

Each new employee undergoes induction training that orients them to our corporate value system, operations, and organisational aspirations, helping them embrace our shared purpose. In FY23, our global employee base grew by 7,619 employees. The table below provides details on our new hires for FY23⁷¹:

Majority of our new hires were in the <30 age bracket

Region	<30 years		30-50 years		>50 years		Male		Female	
	Nos.	Rate	Nos.	Rate	Nos.	Rate	Nos.	Rate	Nos.	Rate
India	5,528	50.4%	1,076	8.1%	23	1.9%	5,820	24.6%	807	42.7%
Global (excluding India)	340	56.5%	566	18.2%	86	6.0%	514	19.9%	478	18.7%

Internal hires accounted for 7%* of the total open positions filled during the year.

Our people-centric approach is a decisive factor in enabling the retention of our employees and providing them with valuable opportunities for growth and empowerment. We carry out systematic retention by adopting this approach, coupled with our rewards and recognition framework. The table below provides details on our employee turnover for FY23.⁷²

16.27% Employee turnover rate

12% Voluntary employee turnover rate*

Region	<30 years		30-50 years		>50 years		Male		Female	
	Nos.	Rate	Nos.	Rate	Nos.	Rate	Nos.	Rate	Nos.	Rate
India	2,505	26.5%	1,342	10.0%	105	8.2%	3,623	16.1%	329	20.0%
Global (excluding India)	179	34.2%	486	15.9%	139	9.5%	393	15.6%	411	16.3%

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

Talent Management and Continuous Learning

Our investment in the professional development of our staff aims to cultivate a culture of shared growth and excellence. We focus on building a spirit of continuous learning and development to help our employees embrace the skills they need in their present and future roles.

Annual Assessments for Performance Management

The process includes goal planning, development needs assessments, mid-year reviews, and year-end reviews, ensuring a robust performance management strategy. We also undertake agile and informal open two-way discussions between employees and managers and team-based performance appraisal for greater transparency and holistic feedback. In FY23, the annual appraisal cycle covered 100% of our employees, following a systematic objective-led approach by the management.⁷³

Holistic Training and Development Programmes

We continued to deliver comprehensive learning opportunities that align with our organisation's objectives and our employees' aspirations. Our programmes intend to meet various learning needs determined through examining individual growth plans and business unit interactions. Internal and external specialists facilitate the flexible offering of these programmes to our employees. Our staff also has access to diverse programmes through Massive Open Online Courses (MOOCs) and TED Talks.

⁷¹GRI 401-1, ⁷²GRI 401-1, ⁷³GRI 404-3

Workforce Resilience and Well-being (continued)

Overview of Our Skill-building Programmes⁷⁴

Training Programmes that Shape a Future-ready Workforce at Sun Pharma



Technical Skill Development



Leadership Development



Data and Documentation Management



Soft Skills and Behavioural Training



Digital Tools Training



Culture-building

Leadership Development Programme

In the reporting year, we organised several training initiatives to nurture the potential of our leaders. Through measures like the Leaders Development Programme (LDP), Manager as a Coach, Seven Habits of Highly Effective People, and People Development Programme, we equipped functional leaders with general management skills to tackle organisational challenges from a strategic business perspective. Such programmes enable our functional leaders to adapt to volatile markets and navigate cross-cultural challenges and rapidly changing risk landscapes while driving strategic initiatives to strengthen Sun Pharma's global competitiveness.

30%
Participation

Sales Force Training Programme

We organised a tailored programme on the basics of Sales force to enhance the skills and capabilities of our field force. Through valuable insights, the programme aims to improve market readiness among participants. They learned to optimise their time, employ innovative selling techniques, and communicate effectively and authentically with customers. It also cultivated a sense of ownership and accountability within the workforce, empowering them to become passionate brand advocates who drive meaningful results for the Company. The programme's emphasis on trust development further strengthened their ability to influence positive outcomes.

35%
Participation

⁷⁴GRI 404-2

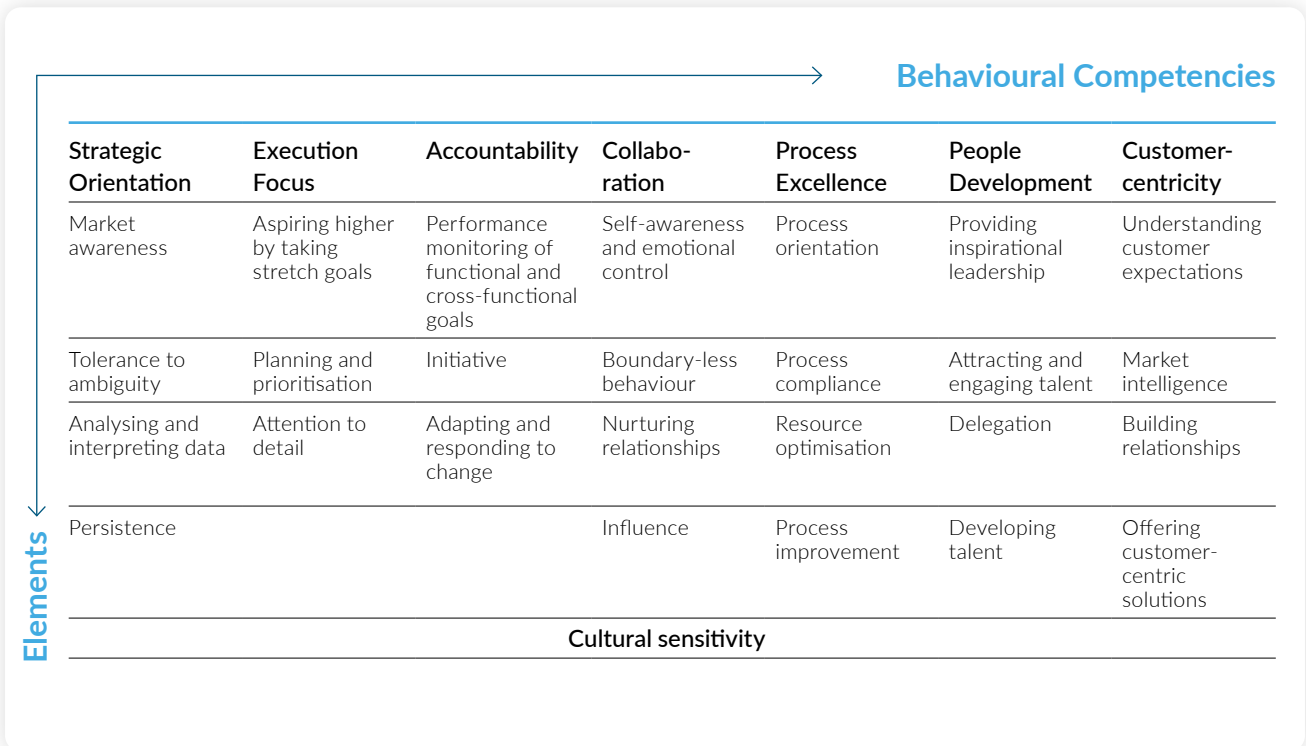
For FY23, each employee underwent an average of 78 hours of training.

Average Training Hours for FY23⁷⁵



Behavioural Framework

With a focus on seven behavioural traits, the framework plays a pivotal role in driving leadership development. It serves as a guide, creating a clear pathway for each employee, grooming them towards future leadership roles, and fostering a leadership-focused culture. By nurturing these critical competencies, we cultivate an entrepreneurial, effective, and inclusive mindset to drive organisational leadership. This strategy enables us to build an extensive internal talent pipeline for succession.



⁷⁵GRI 404-1