

# Performance Scorecard FY24



Goal No.	Score Card Pillars	Key Objective	Measure	Target / Out come	Timeframe	Weightage	Internal stakeholder linkages	Cross Functional Linkage
1.	Organization Systems & Processes- Safety, Quality, Integrity & Compliance	1. Create an environment of world class safety at workplace Continuous Safety improvements 2. Implement world class compliance for the department 3. Quality Compliance	1, Implementation of best of the standard safety initiatives to create safer work place, free from unsafe activities, accidents and incidents 2. <b>ESG, ABAC, SBTi, Supplier code of conduct, Sustainable procurement and improved standard operating procedure</b> 3) a. Job description to be defined for self and team members b. Complete Quality trainings for self and team as assigned c. Adherence to SOPs / Policies / Guidelines as applicable (cGMP, non-GMP) d. Comply to internal audits against timelines	1. a) Reporting of unsafe events in Synzero portal - 100% participation from Team as well b) Evaluate 20 critical vendors/manufacturer by auditing their site to bring in awareness and improve the safety standards of product packing and labeling c) <b>Support to provide training for 50 vendors and transporters to educate and transplant safety culture</b> c) <b>Educate vendors for safety requirement of material while finalising and labelling while receiving materials at our site</b> d) <b>Conduct all EHS audits as per schedule GEMBA walk</b> e) <b>100% timely closure of all vendor safety audit observations with CAPA</b> 2 a) <b>Supporting for operations team for Evaluating top 100 vendors (volume and spend basis) for ESG compliance</b> b) <b>Co-ordinate with vendors for ABAC – Anti bribery &amp; Anticorruption compliance of all the existing vendors</b> c) Enforce supplier code of conduct d) <b>SBTi net zero target setting support from Strategic Sourcing on scope 3 carbon emission</b> 3) a. All the team members have approved Job descriptions b. Relevant trainings must be completed for the team prior to starting the work (self and team) c. 100% adherence to SOPs / Policies / internal Syngene guidelines d. Adhere to internal audit requirements and provide effective response and CAPA within the timelines	Monthly till March 2024	15%	Sourcing, Buyers	Finance OU's, EHS, HR
2	Strategic Initiatives	Develop supply ecosystem	1. Develop a strong domestic supply ecosystem 2. Industry-Academia collaboration to solve chemistry challenges 3. CRO-CDMO industry consortium 4. Digital transformation to enable supply chain 5. Supplier relationship management 6. Increase domestic sourcing of international animal breeds	1. a) Increase our local sourcing by 10% with a target to reach 50% (by spend) by end of FY24 for reagents and chemicals for Discovery Chemistry b) 3 International Catalogue vendors to set up warehouse in India 2. a) Establish a robust operating model for the collaboration with ICT, IISc with MoU and CDA b) Pilot test lab scale synthesis/process development with academia c) Develop Triparty collaboration model with academia, Syngene and Job workers 3. a) Develop a robust local supply ecosystem b) Policy development for ease of doing business c) Strengthen the domestic infrastructure 4. a) Streamline master data governance and 100% clean up by Oct'23 b) Digitization of SOPs by Mar'24 c) Support for sharing RM cost sheet to implement Strategic Sourcing requirement in Rfx to Cash by Mar'24 d) Integrate platforms including SAP, PRM, Salesforce to improve transparency, efficiency & reduce process turnaround times e) Vendor Portal for supplier lifecycle management (by Jan'25) f) Procurement Management g) Contract Management 5. a) Supplier rationalization and segmentation b) Reduce suppliers from 1200 to 900 c) Categorize suppliers into Strategic, Preferred and approved d) Establish Governance Mechanism e) SOPs for evaluation, performance and risk management f) Develop Engagement Mechanism g) Supplier audit, visit plans, summit and R&R 6. a) Additional 25% local sourcing to reach 50% domestic sourcing of animals b) Additional savings of 10% c) Reduce Lead time from 4 wks to 2 wks	Monthly till March 2024	20%	Sourcing leads, buyers	OU's, IT

3	Service and Operation Excellence	1. Category Management 2. Achieve excellence in delivery of materials to all the projects to meet customer expectations	1). Construct a strong & effective supply line 2). Supplier QUOTIF - Achieve 97% for overall CRO by expediting deal closures 3) Categorywise Short and Long Term Strategy 4) De-risking Complex product supplies 5) Business Continuity Plan 6) Requirement analysis to align Category Strategies 7) B2B Integration: System interface improvement with vendor for faster response 8) Domestic stock Hubs : Inland stock availability	1) Increase expectation level on deliverables and mutual benefit building effective business Partnership 2) a) Provide RFQ/Quote for new materials within 2 days to support for RFQ within 2 days to support for PR to PO within 2 working days b) PO to delivery support (working days) Domestic Off the shelf - 4 to 5 days International Off the shelf - 7 to 9 days Make to order products : as its lead time confirmed while quote c) Target to cover ARC with 50% spend on categories, enter long term contracts with key suppliers for cost for optimization (achieve 2% savings ) 3) Develop and implement long and short term strategy for different categories aligning functional goals 4) Develop alternate vendors from different geographies materials of 500 or 5% of critical materials / key materials reagents, 250 Biology and safety assessment support materials for seamless supplies 5) Develop 10 Domestic custom synthesis vendors to support complex materials, niche chemicals to eliminate higher level of dependency, Develop alternate source for single source materials (covering 60%) 6) Category spend analysis and define vendors based on categories 7) Interfacing SAP system of vendors which help to block stock on line having portal Sigma, TCI, VWR 8) Develop 3 catalogue vendors stock point in India to expedite lead time for shipment & transit timelines (to cover 15% of materials from current overseas procurement)	Monthly till March 2024	25%	Buyers, sourcing team	OUS, IT
4	Customer Engagement	Regular interaction with customers to collect feedback and communicate the performance	Business partner	a) Monthly meeting with OU Head and OU leads b) Daily reports/updates c) Monthly MIS/Dashboards related to Sourcing	Monthly till March 2024	10%	Buyers, sourcing team	OU
5	People	1) Upskilling the team – Develop deep Functional and Domain Expertise 2) Team engagement and retention	1) a) Establish framework for skill development, Achievement of Threshold Level Knowledge / Skills for Team b) Increase productivity by improve skill set to perform each specialized procurement categories c) Cross Training within the SS for better deliverables 2) a) Succession management b) Identify high performer and support their growth plan	1) a) Confirmation of finalized training curriculum and calendar for Team Confirm role-based threshold skill / knowledge requirements of team b) Foundation / Core Skills: Specialized - Procurement Category c) Adherence to Quality & Safety standards Strategic procurement & Negotiation skills SEZ, Tax, JDGFT knowledge Compatibility storage, IATA regulations, UN packing norms 2) a) Create a backup plan for all critical roles. Prepare the plan with HR and implement - 100% implementation b) Prepare the plan with HR and implement - 100% implementation as per the plan	Monthly till March 2024	10%	Team members	HR, Trainers
6	Financials	Savings	Better Control on price & Savings	Savings 2% Discovery Chemistry : 3% savings on FY 23 Spend Discovery Biology : 2% savings on FY23 spend Safety Assessment : 2% Savings on FY23 Spend Corporate/Common: Rs.1.00 Cr	Monthly till March 2024	20%	Stores, Team members, buyers	Finance, Ous