

Building and Empowering Teams

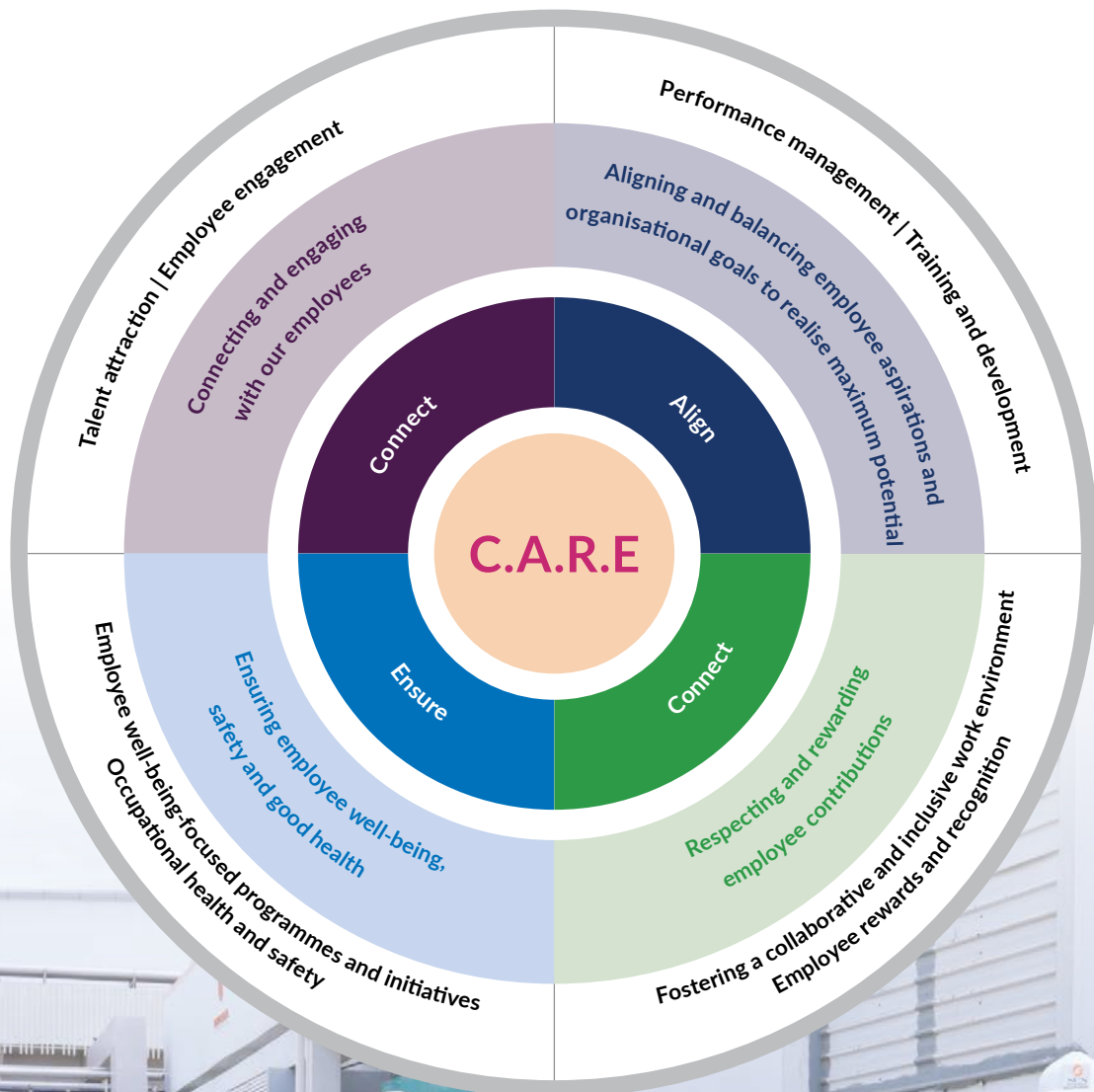
Our workforce embodies the Company's ideologies; Humility, Integrity, Passion, and Innovation⁶⁷, positively impacting the Company's success and the lives of the people we serve. We sincerely acknowledge that our achievements stem from the exceptional individuals who are

the backbone of our Company, and we nurture and empower talent to achieve their full potential.

We translate this commitment through our progressive human resource management strategy, consistent investments for its implementation, and concerted

efforts to ensure its relevance amidst changing workforce expectations. We have reinforced the approach by our unwavering adherence to four fundamental principles - Connect, Align, Respect, and Ensure (C.A.R.E) - which form the bedrock of our success.

⁶⁸Sunology, a combination of the words 'Sun' and 'Ideology', is the way of life at Sun Pharma: <https://sunpharma.com/about-us/>



Workforce Resilience and Well-being (continued)

Sun Pharma is Great Place To Work®-certified, a testament to our unwavering dedication to creating an exceptional workplace environment. This recognition is crucial as it validates our commitment to fostering a culture of trust, collaboration, and genuine care, making our organisation

a preferred place to build a fulfilling career.

As a knowledge-driven Company, we are committed to providing a platform for continuous learning. We strive to bring together the brightest minds from multiple disciplines and diverse backgrounds, which best

reflects our global nature of work and the communities we serve. Our value system strongly supports our workforce management and development approach, and we focus on empowering our global workforce of 43,000+.

The table below provides details on our workforce by gender, age, and region for FY23.⁶⁹

Total Global Consolidated Workforce

Employee Category	<30 years	30-50 years	>50 years	Male	Female
Employees					
Top management	0	56	107	143	20
Senior management	0	451	297	648	100
Middle management	58	2,028	498	2,035	549
Junior management	251	3,371	614	3,336	900
Non-Management*	9,940	10,313	1,129	19,044	2,338
Executives on Contract	1,313	222	19	1,017	537
Trainees	6	3	0	1	8
Total Employees	11,568	16,444	2,664	26,224	4,452
Workers					
Permanent associates	1,621	3,576	922	5,879	240
Casual labour	89	26	15	71	59
Contractual labour	5,865	591	13	4,735	1,734
Total Workers	7,575	4,193	950	10,685	2,033

Total Workforce - India

Employee Category	<30 years	30-50 years	>50 years	Male	Female
Employees					
Top management	0	38	80	108	10
Senior management	0	374	198	525	47
Middle management	38	1,642	265	1,697	248
Junior management	141	2,760	320	2,857	364
Non-Management*	9,576	8,493	370	17,544	895
Executives on contract	1,205	27	0	907	325
Total Employees	10,960	13,334	1,233	23,638	1,889
Workers					
Permanent associates	1,607	3,506	906	5,825	194
Contractual labour	5,762	434	0	4,624	1,572
Total Workers	7,369	3,940	906	10,449	1,766

*This includes all employees in non-management roles and field employees

⁶⁹GRI 2-7, 2-8 and 405-1

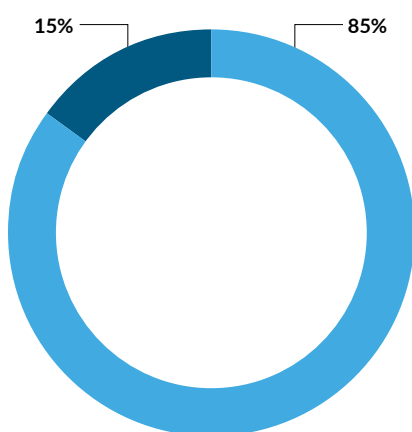
Total Workforce – Global (Excluding India)

Category	<30 years	30–50 years	>50 years	Male	Female
Employees					
Top management	0	18	27	35	10
Senior management	0	77	99	123	53
Middle management	20	386	233	338	301
Junior management	110	611	294	479	536
Non-Management*	364	1,820	759	1,500	1,443
Executives on contract	108	195	19	110	212
Trainees	6	3	0	1	8
Total Employees	608	3,110	1,431	2,586	2,563
Workers					
Permanent associates	14	70	16	54	46
Casual labour	89	26	15	71	59
Contractual labour	103	157	13	111	162
Total Workers	206	253	44	236	267

*This includes all employees in non-management roles and field employees

Promoting Inclusivity

At the heart of our success lies a diverse and inclusive work culture. For the reporting year, women comprised 14.94% of our total workforce. Furthermore, 48% of our workforce is within the age bracket of 30-50 years for the reporting year.



■ Male
■ Female

We focus on promoting inclusion in the workforce by using a three-pronged approach:



Equal Opportunities

As an equal-opportunity employer, we treat our employees with utmost dignity, respect, and fairness.



Non-discrimination

We maintain a zero-tolerance policy on all forms of discrimination, including that based on gender, sexual orientation, race, religion, caste, ethnicity, age, nationality, disability, HIV status, or family status, among others.



Meritocracy

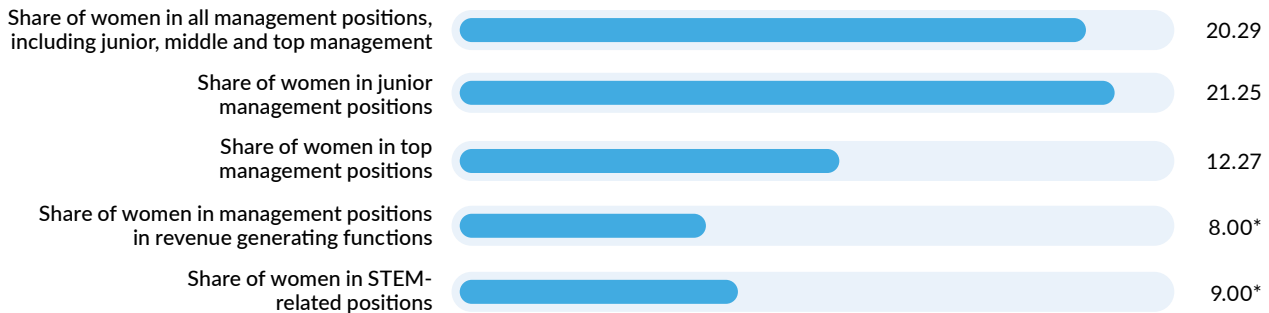
We focus on merit-based recruitment and selection, training and development, performance evaluation, compensation, and career progression.

By honouring various ethnic festivals and observing international days of recognition like Women's Day, we aim to create an environment where employees value and feel a sense of belonging.

We also make focused efforts to provide for adequate representation of women in management positions and other technical roles and revenue-generating functions.

Workforce Resilience and Well-being (continued)

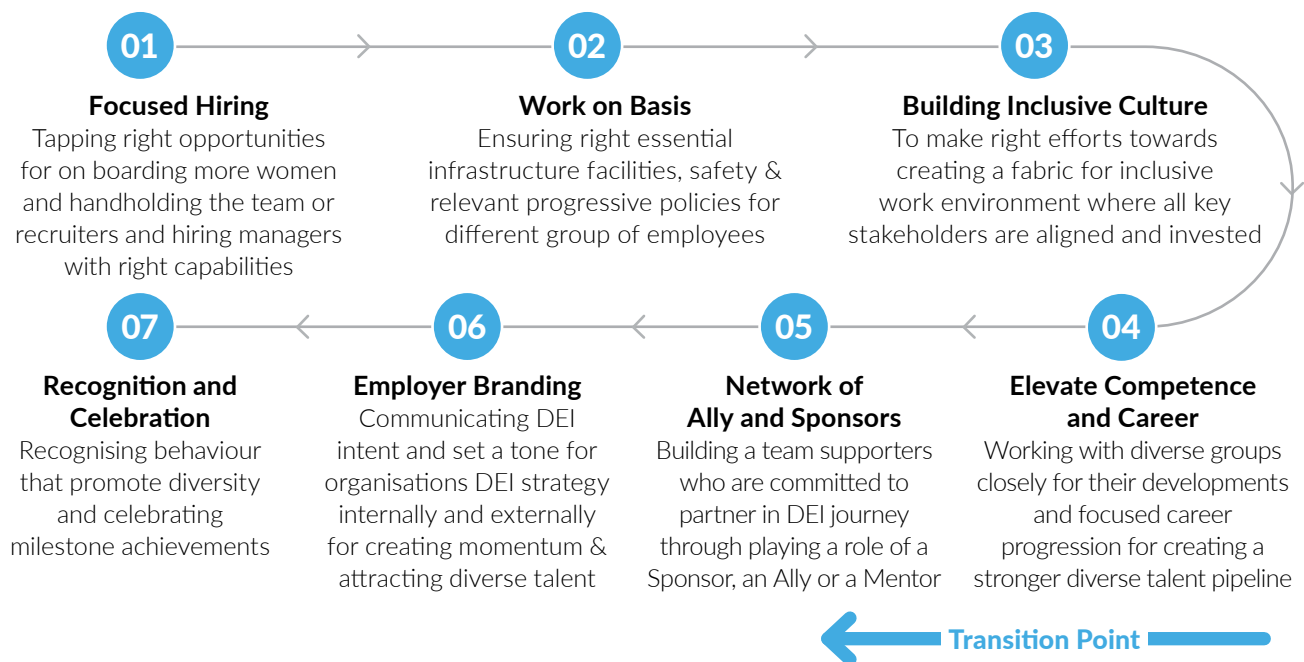
Gender diversity across management level and functions for FY23 (%)



* Data for our Indian operations, which account for more than 80% of our workforce

Diversity, Equity, and Inclusion (DEI) Approach | Sun Pharma

Foundation practices →



DEI initiatives of FY23

- Articulation and communication of DEI policy
- Focused hiring through campus connect, all women walk-ins and lateral hiring for critical roles
- Gender and inclusive Intelligence workshops for leaders
- Sessions for all people managers on mitigating unconscious bias
- Focused development programmes for women employees
- Concentrated efforts of employer branding through social media to attract more women talent

Talent Acquisition

We are committed to fostering a healthy, inclusive, and excellence-driven culture that enables our employees and aspiring talent to do meaningful work with us. We are an equal-opportunity employer focusing on a candidate's competency and compatibility with the organisation's core corporate values and purpose.⁷⁰ We ensure this alignment to attract the right talent during the hiring process. Our recruitment strategy supports diversity in hiring, and we monitor the results to identify the scope of improvement.

⁷⁰GRI 3-3