

A defining characteristic across CSR initiatives is the emphasis on interconnected programme design. Interventions within thematic areas are rarely stand-alone and often function as part of a broader continuum. In healthcare, medical support, psychosocial care, training and systems strengthening are interlinked to support continuity. In education, infrastructure, pedagogy, financial support and digital tools interact to create enabling learning environments. Environmental initiatives link conservation, livelihoods and community governance, reinforcing shared ownership.

Externally, initiatives are generally aligned with government systems, public institutions and existing service frameworks. This alignment reduces duplication and enables CSR efforts to act as a strengthening force within existing systems rather than a parallel mechanism. Disaster response activities, in particular, demonstrate coordination with district authorities and public relief efforts, reinforcing coherence during high-pressure scenarios. Concurrently, coherence is moderated by differences in implementation and reporting approaches across partners. While this reflects the diversity of contexts and operating models, it points to an opportunity to strengthen convergence through shared outcome frameworks and cross-partner learning spaces.

3. Effectiveness

Across themes, translation of intent into tangible improvements is observed at the level of service access, quality and user experience. In healthcare, impact is visible in better symptom control, improved comfort, stronger caregiver confidence and fewer disruptions in care when services are integrated early and delivered beyond institutional settings. In education, improvements are reflected in student participation, confidence and persistence, particularly where learning environments and support systems are strengthened together. Skilling initiatives contribute to improved readiness for work, communication and self-confidence, while environmental initiatives strengthen water availability and resource stability in ways that directly affect everyday livelihoods. Disaster response initiatives consistently meet urgent needs during crises, providing timely assistance that supports recovery and reduces immediate distress. Effectiveness is most evident where initiatives benefit from long-standing partnerships, local presence and multidisciplinary teams, enabling learning and adjustment over time rather than one-off delivery.

4. Efficiency

CSR initiatives reflect efficient use of resources through reliance on partnerships, institutional platforms and existing delivery systems. Many programmes build on hospitals, schools, community institutions and public infrastructure, enabling reach and depth without proportionate increases in operational overheads.

Models such as home-based healthcare, digital learning platforms, mobile service delivery and watershed-based environmental planning optimise both reach and resource utilisation. Investments in training and institutional capacity enhance efficiency over time by embedding skills and processes locally, reducing dependency on repeated external inputs.

That said, certain service-intensive domains, particularly specialised healthcare support and patient assistance, inherently require sustained financial commitment. In such contexts, efficiency is achieved more through quality and continuity of service than through scale alone. Strengthening outcome articulation would support clearer understanding of value relative to resource intensity.

5. Impact

The influence of CSR initiatives extends beyond immediate outputs to shape broader outcomes at individual, household, community and institutional levels. In healthcare, impacts include improved quality of life, reduced treatment interruptions, enhanced dignity of care and stronger caregiver resilience. Education initiatives contribute to longer-term outcomes such as improved learner confidence, aspiration, digital exposure and sustained progression through education stages. Environmental initiatives generate socio-economic benefits alongside ecological outcomes, including improved livelihood stability, reduced seasonal distress and stronger community capacity to cope with climate variability. Disaster response initiatives, while short-term by nature, play a critical role in stabilising lives during crises and supporting continuity of public response systems.

At an institutional level, CSR engagement contributes to strengthened practices, improved professional confidence, better referral mechanisms and organisational learning. These

system-level shifts suggest that the influence of CSR extends beyond direct beneficiaries and supports longer-term change within service ecosystems.

6. Sustainability

Sustainability across CSR initiatives is closely tied to the extent of institutional integration and capacity building achieved. Initiatives embedded within hospitals, schools, community institutions and public systems show stronger prospects for continuity. Investments in training, mentoring and governance structures strengthen ownership and increase the likelihood that benefits persist beyond CSR funding cycles. Care-intensive programmes such as palliative healthcare and initiatives involving significant asset or infrastructure support remain inherently dependent on sustained funding, given their specialised nature and the limited availability of alternative financing pathways. In such contexts, long-term partnerships provide stability and continuity. However, sustainability is best strengthened through phased integration with public systems, exploration of co-financing models and deliberate transition planning that balances quality of care with institutional absorption.

Environmental initiatives demonstrate comparatively stronger sustainability due to community stewardship models, water governance mechanisms and livelihood linkages. Education and skilling initiatives benefit from alignment with public systems and institutional partners, though continued attention is required to prevent reliance on external funding. Service-intensive domains such as specialised healthcare support and disaster response remain vulnerable to funding continuity due to limited alternative financing mechanisms. While long-standing partnerships provide stability, clearer transition pathways, co-financing models and deeper system integration will be essential to strengthen sustainability over time.

Notable Practices Across CSR Initiatives

- Continuity-led programme design, particularly in healthcare and education, where interventions support beneficiaries across stages rather than at isolated points.
- Institutional anchoring, with initiatives embedded within hospitals, schools, community bodies and public systems, enhancing ownership and coherence.
- Early and home-based approaches in healthcare, improving dignity, reducing institutional burden and supporting families in familiar settings.
- Capability-focused investments, recognising that people, processes and relationships are central to long-term impact.
- Contextual flexibility, especially in disaster response and patient-centric healthcare, enabling timely adaptation to evolving needs.

Overall Reflection

Collectively, the CSR initiatives demonstrate a thoughtful and grounded approach that balances responsiveness with long-term system strengthening. The principal opportunity ahead lies in strengthening how outcomes are articulated, shared and learned from across initiatives. Deepening this learning orientation will support stronger accountability, clearer communication of value and greater confidence in long-term impact, while preserving the adaptability that characterises many of the strongest initiatives observed.

13. Conclusion

The FY 2023-24 CSR impact assessment indicates that Cipla's CSR portfolio has matured into a system-oriented, partnership-led set of interventions that move beyond isolated service delivery towards strengthening underlying structures across healthcare, education, livelihoods, environmental sustainability and disaster response.

Across themes, CSR interventions demonstrate high relevance to persistent gaps in access, equity and resilience, particularly for underserved communities. The alignment with community needs, public system priorities and sectoral deficits is strong, especially in healthcare delivery, water security, education continuity and humanitarian response.

Evidence from the assessment points to effective implementation models, driven by long-term partners, early integration approaches and community-anchored institutions such as hospitals, schools and local governance bodies. Programmes show the greatest effectiveness where technical inputs are combined with human capability building, such as in palliative care teams, Water User Groups, teachers, counsellors and community health workers.

From an impact perspective, Cipla's CSR intervention have generated outcomes that extend beyond primary outputs. Observed secondary benefits include improved beneficiary confidence, reduced treatment discontinuity, enhanced learner retention, livelihood stabilisation through water security and reduced distress during disaster contexts. These impacts reinforce the value of Cipla's emphasis on continuity of care, dignity and long-term engagement.

At the same time, the assessment highlights structural risks that merit attention. Financial sustainability remains a concern in service-intensive domains such as palliative care and patient support. Outcome tracking practices vary across partners, limiting consistent aggregation of impact evidence. Some programmes remain dependent on CSR funding without clear transition pathways to public systems or alternate financing.

Overall, the CSR portfolio demonstrates strong coherence and strategic intent, but requires sharper consolidation around outcome measurement, sustainability planning and institutional integration to maximise long-term value creation.

14. Way Forward

Building on the strong foundations established in FY 2023-24, Cipla's CSR programme is well positioned to deepen its impact, enhance sustainability and strengthen system-level contributions across thematic areas. The insights from the impact assessment provide clear opportunities to refine and strengthen what is already working effectively.

- **Strengthen Outcome-Oriented Learning**

The next phase presents an opportunity to further enhance outcome-level measurement across themes, building on existing monitoring practices. Developing more consistent outcome indicators can help deepen learning, demonstrate value more clearly and support evidence-informed decision-making.

- **Advance Sustainability Through Partnerships and System Integration**

Many initiatives already show strong institutional anchoring. Going forward, this can be strengthened by progressively enhancing linkages with public systems, institutional co-ownership & complementary financing, particularly in service-intensive programmes.

- **Consolidate and Scale Proven Models**

Integrated approaches that have demonstrated meaningful outcomes, such as palliative care delivery, watershed-based water stewardship and education continuity support, offer strong potential for thoughtful scale-up and replication in new geographies.

- **Enhance Cross-Thematic Convergence**

The portfolio offers opportunities to further align efforts across themes, enabling synergies between health, education, livelihoods, environmental sustainability and disaster response. Such convergence can amplify impact while improving efficiency and coherence.

- **Continue Investing in Institutional and Community Capacity**

Strengthening the capabilities of healthcare teams, educators, community institutions and local governance structures will continue to be a key driver of long-term impact. This approach reinforces ownership, quality and continuity beyond project timelines.

- **Maintain Adaptive and Responsive CSR Practices**

The flexibility embedded in Cipla's CSR approach has been a significant strength, allowing timely responses to emerging needs and contextual challenges. Retaining this adaptability while strengthening planning & learning processes will support continued relevance and effectiveness.

- **Embed Impact Assessment Learnings into Programme Cycles**

The insights generated through impact assessments can be increasingly integrated into programme design, partner engagement and strategic planning, ensuring that learning continuously informs action.

With a mature implementation ecosystem, trusted partnerships and a clear system-strengthening orientation, Cipla's CSR initiatives are well equipped to sustain and deepen their positive contribution to communities. The focus ahead is one of evolution rather than correction enhancing measurement, strengthening sustainability and building on proven approaches to ensure that CSR investments continue to deliver enduring social value aligned with Cipla's purpose of 'Caring for Life'.