

**Corporate Social Responsibility (CSR)
Impact Assessment Report
FY 2023-24**

Executive Summary

Cipla Limited

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1. Executive Summary

1.1 Overview

This document presents the key findings of the Corporate Social Responsibility Impact Assessment of Cipla Limited for FY 2025-26, covering CSR projects implemented during FY 2023-24 through Cipla Foundation. The assessment has been conducted in compliance with the provisions of the Companies Act, 2013 and applicable CSR Rules, including the requirement for independent impact assessment. The evaluation has been undertaken using the OECD Development Assistance Committee (DAC) framework, examining project performance across six criteria: relevance, coherence, effectiveness, efficiency, impact and sustainability.

Cipla's CSR strategy is anchored in the Company's purpose of 'Caring for Life', with a sustained focus on improving access, continuity and resilience across healthcare and allied social domains. During FY 2023-24, Cipla supported 120 CSR projects in partnership with 74 implementing organisations, with a total CSR expenditure of approximately INR 69,51,42,865.32. The portfolio reached more than 4,75,000+ beneficiaries across healthcare, education, skilling, environmental sustainability and disaster response initiatives.

The CSR portfolio reflects a deliberate progression from standalone service delivery towards system-oriented and continuity-led interventions. Partnerships with healthcare institutions, non-profits, academic bodies and public systems form the backbone of implementation, enabling contextual relevance, institutional anchoring and long-term engagement. Healthcare continued to be the primary focus area, accounting for a significant proportion of CSR investments. Within healthcare, palliative care remained a flagship thematic, addressing an area of critical national under-provision through integrated inpatient, outpatient and home-based care models, alongside caregiver support and professional capacity building.

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+

1.2 Key Thematic Areas

Healthcare (65 Projects) | Palliative Care (34 Projects) | Other community health initiatives (31 Projects)

Education (37 Projects)

Skilling (4 Projects)

Environmental Sustainability (6 Projects)

Disaster Response (8 Projects)

1.3 Implementation Ecosystem

Cipla's implementation ecosystem operates through a diverse partner network comprising implementation agencies, hospitals, academic institutions and technical organisations, enabling delivery across urban, peri-urban and rural locations in multiple states. This ecosystem places beneficiaries at the centre by combining direct service delivery with community engagement and sustained capacity-building efforts. Implementation is further strengthened through convergence with government schemes and local public institutions wherever relevant, ensuring alignment, reduced duplication and improved long-term outcomes.

1.4 CSR Governance

Cipla follows a defined governance framework to ensure oversight, compliance and accountability in CSR implementation. The CSR governance framework operates across three interlinked levels, ensuring strategic oversight, regulatory compliance and effective implementation. The Board of Directors provides overall direction by approving the CSR Policy and Annual Action Plan, while also overseeing CSR expenditure and compliance. The CSR Committee plays a critical advisory and monitoring role by recommending CSR projects and budgets and reviewing implementation progress throughout the year. At the operational level, Cipla Foundation leads programme identification, design, on-ground implementation and ongoing project monitoring and evaluation, ensuring that initiatives remain aligned to community needs, statutory requirements and the Company's purpose.

1.5 Overview of Thematic Interventions

Healthcare is the central pillar of Cipla's CSR strategy. Within healthcare, palliative care is a key area of strategic leadership, with support for integrated inpatient, outpatient, hospice and home-based models that focus on symptom relief, emotional and psychosocial support, caregiver preparedness and continuity of care. These models go beyond episodic treatment and help strengthen institutional capability in a field where national access is limited despite significant need. Alongside palliative care, Cipla invests in community health initiatives that address preventive and primary care, maternal and child health, respiratory rehabilitation, financial assistance for chronic and life-limiting conditions and upgrades to critical medical infrastructure. Through these efforts, community health outreach spans doorstep services, screenings, home visits and awareness programmes.

In education, Cipla's initiatives focus on retention, learning continuity and quality improvement for children and youth who face socio-economic barriers, migration-related disruptions, disability or post-pandemic learning loss. Programmes bring together school infrastructure strengthening, experiential science learning, digital learning, scholarships and targeted support for children in vulnerable situations. The emphasis is on supporting a full learning journey rather than focusing on enrolment alone, helping reduce dropout risks and enabling smoother education-to-life transitions.

Cipla's skilling initiatives address informational, employability and accessibility barriers that limit livelihood opportunities, particularly for youth and persons with visual impairment. These

initiatives strengthen self-confidence, workplace readiness and access to entitlements, supporting more stable and dignified livelihood pathways.

Environmental sustainability efforts prioritise water security and climate resilience in water-stressed and climate-affected regions. Cipla works with technical partners on watershed-based natural resource management, soil and land conservation, water harvesting and climate-resilient agriculture practices. Community stewardship through Water User Groups plays an important role in building long-term sustainability and local ownership.

Disaster response efforts focus on providing rapid, dignity-focused support during floods, cloudbursts and landslides across multiple states. These interventions are aligned with district administrations and prioritise hygiene, safety and essential material support for vulnerable families. By working within public disaster management systems, these efforts strengthen coordinated emergency response rather than creating parallel mechanisms.

The assessment findings show that Cipla's CSR interventions strongly align with community needs and national priorities, especially in contexts where access, equity and continuity gaps persist. Programmes embedded within hospitals, public health systems, schools and community institutions show high coherence and effectiveness, with clear improvements in service delivery experience, beneficiary well-being, institutional readiness and resilience. Impact is visible not only in output delivery but also in improved quality of life for patients, reduced treatment discontinuity, stronger learner retention, more stable livelihood pathways and better water security for rural communities.

At the same time, the assessment identifies structural risks such as the financial sustainability of service-intensive healthcare interventions and the need for more consistent outcome tracking across partners. Strengthening sustainability planning, deepening convergence with public systems and improving outcome-level measurement will be important for long-term value creation.

Overall, Cipla's CSR portfolio reflects a system-oriented and partnership-led approach that balances immediate community needs with long-term capability building. With strong institutional partnerships, a robust implementation ecosystem and a clear focus on continuity and resilience, Cipla is well positioned to deepen its social impact and advance equitable and sustainable development outcomes in line with its purpose of Caring for Life.

2. Impact

Sr. No	Sub theme	Key Impact Areas	Alignment with UN SDGs
1	Palliative Care	50,000+ patients supported through palliative care services across 27 cities 1,200+ in-patient admissions, 5,000+ outpatient consultations and 13,400+ home visits delivered 4,100+ paediatric patients supported 4,000+ calls attended and 1,400+ patients and caregivers supported through Saath-Saath helpline	
2	Other Community Health Initiatives	65+ patients supported with bone marrow transplants 100+ thalassemia patients supported with 1,500+ NAT tested blood transfusions 7 mobile healthcare units deployed across 4 states 1,24,000+ primary healthcare consultations delivered 118+ villages covered 1,33,000+ beneficiaries reached through maternal and child health partnerships	
3	Promoting Quality Education	16,000+ students reached through experiential learning programmes 3,700 girls enrolled into government schools 460+ students supported through multi activity learning centres	
4	E-Learning	22 schools supported with digital learning infrastructure 3,000+ students benefited through digital classrooms and libraries - Digital content delivered are aligned with school curriculum	
5	Scholarship	500+ COVID impacted children supported for education continuity 900+ academic achievers supported through merit based scholarships	
6	Vocational Skills	13,000+ beneficiaries supported through skilling initiatives aimed at livelihood and employability	 
7	Disaster Response	2,000+ families supported through disaster relief initiatives	

8	Environmental Sustainability	19 villages and 3,000+ families supported through water security initiatives - Climate resilient farming, renewable energy and sustainable agriculture promoted.	 
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3. Observations Based on OECD-DAC Evaluation Criteria

3.1 Relevance

Cipla's CSR portfolio is strongly aligned with the needs of vulnerable, marginalised and underserved communities across healthcare, education, skilling, environmental sustainability and disaster response. The relevance of the portfolio is driven by a clear focus on areas where access gaps, service limitations and systemic constraints continue to affect outcomes, particularly for populations that are not adequately reached by public systems alone.

In healthcare, the relevance of Cipla's interventions is especially evident. Nationally, access to palliative care, continuity-based support for chronic and life-limiting illnesses and psychosocial care remains limited. Cipla's CSR investments respond directly to these gaps by supporting integrated care models that combine inpatient, outpatient and home-based services, along with caregiver support and healthcare professional training.

Example: Palliative care delivered through hospital-based and home-based services

One of the palliative care interventions supported patients through a combination of hospital-based services and home-based care. The support included nursing care, counselling and physiotherapy, along with the provision of essential medical supplies such as oxygen concentrators, wound care materials and assistive devices. Regular follow-ups were conducted through home visits and phone consultations, helping address gaps in symptom management, psychosocial support and continuity of care beyond hospital settings.

These interventions address not only clinical needs but also pain management, emotional support, dignity of care and treatment continuity. Community health initiatives further strengthen relevance by focusing on preventive and primary healthcare, maternal and child health, respiratory care and treatment accessibility in locations where public health systems face capacity or reach constraints.

Education interventions are relevant in addressing challenges that extend beyond enrolment, such as learning loss, dropout risks, migration-related disruption, disability and digital exclusion. By prioritising learning continuity, school infrastructure, experiential learning, digital education and targeted financial support, the portfolio addresses key barriers that prevent children and adolescents from sustaining their education. This approach aligns closely with current national concerns related to learning outcomes and post-pandemic recovery.

Example: Education sponsorship for children affected by COVID-19

The education sponsorship programme supported children who had lost one or both parents during the COVID-19 pandemic. The intervention focused on ensuring continuity of formal education by providing financial assistance and linking families to government social protection schemes. By responding to crisis-driven dropout risk and household vulnerability, the programme addressed barriers that extend beyond enrolment and directly affect retention.

Skilling initiatives address well-recognised barriers to employability, including lack of access to information, limited vocational skills and challenges faced by persons with disabilities. The focus on vocational training supported by counselling, guidance and system navigation reflects the realities faced by job seekers, particularly youth and persons with visual impairment, making these interventions relevant for inclusive livelihood development.

Environmental sustainability initiatives respond to increasing climate stress and water scarcity in rural and peri-urban regions. By focusing on watershed-based natural resource management, water harvesting, soil conservation and climate-resilient agriculture, these interventions address risks that directly affect livelihoods and community resilience. Disaster response interventions are relevant in their ability to provide immediate, dignity-focused support during floods and other climate-related emergencies, addressing urgent needs related to health, hygiene and safety.

Example: Watershed-based water conservation initiatives

Natural resource management initiatives implemented through watershed approaches focused on restoring water bodies, groundwater recharge and soil conservation in water-stressed regions. These interventions responded to declining water availability, climate stress and livelihood vulnerability affecting rural communities, aligning with local ecological and economic realities.

Overall, relevance across all five thematic areas is reinforced by alignment with CSR regulations, national priorities and the United Nations Sustainable Development Goals (UN SDGs), while remaining grounded in on-ground needs rather than abstract development objectives.

3.2 Coherence

Cipla's CSR portfolio demonstrates strong coherence in the way interventions are designed and implemented across themes, and in how they align with public systems, institutional partners and community structures. Programmes are structured to work as part of broader systems rather than as isolated activities, contributing to consistency and continuity in outcomes.

In healthcare, coherence is visible in the integration of service delivery, caregiver support, capacity building and system strengthening. Palliative care initiatives link hospital-based care with home-based follow-ups, counselling and rehabilitation, ensuring that patients receive continuous support across care settings. Community health programmes complement this by connecting doorstep services with screening, referrals and public health facilities, supporting a coordinated care pathway instead of fragmented interventions.

Example: Maternal health support within municipal health systems

The maternal health programme operated within municipal health systems by strengthening referral coordination, data management and frontline worker capacity. Responsibilities such as referral meetings, documentation and follow-up were undertaken by public health staff, ensuring the intervention was aligned with existing systems rather than functioning as a parallel service.

Education initiatives show coherence through the combined use of infrastructure strengthening digital learning tools, experiential science education and scholarships. These elements reinforce one another by improving school environments, strengthening classroom instruction and reducing financial barriers, resulting in more consistent learning support for students. Alignment with government and government-aided schools further strengthens coherence by embedding CSR support within existing education systems.

Example: Experiential science learning complementing classroom teaching

Experiential science education was delivered through mobile science laboratories that provided hands-on learning aligned to school curricula. These sessions complemented classroom teaching and reinforced concepts already taught in schools, strengthening coherence between experiential learning and formal education.

Skilling interventions demonstrate coherence by integrating vocational training with counselling, information access and rights awareness. This approach recognises that skills alone are often insufficient without support to navigate employment systems. Environmental sustainability programmes show strong coherence through the integration of scientific planning, watershed development, agricultural practices and community-based governance, linking resource regeneration with livelihood stability.

Disaster response interventions are designed in coordination with district administrations and public relief mechanisms. This ensures that CSR efforts complement official disaster response systems, improving coordination and reducing duplication during emergencies.

Example: Disaster relief implemented through district administrations

Disaster response efforts were carried out in coordination with district authorities, with relief materials routed through official mechanisms. This ensured alignment with government-led response efforts, avoided duplication and reinforced coherence during emergency situations.

At an external level, coherence is strengthened through convergence with government schemes and local institutions across thematic areas. This alignment supports efficient use of resources and improves the likelihood that practices introduced through CSR interventions are adopted and sustained within existing systems. While the portfolio is largely coherent, there is scope to further strengthen documentation and learning across themes, particularly where health, education and livelihood outcomes intersect.

3.3 Effectiveness

Cipla's CSR interventions are largely effective in translating planned activities into meaningful outcomes, particularly where programmes are designed for continuity, delivered through experienced partners and embedded within institutions or community systems. Effectiveness is strongest in initiatives that combine service delivery with capacity building and system strengthening, rather than focusing on one-time or standalone outputs.

In healthcare, effectiveness is evident in how integrated palliative care models improve the quality of care for patients with serious and life-limiting illnesses. Interventions that link inpatient and outpatient services with home-based follow-ups, caregiver counselling and rehabilitation support reduce treatment disruptions and improve symptom management. Training healthcare professionals as part of service delivery further strengthens effectiveness by improving institutional capability beyond the immediate project period. Community health initiatives are effective where doorstep services, screening and awareness activities are linked to referral pathways and public health facilities, improving access to preventive and primary care.

Example: Home-based palliative care reducing treatment disruption

Patients receiving home-based palliative care experienced improved symptom management and reduced need for repeated hospital visits. Care teams provided clinical support, caregiver guidance and emotional counselling through regular home visits, contributing to improved comfort and care continuity.

Education programmes show effectiveness in improving student engagement, retention and learning continuity when interventions address multiple factors together. Infrastructure improvements, experiential science learning, digital tools and scholarships reinforce classroom learning and reduce dropout risks. Programmes targeted at vulnerable children are more effective where academic support is combined with regular follow-up and engagement with families and schools.

Example: Experiential science education improving student engagement

Mobile Science Lab interventions provided hands-on science education to students in government schools. Students participating in hands-on science activities through mobile science labs showed higher engagement and interest in learning. The practical exposure to science concepts helped improve engagement and interest in learning, reinforcing classroom instruction and improving learning quality.

Skilling initiatives demonstrate effectiveness by improving employability outcomes when vocational training is supported by counselling, information access and guidance on navigating employment systems. This is particularly evident in initiatives supporting youth and persons with visual impairment, where confidence building and rights awareness play a critical role in enabling outcomes. Environmental sustainability interventions are effective where watershed-based planning, technical assessments and community participation result in improved water availability, soil health and agricultural stability. Disaster response interventions are effective in meeting urgent needs during crises by delivering timely relief through coordinated mechanisms, helping stabilise affected families and communities.

Example: Watershed programmes improving agricultural stability

Watershed interventions improved soil moisture retention and water availability, enabling more stable agricultural practices. Communities reported better cropping conditions and reduced stress during dry periods, indicating effective translation of natural resource interventions into livelihood outcomes.

Effectiveness across themes increases where interventions are long-term, context-specific and reinforced by strong partner capability and institutional anchoring.

3.4 Impact

The CSR interventions demonstrate impact at multiple levels, including individual beneficiaries, households, communities and institutions. This impact is reflected not only in the reach of services delivered but also in observable improvements in outcomes and system functioning.

In healthcare, impact is reflected in improved quality of life for patients, better symptom control, reduced emotional distress and stronger caregiver confidence. Integrated models contribute to smoother care journeys and reduced treatment discontinuity. Community health interventions improve care-seeking behaviour, early detection and continuity of primary and maternal healthcare.

Example: Improved quality of life through palliative care

Patients receiving palliative care support experienced improved pain management, emotional support and dignity of care. Families reported greater confidence in managing care at home and reduced distress related to frequent hospitalisation.

Example: Counselling support for persons with visual impairment

Individuals with visual impairment accessed guidance on education pathways, employment opportunities, assistive technologies and government entitlements. The support enabled improved system navigation, greater independence and increased confidence in decision-making.

Education initiatives contribute to improved learner retention, confidence and exposure to science and digital learning. Over time, these outcomes support better progression through education stages and improved readiness for future opportunities. Skilling interventions result in improved employability, greater independence and enhanced ability to access entitlements, particularly for marginalised youth and persons with disabilities.

Environmental sustainability initiatives create lasting impact by improving water security, agricultural productivity and livelihood stability in climate-vulnerable regions. Community-led water stewardship enhances collective resilience and reduces seasonal distress. Disaster response interventions have immediate impact in safeguarding dignity, health and safety during emergencies, helping families stabilise in the aftermath of crises.

Example: Community-managed water resources

Communities involved in watershed projects reported improved water security and agricultural stability. Collective management of water assets helped reduce seasonal migration and strengthened community resilience.

At an institutional level, CSR interventions contribute to improved practices, strengthened coordination and increased capacity across healthcare facilities, schools, community organisations and public systems.

3.5 Sustainability

Sustainability within Cipla's CSR portfolio varies across themes and is closely linked to the level of institutional integration, community ownership and capacity building achieved. Interventions are more sustainable where responsibility and skills are gradually transferred to local institutions, communities or public systems.

Environmental sustainability initiatives show strong prospects for long-term continuation due to the involvement of Water User Groups, community governance structures and adherence to watershed development principles. These elements support local ownership, maintenance and stewardship of natural resources. Education initiatives are more sustainable where schools adopt improved infrastructure, digital tools and teaching practices as part of routine operations, allowing benefits to continue beyond CSR funding.

Example: Water User Groups managing watershed assets

Watershed interventions established and strengthened Water User Groups responsible for operating and maintaining water conservation structures. These groups took responsibility for day-to-day operations, supporting long-term use and upkeep of community water assets.

Healthcare interventions strengthen sustainability by embedding referral systems, protocols and trained personnel within hospitals and health systems. However, service-intensive areas such as palliative care and specialised patient support continue to depend on sustained funding due to limited alternative financing mechanisms. Skilling initiatives support sustainability by focusing on empowerment, information access and system navigation, which enable beneficiaries to pursue opportunities independently. Disaster response interventions are inherently short-term, but they contribute to systemic resilience by strengthening coordination with public disaster management systems.

Example: Institutionalised referral systems in public healthcare

Public health partnerships embedded referral coordination, documentation processes and case tracking within hospitals and health centres. The transfer of responsibility to public system staff reduced long-term dependence on external facilitation.

Example: Education support linked to government schemes

Education sponsorship initiatives linked families to government financial and welfare schemes, enabling continued support after CSR funding. This reduced dependency on project support and improved long-term continuity of education.

Across themes, the assessment highlights opportunities to strengthen sustainability through clearer transition planning, deeper convergence with public systems and early integration of sustainability considerations in programme design.

4. 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 has 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.

5. 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'.