

Care. For good.

Sustainability Report 2022



IHH Healthcare



Contents

Overview

About This Report	2
About IHH Healthcare	3
2022 Snapshots: Laying the Foundation	4
Message From Our Chairman	5
Our Approach to Sustainability	7
Our Sustainability Commitments	10
Sustainability Governance	12
Stakeholder Engagement	14
Our Material Matters	16
Our Contribution to UN SDGs	22
Overview of 2022 Metrics and Goals	23



Patients

Introduction	26
Quality of Care and Patient Stewardship	27
Healthcare Digitalisation	29
Data Privacy and Security	43



People

Introduction	54
Employee Safety and Total Well-Being	55
Diversity and Inclusion	57
People Engagement and Talent Development	62



Public

Introduction	74
Antimicrobial Stewardship	75
Reducing Disease Burden; Corporate Responsibility	77



Planet

Introduction	90
Energy Management	91
Waste Management	94

Appendix

GRI Content Index	106
Assurance Statement	108



About This Report

Sustainability at IHH Healthcare is about adding value to the world by making healthcare better in every way. As a Group, we are united by the aspiration to “Care. For Good.” and driven by our purpose to touch lives and transform care.

With this inaugural standalone sustainability report, we at IHH Healthcare aim to provide a transparent accounting of just how we are living this purpose by documenting the sustainability performance, actions and commitments of the Group.

This full and balanced disclosure of material matters and sustainability performance is also part of our effort to build trust with all our stakeholders and is in line with our vision to be the world’s most trusted healthcare services network.



Scope and Boundary

The information contained in this report captures the Group’s sustainability performance for the financial year 1 January 2022 to 31 December 2022.

In terms of scope, this report covers sustainability performance and initiatives across the entire Group, with the exception of Fortis Healthcare, unless otherwise stated.

For this report, we collected sustainability data across our operations in Brunei, Bulgaria, China, Hong Kong, India, Macedonia, Malaysia, the Netherlands, Serbia, Singapore and Türkiye.

Reporting Framework

This report was prepared with reference to Bursa Malaysia Securities Berhad’s Main Market Listing Requirements, and the updated Global Reporting Initiative Universal Standards 2021.

This report has been reviewed by IHH Healthcare’s Sustainability Committee and Risk Management Committee and was approved by the Board of Directors. It should be read in conjunction with IHH Healthcare Annual Report 2022.

Feedback

We welcome feedback on this report as well as on any aspects of our sustainability performance and data. Please direct all feedback to the Group Head of Sustainability at ihh.sustainability@ihhhealthcare.com.



About IHH Healthcare

At IHH Healthcare, we live each day to make a difference in people's lives. We strive to provide the best outcome and experience for our patients and their loved ones.

With 83 hospitals in 10 countries, we are one of the world's largest healthcare networks and Asia's largest hospital operator by market value. Supported by more than 65,000 dedicated employees across the globe, we offer our patients a full spectrum of integrated healthcare services through our portfolio of trusted healthcare brands.

**3**

Subsidiaries

**83**

Hospitals

**10**

Countries

**15,000+**

Licensed Beds

**8**

Leading Brands

**65,000+**Talented and
Dedicated Employees

Our Purpose

Touching Lives.
Transforming Care.

Our Vision

To be the world's
most trusted healthcare
services network

Our Mission

To take exemplary care
of our patients, anchored
around our people who
strive to continuously raise
the bar in clinical, operational
and service excellence

Our Values

Patients First

We put patients' needs first

Integrity

We do the right thing

Empathy

We listen with our hearts

Teamwork

We are better together

Excellence

We champion continuous
improvement and innovation

Our Brands



ACIBADEM



* Completed divestment of IMU on 31 March 2023.



2022 Snapshots: Laying the Foundation

With this first standalone sustainability report for the IHH Healthcare Group, we articulate our ambitions in the four sustainability pillars of Patients, People, Public and Planet, underpinned by a solid governance structure.

In 2022, we enhanced our sustainability framework and laid a strong foundation by setting clear goals and baseline metrics. The baselines we have set allow us to track and measure our sustainability progress and will serve as a barometer in our sustainability journey.

Below are highlights of the strides we made in 2022 and our vision for driving positive change through our four pillars.

Patients

Empowering Our Patients



Launched the **Optimal Care Index and applied value-driven care** to 8 conditions, up from 4 conditions

17 clinical quality indicators were set and tracked against international benchmarks based on published medical literature

Launched **FeeAdvisor.ai**, an AI-powered bill estimation tool that provides patients with greater transparency, in Malaysia to begin with, with plans to roll out to other markets

Launched **MyHealth360 patient-centric app** in Singapore and Malaysia to help patients better manage their health, with plans to roll out to other markets

100% of our employees completed a **Personal Data Protection Basics course**



People

Shaping the Best Place to Work



Overall Employee Engagement Survey score in 2022 **increased by 3%** since 2020

All our markets developed **diversity and inclusion** strategy and action plans

Announced target of **50% women in leadership roles**

Launched **flagship Group-wide Nursing Leadership programme**

100 Patient Care Associates were hired to support nursing teams in Singapore

Named as one of **Forbes' World's Best Employers**



Public

Nurturing a Healthier Society



Began to **enhance our Antimicrobial Stewardship Programme across all IHH Healthcare hospitals**, in line with the US Centers for Disease Control and Prevention (CDC), World Health Organization (WHO) and national guidelines

Extended our **flagship Life Renewed programme** to include radiotherapy and radiosurgery treatments for 500 cancer patients from underserved communities in Malaysia. Plans are underway to expand this programme to other markets

Facilitated **737,057 cancer screenings¹**

Facilitated **460,615 health screenings**



Planet

Protecting Our Planet



Became the **first healthcare provider** to join the World Wide Fund for Nature Plastic ACTION (WWF PACT) initiative

Achieved **42% reduction of single-use virgin plastic in non-clinical areas** in Singapore and 100% reduction of single-use plastic water bottles in Malaysia

Recorded the **Group's carbon emissions** for the first time, and established 2022 as our baseline year for Scope 1 and 2 carbon emissions

Committed to achieve **Net-Zero emissions** by 2050

Committed to **reduce year-on-year Scope 1 and Scope 2 carbon intensity** per patient bed-day



¹ MMG, Pap smear and FOBT tests.



Message from Our Chairman

“Trust is the main reason an individual would choose a particular clinic or hospital over another. Healthcare is about lives, not about selling services, equipment or products. People come to IHH Healthcare because they trust that we will do better for them.”

Tan Sri Mohd Azlan Hashim

Non-Executive Chairman

2022 marked the 10th anniversary of IHH Healthcare Berhad’s historic dual listing in both Malaysia and Singapore. It was also a milestone year where we unveiled our sustainability goals. Setting clear, time-bound and measurable targets formalised our aspiration to **Care. For Good.** and will drive us in building a lasting future for generations to come.

Looking at the next 10 years and beyond, our bold ambition for IHH Healthcare is to change the face of healthcare. Ultimately the aim of healthcare is to create a healthy society. By infusing the principles of sustainability in every aspect of our business, we will be able to deliver better, faster, easier and more accessible care to patients, build a healthier society and live up to our purpose of touching lives and transforming care.





Message from Our Chairman

Another compelling reason for our staunch commitment to sustainability is that worldwide, the healthcare sector is responsible for nearly five percent of total greenhouse gas emissions. As a sector, we have a key role to play in mitigating the ill effects of climate change on human health. By setting audacious sustainability goals in September 2022 for the entire group, we hope to go beyond “do no harm” to “Care. For Good.”, leading our industry to become a truly sustainable business and contributing to a sustainable future for all.

A Sustainability Path Built on Trust

At IHH Healthcare, we see trust as the bedrock of the entire organisation.

Trust is the main reason an individual would choose a particular clinic or hospital over another. Healthcare is about lives, not about selling services, equipment or products. People come to IHH Healthcare because they trust that we will do better for them.

And sustainability is about doing the right thing and delivering greater good to our stakeholders.

Which is why to determine our sustainability direction, we sat down with our key stakeholders in 2021 and 2022 and conducted far-reaching, intensive conversations on how we can turn IHH Healthcare into a sustainable business. From that extensive global conversation, we uncovered the significant matters that are most important to our stakeholders.

By setting clear and relevant goals and targets and honouring our sustainability commitments, we build trust with all our stakeholders. This will in turn enable us to realise our vision to be the world’s most trusted healthcare services network.

Our Sustainability Focus

Care. For Good. encapsulates the sustainability matters we are focusing on around four pillars: Patients, People, Public and Planet.

Specifically, our sustainability efforts are aimed at empowering our patients, shaping the best workplace, nurturing a healthier society, and protecting our planet.

We seek to empower our patients by offering them better, faster, easier and more accessible care. We strive to shape a better workplace by creating a safe, enriching, inclusive and fulfilling workplace where our people can realise their full potential. We aim to nurture a healthier society by reducing disease burden and tackling antimicrobial resistance. We endeavour to protect our planet through energy and waste management.

In doing all this, we contribute to the achievement of the United Nations Sustainable Development Goals.

Looking Ahead

As we sharpen and deepen our focus on sustainability, we are energised by the numerous opportunities and ready to tackle the challenges ahead.

We recognise that sustainability at IHH Healthcare is a journey. However, it is one that we embrace, as it will allow us to deliver greater good for our patients, people, the public and our planet and build a better future for generations to come.

In short, to **Care. For Good.**

Tan Sri Mohd Azlan Hashim

Non-Executive Chairman



Our Approach to Sustainability

As one of the largest healthcare groups in the world, we have a responsibility to contribute to a healthier, more sustainable world.

Our sustainability approach is, first and foremost, derived from our purpose, vision, mission and core values and is summarised in our aspiration to “Care. For Good.”

Our Purpose

As a group, we are united behind one purpose: to touch lives and transform care.

Touching lives is why our people join the IHH Healthcare network – to make a difference in the lives of our patients and their loved ones.

Transforming care is what makes us unique. Our global scale and reach empowers us to connect to a range of deep capabilities and best practices, allowing us to raise the bar in healthcare across multiple geographies and create synergies throughout our company.

Our sustainability approach and efforts are the best example of how we stay true to our purpose by:

- **empowering our patients** through our focus on delivering better, faster, easier and more accessible healthcare;
- **bringing out the best in our people** so they can deliver better care;
- leveraging our strong medical expertise and partnerships to **create a healthier society** through medical intervention, health literacy and outreach programmes; and
- progressively **advancing on environmental stewardship** by first focusing on our waste management and carbon footprint through energy efficiency projects.

Our Vision and Mission



Vision

To be the most trusted healthcare services network



Mission

To take exemplary care of our patients, anchored around our people who strive to continuously raise the bar in clinical, operational and service excellence





Our Approach to Sustainability

Our Sustainability Framework

At IHH Healthcare, we view trust as the cornerstone of all our relationships and the vital enabler that allows us to live our purpose. Trust starts with first understanding each of our stakeholders' expectations and honouring our commitments to them.

Do no harm is one of the key principles of the Hippocratic Oath. At IHH Healthcare, sustainability means going beyond doing no harm to Care. For Good.

To build a better tomorrow for generations to come, we centre our sustainability approach around making a positive impact on our patients, our people, the public and our planet, underpinned by a solid governance structure.

We strive to provide excellent care and outcomes to our patients, champion total well-being, development and inclusiveness for our people, and give back to the communities in which we operate while protecting our only home – our planet.

We aim to make healthcare not just about health, but care, for our patients, our people, our communities and our planet, so as to make a lasting difference.

The IHH Healthcare sustainability framework is anchored to the expectations of our four key stakeholders – Patients, People, Public and Planet. Steered by a sound governance structure, we will be able to meet our stakeholders' expectations. This, we believe, will naturally beget good business performance. Therefore, our sustainability strategy is fully embedded into our business strategy and sustainability considerations are part of every business decision we make.



Patients

Our patients are the reason for our existence. Our relentless pursuit of excellence stems from a desire to empower our patients and to offer them accessible, personalised care with the best possible outcomes.



People

Our people are the heartbeat of IHH Healthcare. We bring out the best in them by investing in their development and total well-being and by fostering a safe, enriching and inclusive workplace.

performance



Trust
360

Planet

Climate change is inextricably connected to human health. By advancing environmental stewardship and reducing our carbon footprint, we protect **our planet** today and for generations to come.

Public

As responsible citizens who care for **our communities**, we leverage our strong medical expertise and partnerships to create a healthy society through medical intervention, health literacy and outreach programmes.



Governance

A robust governance structure keeps us on track in our sustainability journey, ensuring that we achieve our sustainability goals – housed under the four pillars of Patients, People, Public and Planet – and that all legal and regulatory obligations are met.



Our Approach to Sustainability

Empowering Our Patients

We focus on delivering better, faster, more convenient and transparent care through a variety of initiatives that range from striving for better clinical outcomes to empowering patients via digital platforms.



Shaping the Best Place to Work

We enhance our programmes and policies to foster a safe culture and workplace environment that prioritise employee total well-being, that nurture diversity and inclusion, and that continuously engage and develop our people to bring out the best in them.



Our Sustainability Focus

Protecting Our Planet

We are progressively advancing in environmental stewardship by focusing first on our waste management and carbon footprint through energy efficiency projects.



Nurturing a Healthier Society

We focus on tackling antimicrobial resistance, reducing disease burden through health literacy and screening (for cancer and cardiovascular diseases) and making available quality healthcare to the underserved through free or subsidised treatment.





Our Sustainability Commitments

With our size, reach and relentless pursuit of excellence, we commit to making a difference for our patients, their loved ones, our people, the communities we serve and our planet. To fulfil that commitment and create positive change, we are undergoing dynamic transformation as an organisation.

Our Journey So Far

We have begun by laying the foundation that will allow us to be a force for good. At IHH Healthcare, we go beyond upholding the Hippocratic Oath principle of *do no harm* with a commitment to build a better, healthier world. This commitment can be summed up in three simple words: Care. For Good. We are committed to caring for the good of our Patients, our People, the Public and our Planet.

One of the key steps we have taken towards laying down a sound foundation for sustainability is to conduct a materiality assessment exercise. Through the exercise, we determined the material matters that the Group can contribute the most to while satisfying the expectations of our many stakeholders.

Another key milestone along our sustainability journey is the enhancement of our sustainability policy and our sustainability framework, and the formalisation of our sustainability governance framework.

As a key strategic pillar that drives business strategy, sustainability is added to the Group's Balanced Scorecard, clearly linking it to our managerial and executive performance.

“Having laid a strong foundation, today we are at a pivotal point in our sustainability journey, ready to seize opportunities to do good, touch lives and transform care.”



Yasemin Tecmen Stubbe
















Group Head of Sustainability,
Group Head of Branding Strategy





Our Sustainability Commitments

Another key milestone has been the unveiling of our sustainability goals, which are encapsulated in the four pillars of Patients, People, Public and Planet. These goals are aligned to the United Nations Sustainable Development Goals. For each pillar, we have laid down clear, trackable targets.

Patients Empowering Our Patients 	People Shaping the Best Place to Work 	Public Nurturing a Healthier Society 	Planet Protecting Our Planet 
<p>To be the most trusted private healthcare provider in all our markets by 2025</p> <hr/> <p>Achieve 90% of value-driven outcomes (VDO) at or above international benchmarks by 2025</p> <hr/> <p>Billing estimates to be 90% accurate in our core marketsⁱ by 2025</p> <hr/> <p>Admission for A&E cases to be within 1 hour of doctors' instructions in our core marketsⁱ by 2025</p> <hr/> <p>To be in top quartile in Net Promoter Score (NPS)ⁱⁱ in our core marketsⁱ by 2025</p> <div data-bbox="114 1136 408 1225">    </div>	<p>To be the employer of choice in private healthcare in all our markets by 2025</p> <hr/> <p>Achieve 50:50 male to female ratio in leadership roles by 2025</p> <hr/> <p>Increase global nursing talent pool by 10% by 2025</p> <hr/> <p>Reduce lost time injuries and have zero workplace fatalities</p> <hr/> <p>Be above country and world healthcare norms in Employee Engagement Survey (EES) for all of our markets by 2025</p> <div data-bbox="608 1136 902 1225">    </div>	<p>To touch five million livesⁱⁱⁱ for healthier communities by 2025</p> <hr/> <p>Have 100% of hospitals implement antimicrobial resistance interventions in line with CDC, WHO and national guidelines by 2025</p> <hr/> <p>Reduce disease burden on cancer and cardiovascular diseases through screenings, health literacy and disease management programmes</p> <hr/> <p>Establish public corporate responsibility programmes in at least two of our core marketsⁱ to make available quality healthcare to the underserved by 2023</p> <div data-bbox="1102 1136 1293 1225">   </div>	<p>To cap carbon growth by 2025 and achieve Net-Zero by 2050</p> <hr/> <p>Cap Scope 1 and 2 emissions at 2022 baseline (inclusive of our growth) by 2025 and reduce year-on-year carbon intensity per patient bed-day</p> <hr/> <p>Strategise Scope 3 carbon accounting by 2023</p> <hr/> <p>Be SBTi (Science Based Target Initiative) ready by 2025</p> <hr/> <p>Reduce single-use virgin plastic by 90% in non-clinical areas in Malaysia and Singapore by 2023</p> <div data-bbox="1596 1136 1893 1225">    </div>

ⁱ Our core markets refer to India, Malaysia, Singapore and Türkiye.

ⁱⁱ Net Promoter Score is a key metric that measures customer loyalty and satisfaction.

ⁱⁱⁱ Number of lives touched includes cumulative number of patient interactions through IHH Healthcare services targeted at reducing antimicrobial resistance and disease burden, number of beneficiaries reached through our corporate responsibility programmes, as well as those reached via IHH Healthcare digital platforms and educational outreach programmes.

Our Journey Ahead

With these bold and ambitious sustainability goals we have set, an exciting journey lies ahead of us. We will stay laser-focused to achieve our goals. We have set clear accountability around all our action plans and will continue to track and report on our sustainability progress. As part of our continuous improvement mindset, we endeavour to share best practices across our Group, and strive to stay on top of new healthcare trends and innovations. Ultimately, we aim to deliver better, faster, easier and more accessible care while protecting the planet.



Sustainability Governance

A robust governance structure keeps us on track in our sustainability journey and ensures that we meet our sustainability goals. This structure sets out clear lines of accountability, sees to it that sustainability is fully integrated throughout the organisation, and ensures all legal and regulatory obligations are met.

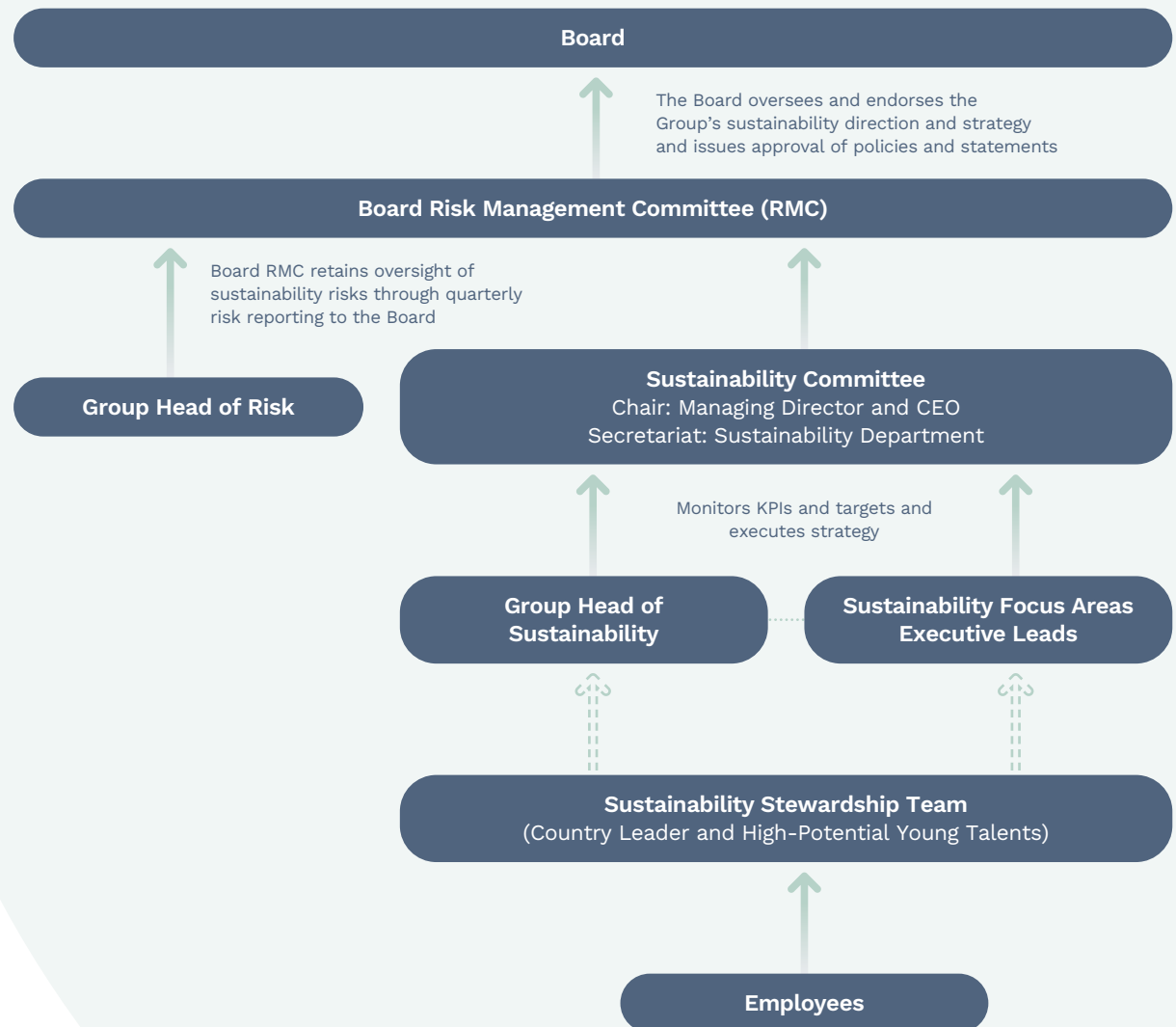
With this structure, the Board has oversight of sustainability-related matters. The Board directs sustainability at the Group by delegating responsibility for these matters to the Sustainability Committee (SC).

Governance within the Group is further bolstered by strong commitment from the Group's executive leaders. Clear support from senior leaders ensures that sustainability-related matters are taken into consideration when making strategic decisions.

The sustainability governance structure prescribes how sustainability-related matters are directed, implemented and executed.

Led by IHH Healthcare Managing Director and CEO, the Sustainability Committee comprises country CEOs, the Group Head of Sustainability, the Executive Leads assigned to each of our material matters, and the Sustainability Stewardship team (assigned by respective country CEOs). The Committee monitors regulatory obligations, sustainability trends, sustainability KPIs and strategy execution, ensuring the sound implementation of sustainability initiatives across our operations.

Sustainability Governance Structure





Sustainability Governance

The Group is supported by an Enterprise Risk Management (ERM) framework that is deployed at all levels and operating divisions across the organisation. This framework provides a systematic approach to the identification, assessment and management of sustainability risks. For more details, please refer to the Risk Management section in the IHH Healthcare Annual Report.


Ethics and Integrity

At the core of sustainability governance at IHH Healthcare is a commitment to uphold the highest standard of ethical conduct and integrity.

To empower our employees to do right and to do good, we put all our employees through training on

group-wide policies relating to ethics and integrity and on the Group's Code of Conduct. All employees are also updated on any changes to the policies and Code, to guide them in embracing and actualising this high standard we set in ethics and integrity.

As part of our efforts to grow trust between the Group and our key stakeholders, we focus on rigorous enforcement of our policies relating to ethics and integrity. We also undertake ongoing reviews of the policies to ensure continued compliance with the latest regulations and standards in each of our markets.

 More details of our business codes and policies can be found in IHH Healthcare Annual Report 2022 and our corporate website at <https://www.ihhhealthcare.com/investors/corporate-governance/corporate-governance-policy-disclosures>

89% of IHH Healthcare employees completed Anti-Bribery and Corruption (ABC) training in 2022.

Code of Conduct



Outlines the Group's values and standards of behaviour expected of all employees.

Whistleblowing Policy



Provides a channel for employees to report in full confidentiality and without fear of retaliation incidents of malpractice, improper conduct, wrongdoings, corruption, fraud or abuse within the Group.

Anti-Bribery and Corruption (ABC) Policy



Builds on the principles outlined in the Code of Conduct, including compliance with all anti-corruption laws specific to the countries in which the Group operates.



Stakeholder Engagement

The sustainability path of IHH Healthcare is shaped by the diverse perspectives of both internal and external stakeholders. We draw on insights from our key stakeholders to identify the issues that are most material to our business and stakeholders. We also look into secondary research including emerging trends to mould and develop our sustainability strategy accordingly.

To effectively engage our stakeholders, we actively create opportunities for collaboration and open dialogue. We gather the views of stakeholders including our patients, our doctors, our employees, investors and members of the public via a broad spectrum of channels. These channels range from focus group discussions, patient and employee surveys, workshops, face-to-face interviews and town hall discussions to retreats and webinars.

Setting a Strong Foundation Through Stakeholder Engagement

We embarked on a series of foundational stakeholder engagement activities in 2022 that enabled us to define our sustainability material matters, prioritise our sustainability efforts, and set our goals.

Materiality Assessment Exercise

In early 2022, we kicked off a materiality assessment exercise where we conducted focus group discussions and face-to-face interviews with key stakeholders including our patients, our employees, healthcare consumers, shareholders and investors. At the end of the exercise, we carried out both qualitative and quantitative analyses on the views collected. The findings helped us establish the sustainability focus areas deemed most material to the Group.

4Ps (Patients, People, Public, Planet) Leadership Workshops

Four workshops were conducted with the leadership team in 2022 to crystallise our material matters and determine our sustainability goals. The executives involved included the senior management team, Country CEOs, Group Head of Sustainability and Group Heads overseeing the respective material matters, as well as Sustainability Stewards in key markets identified by Country CEOs.

Sustainability Committee Meetings (SCM)

As part of our sustainability governance process, the Sustainability Committee convenes on a quarterly basis throughout the year. As the attendees of the 4Ps workshops also comprised the Sustainability Committee, attendance at the 4Ps workshops was recognised in lieu of the quarterly SCMs in 2022. We organised an SCM in November 2022 with the objective of keeping our leadership abreast of sustainability trends and landscape. We invited external experts who presented key takeaways from United Nations Climate Change Conference COP 27, an overview of Task Force on Climate-related Financial Disclosures (TCFD), carbon footprint case studies and Scope 3 accounting.



Stakeholder Engagement

Our markets regularly engage with different stakeholders. Below are a few examples of our Group-level stakeholder engagement activities in 2022.

Global Town Hall

This engagement event is a way for IHH Healthcare to share its vision and sense of purpose with its employees across the network. At the first-ever hybrid Global Town Hall held in January 2022, for example, the key message was the commitment and dedication shown by everyone in the IHH Healthcare family, which has enabled us to build strong trust with our patients and the communities we serve. The Town Hall also saw the unveiling of our “Care. For Good.” aspiration, which sums up our commitment to make healthcare not just about health but about care for the betterment of our Patients, People, Public and Planet

IHH 10th Anniversary Celebration

On 19 September 2022, staff from across our global network joined in a hybrid celebration as we marked our 10 amazing years together as one IHH Healthcare family. High points of the action-packed programme included the launch of a new set of comprehensive sustainability goals and our commitment to achieving Net-Zero emissions by 2050.

IHH Quality Summit

This two-day annual flagship event celebrates IHH Healthcare’s quality journey and recognises the people who dedicate their lives to providing excellence. Besides invigorating presentations from the winning teams on their service and clinical excellence projects, participants also heard from internal and external experts during the plenary sessions on pertinent topics such as value-driven outcomes, digital transformation in healthcare, service excellence, nursing, governance and quality assurance. The 2022 event was attended by 450 delegates and staff in Malaysia, with 689 IHH Healthcare employees across the world joining in via livestreaming. The Summit is now in its seventh year.

IHH TRUST Nursing Leadership Symposium

IHH Healthcare’s largest virtual staff event, the symposium gathers over 2,900 of our nurses around the world in a celebration of nursing quality improvement milestones. At this annual event, our nurses from Brunei, Hong Kong, India, Malaysia, Singapore and Türkiye share learnings from their respective markets on patient safety, quality care,, nursing leadership and nursing clinical excellence.

IHH DEIB Summit 2022

Featuring the theme of Diversity, Equity, Inclusion and Belonging (DEIB), the Summit provided us with the opportunity to hear from our employees across the globe as they shared their stories and experiences on gender, generational, skillset and cultural diversity.

HealthcareInsider Webinars

In November 2022, we hosted a sustainability-focused webinar titled “Sustainability, Building Trust and Enhancing Stakeholder Value”. Targeted at both internal and external stakeholders, the series is an initiative by IHH Healthcare to share emerging healthcare trends with members of the public. First organised in 2021, the webinars allow us to have open, direct dialogue with all stakeholders, including shareholders and members of the public, to gather their views on the future of healthcare.



Our Material Matters

Materiality assessment guides us in identifying, prioritising and managing the sustainability matters that impact our business and our stakeholders the most.

By closely engaging our diverse stakeholders across the many geographies we operate in, the exercise allows us to align our sustainability strategy to the needs and expectations of our stakeholders in the sustainability space.

Materiality Assessment Exercise

In early 2022, we conducted a comprehensive materiality assessment exercise to identify the sustainability matters that are most important to our stakeholders. The flow chart below describes the materiality assessment exercise in detail.

Stage

1

Preliminary Identification Process

We began by compiling and analysing patient feedback that we regularly receive from our feedback channels, as well as data gathered from secondary research, to generate a preliminary list of material matters.

Secondary research is an important component of our materiality assessment exercise. We gathered information from published literature and online sources to identify the needs and wants of our patients, employees, the public and the planet. The information that we gathered was then used to confirm and supplement findings from our primary research.

These are some of the questions we asked ourselves in the process of conducting secondary research:



Patients

- What do patients want from healthcare providers?
- How is consumerism shaping the healthcare industry?



People

- What does the future of work look like?
- What do future employees expect and look for in an organisation?



Public

- What are the leading mortality diseases and how can we contribute to reducing disease burden?
- What are the biggest global health threats?



Planet

- How is planet health linked to human health?
- How can hospitals reduce their carbon footprint?



Our Material Matters

Stage

2

Multi-Stakeholder Engagement Exercise

We engaged different groups of stakeholders across different markets to validate identified material topics and uncover overlooked topics. The stakeholders included patients, employees, doctors and shareholders. The extensive exercise involved surveys as well as in-depth interviews and focus group discussions to capture the views and expectations of our diverse stakeholders on sustainability.

Quantitative Data: The participants were provided with a survey to rank the importance of the preliminary material matters on a five-point scale (1 = Not Important; 2 = Somewhat Important; 3 = Not Sure; 4 = Important; 5 = Most Important)

Qualitative Data: Through in-depth discussions and focus groups, we captured qualitative feedback to draw insights and ideas to shape our policies and programmes to address the material matters.

These insights were then applied to identify the material matters deemed most important to our stakeholders and most relevant to IHH Healthcare.

Stage

3

Management Ranking

The identified material matters were ranked by IHH Healthcare's senior management team based on the importance of each material matter to IHH Healthcare's long-term business strategies.

Stage

4

Materiality Matrix Created

By integrating the findings from the stakeholder engagement exercise and each stakeholder group's rankings including the rankings of IHH Healthcare's senior management team, we derived our materiality matrix.

This materiality matrix is not static. We are constantly assessing our strategy against emerging trends and against what we learn from our ongoing engagement with stakeholders. For instance, as we mature in our sustainability journey and begin to report on our Scope 3 emissions, we will involve suppliers and service providers in future materiality assessment exercises. We will continuously review the matrix with fresh learnings from future materiality assessment exercises, which we plan to conduct every two years.



See page 19 for more details on Our Materiality Matrix.



Our Material Matters

Stage

5

Leadership Workshops on the 4Ps for Discussion and Deliberation

Multiple workshops were conducted with the IHH Healthcare leadership team to strategise mitigation solutions, crystallise our material matters and determine our sustainability goals. The executives involved included the senior management team, Country CEOs, the Group Head of Sustainability, Group Heads overseeing the respective material matters, as well as Sustainability Stewards in key markets identified by Country CEOs.

Stage

6

Finalisation of Material Matters

Following the 4Ps workshops, we fine-tuned 11 priority material matters and categorised them according to our four sustainability pillars.



Patients

- Quality of Care and Patient Stewardship
 - Clinical Excellence
 - Operational Excellence
 - Service Excellence
 - Value-Driven Outcomes
 - Transparency
- Healthcare Digitalisation (Accessibility/Convenience)
- Data Privacy and Security



People

- Employee Safety and Total Well-Being
- People Engagement and Talent Development
- Diversity and Inclusion



Public

- Antimicrobial Stewardship
- Reducing Disease Burden
- Corporate Responsibility



Planet

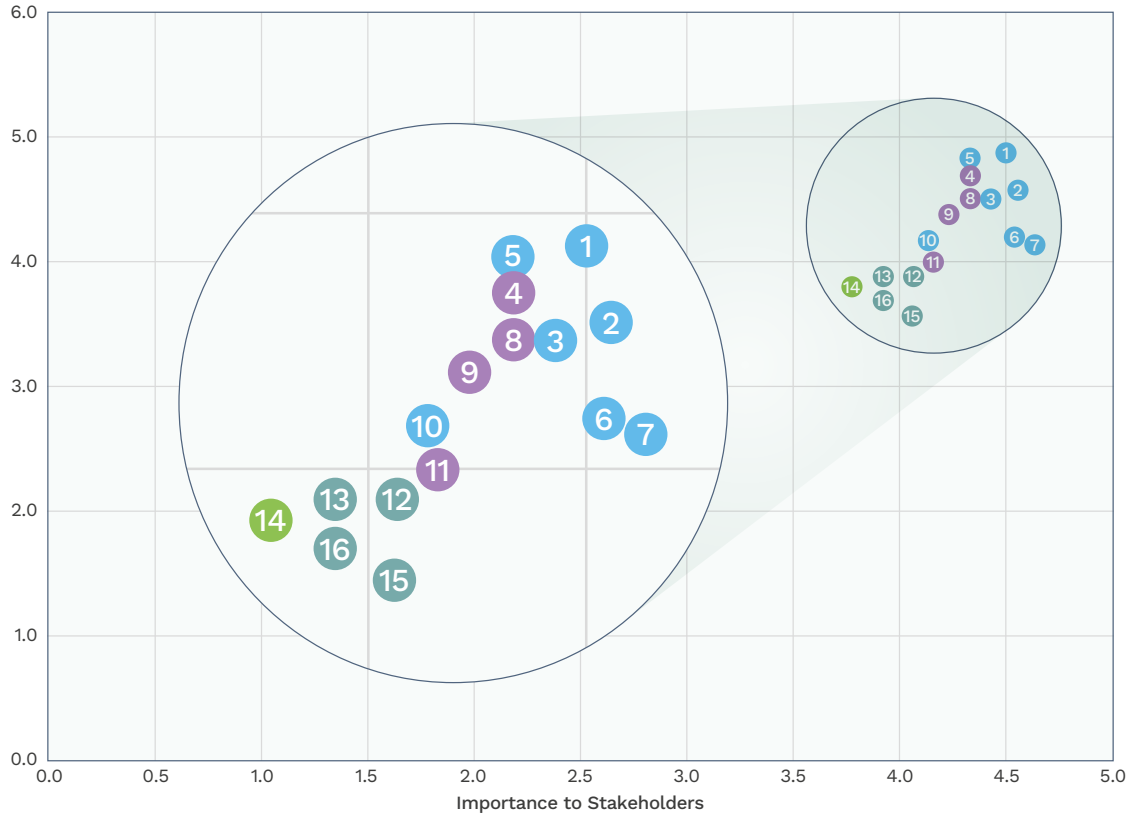
- Energy Management
- Waste Management



Our Material Matters

Materiality Matrix

Importance to IHH Healthcare



- 1 Clinical Excellence
- 2 Operational Excellence
- 3 Service Excellence
- 4 Employee Safety and Total Well-Being
- 5 Data Privacy and Security
- 6 Value-Driven Outcomes (VDO)
- 7 Transparency
- 8 People Engagement

- 9 Talent Development
- 10 Healthcare Digitalisation (Accessibility/Convenience)
- 11 Diversity
- 12 Antimicrobial Stewardship
- 13 Corporate Responsibility
- 14 Carbon Footprint + Environmental Stewardship
- 15 Reducing Disease Burden
- 16 Public-Private Partnerships (PPP)

● Patients ● People ● Public ● Planet

Our final set of 11 material matters, which underpins our four sustainability pillars, were consolidated from 16 material matters featured in our materiality matrix.

Patient Pillar

We grouped the following material matters under *Quality of Care and Patient Stewardship*:

- Clinical Excellence
- Operational Excellence
- Service Excellence
- Value-Driven Outcomes
- Transparency

People Pillar

We grouped the following material matters under *People Engagement and Talent Development*:

- People Engagement
- Talent Development

Public Pillar

Public-Private Partnerships (PPP) is embedded in our culture as is evident from our partnerships with the governments in our markets during COVID-19. As PPP underscores our approach in tackling any healthcare crisis or threat, we have communicated our PPP activities within the disclosures of the relevant material matters.

Planet Pillar

We drilled down on *Carbon Footprint and Environmental Stewardship*, focusing specifically on the following material matters:

- Energy Management
- Waste Management



Our Material Matters

While the Materiality Matrix (on page 19) captures a comparative ranking of our material matters across all stakeholders, it is important to note that nuances in rankings emerge when we filter by stakeholder groups. The material matters regarded as 'highly important' by each stakeholder group is found below.



Transparency, Value-Driven Outcomes, People Engagement, Data Privacy and Security and Clinical, Operational and Service Excellence were regarded as highly important by our **Patients**



Carbon Footprint, Environmental Stewardship and Transparency were regarded as highly important by our **People**



Clinical Excellence, Service Excellence and Value-Driven Outcomes were regarded as highly important by our **Doctors**



Clinical Excellence, Operational Excellence, Transparency and Value-Driven Outcomes were regarded as highly important by our **Shareholders**



Our Material Matters





Our Contribution to the UN SDGs

The United Nations (UN) Sustainable Development Goals (SDGs) is a blueprint to transform the world. The 17 goals that make up the blueprint are a call to action to end poverty and inequality, protect the planet and ensure that all people enjoy health, justice and prosperity.

As one of the largest healthcare groups in the world, we have a responsibility to contribute to the achievement of these goals. To contribute meaningfully, we have identified eight SDGs that are most relevant to IHH Healthcare and have anchored our sustainability strategy around these eight SDGs, with a particularly strong focus on SDG 3: Good Health and Well-Being, where we can make the greatest contribution.

We have linked all our sustainability strategic direction, focus areas, targets and action plans to these SDGs.

The SDGs that are material to us are listed on the right. They include two that have been recently added – SDG 5 (which addresses gender equality) and SDG 17 (which pertains to global partnership for sustainable development).

Our Material Matters and UN SDGs

SDG 3 – Good Health and Well-Being

- Clinical Excellence
- Operational Excellence
- Service Excellence
- Value-Driven Outcomes (VDO)
- Healthcare Digitalisation
- Employee Safety and Total Well-Being
- Antimicrobial Stewardship
- Reducing Disease Burden
- Corporate Responsibility

SDG 17 – Partnerships for the Goals

- Corporate Responsibility

SDG 16 – Peace, Justice and Strong Institutions

- Transparency

SDG 13 – Climate Action

- Energy Management
- Waste Management

SDG 12 – Responsible Consumption and Production

- Energy Management
- Waste Management

SDG 5 – Gender Equality

- Diversity and Inclusion

SDG 8 – Decent Work and Economic Growth

- People Engagement and Talent Development

SDG 9 – Industry, Innovation and Infrastructure

- Clinical Excellence
- Healthcare Digitalisation
- Data Privacy and Security











Overview of 2022 Metrics and Goals

This section provides a summary of key sustainability metrics featured throughout this report. For the full list of metrics, please refer to the respective chapters.

Patients

Material Matter	Description	Key Metric	2022	2025 Target	Remarks	
Quality of Care and Patient Stewardship   	Clinical Excellence	Providing quality and safe care with highly consistent clinical outcomes for our patients.	Percentage of VDO clinical outcomes at or above international benchmarks ⁱ	Established baseline	90%	–
	Value-Driven Outcomes (VDO)	Using data to improve quality and outcomes while ensuring cost-effectiveness.				
	Operational Excellence	Delivering quality and seamless patient experience through operational efficiency and improvement projects.	Percentage of A&E admissions achieved within one hour of doctors' instructions in our core markets [*]	–	90%	Establishing baseline in 2023.
	Service Excellence	Having a patient-centric service culture to increase patient satisfaction systematically through the use of patient feedback.	Number of core markets [*] in top quartile of Net Promoter Score (NPS) [^]	On target	Top quartile in NPS	Establishing country benchmarks against other healthcare providers in 2023.
	Transparency	Ensuring patients feel more prepared, involved and informed.	Percentage of billing estimate accuracy in our core markets [*]	Up to 80% ⁱⁱ	90%	Progressively rolling out our in-house AI billing estimation solution to other markets.
Healthcare Digitalisation  	Enhancing our digital services for greater accessibility and convenience, while empowering patients to better manage their health.	Number of markets where digital apps are available	4 ⁱⁱⁱ	Ongoing	–	
		Number of our patients who have access to their medical records online	6.5 million	Ongoing	–	
Data Privacy and Security 	Taking care of our patients' right to privacy, and protecting our operations from cyber attacks and data breaches through secure systems and robust technology.	Number of substantiated complaints concerning breaches of customer privacy and losses of patient data	Nil	Ongoing	Establishing escalation and reporting processes including clear definition and threshold in each country and at the Group level.	

* Our core markets refer to India, Malaysia, Singapore and Türkiye.

[^] Net Promoter Score is a key metric that measures customer loyalty and satisfaction.

ⁱ International benchmarks are derived from published medical literature in peer-reviewed journals.




ⁱⁱ Applicable to our hospitals in Hong Kong, Malaysia and Singapore. Based on a percentage of elective surgical admissions matching procedure, length of stay and bed type at discharge, and within the upper bound of the bill estimate.

ⁱⁱⁱ Digital apps are available in Hong Kong, Malaysia, Singapore and Türkiye.



Overview of 2022 Metrics and Goals





People

Material Matter	Description	Key Metric	2022	2025 Target	Remarks
Employee Safety and Total Well-Being 	Ensuring a safe culture and environment that prioritises holistic employee well-being.	Number of work-related fatalities	0	Ongoing	–
		Lost time incident rate	–	Ongoing	Establishing a consistent framework to track this metric across all our markets, in adherence to market guidelines and local regulatory frameworks.
		Percentage of eligible employees trained on health and safety standards	100%	Ongoing	–
Diversity and Inclusion 	Embracing a diverse and inclusive culture that fosters creativity, innovation and employee satisfaction.	Percentage of women in leadership roles	Established baseline	50%	Created country-level diversity and inclusion strategies and action plans in 2022.
People Engagement and Talent Development 	Nurturing a strong people engagement culture by getting regular feedback and having development programmes to bring out the best in our talent.	Employee Engagement Survey (EES) score	On target	Above country and world healthcare norms	Establishing methodology to measure against country and world healthcare norms.
		Percentage increase in nursing talent pool	Established baseline	10%	–







Overview of 2022 Metrics and Goals

Public

Material Matter	Description	Key Metric	2022	2025 Target	Remarks
Antimicrobial Stewardship 	Ensuring compliance to treatment guidelines for antibiotic prescription and promoting responsible use of antibiotics through public education and partnerships in a phased approach.	Percentage of hospitals enhancing antimicrobial resistance interventions in line with CDC, WHO and national guidelines	Established baseline	100%	Began to establish antimicrobial stewardship committees and develop at least three country-specific treatment guidelines in each country in 2022.
Reducing Disease Burden 	Enabling early detection and prevention for the top two causes of mortality – cancer and cardiovascular diseases – through public education, innovative technology and investing in companies that support our cause.	Number of lives touched*	2,421,595	5 million	–
Corporate Responsibility  	Being a responsible corporate citizen, focusing primarily on making available quality healthcare to underserved communities.	Flagship corporate responsibility programme established in number of core markets	One core market	Ongoing	Extended our flagship Life Renewed programme to include radiotherapy and radiosurgery treatments for 500 cancer patients from underserved communities in Malaysia.

* Number of lives touched includes cumulative number of patient interactions through IHH Healthcare services targeted at reducing antimicrobial resistance and disease burden, number of beneficiaries reached through our corporate responsibility programmes, as well as those reached via IHH Healthcare digital platforms and educational outreach programmes.

Planet

Material Matter	Description	Key Metric	2022	2025 Target	Remarks
Energy Management  	Reducing carbon and greenhouse gas emissions by improving energy efficiency for a better tomorrow.	Total carbon footprint in metric tonnes (tCO ₂ e) ⁱ	236,734.45	Cap at 2022 baseline	–
			<table border="1"> <tr> <td>Scope 1ⁱⁱ</td> <td>Scope 2</td> </tr> <tr> <td>55,463.35</td> <td>181,271.10</td> </tr> </table>		
Scope 1 ⁱⁱ	Scope 2				
55,463.35	181,271.10				
		Carbon intensity, tCO ₂ e per patient bed-day	0.13	Ongoing year-on-year reduction	To reduce year-on-year Scope 1 and Scope 2 carbon intensity per patient bed-day.
Waste Management  	Ensuring responsible treatment of hazardous and medical waste streams, while implementing initiatives to minimise overall waste.	Percentage reduction of single-use virgin plastic ⁱⁱⁱ in non-clinical areas	Malaysia	Singapore	Target to be set once 2023 target has been achieved
		– <i>Plastic water bottles only</i>	–	100%	

ⁱ CO₂e refers to carbon dioxide emissions equivalent.

ⁱⁱ Our Scope 1 emissions includes fuel from non-renewable sources and anesthesia used by the hospitals. It excludes nitrous oxide (N₂O) consumed as anaesthesia by IHH Malaysia hospitals.

ⁱⁱⁱ Refers to plastic water bottles, cups, cutlery, bowls, straws and lunch boxes.



Patients

Empowering Our Patients

Introduction	27
Quality of Care and Patient Stewardship	29
Healthcare Digitalisation	43
Data Privacy and Security	49





Our Goal

To be the most trusted private healthcare provider in all our markets by 2025.

How We Get There

We aim to pave a seamless journey from illness to wellness by building a healthcare ecosystem that improves quality of care, experience and outcomes.

Patients and Their Needs are the Reason We Exist

Our patients are the reason we exist. Across our global network, we strive to provide quality, safe and empathetic care one patient, one family, one touch at a time.

To meet our patients' needs and enhance their well-being, we forge new pathways in medical care that improve the quality of care they receive. We also cherish the trust our patients place on us. To earn that trust, we focus on delivering better, faster, more accessible and transparent care.

We also endeavour to protect sensitive patient data and ensure that our hospitals, clinics and laboratories are able to operate securely and effectively in this digital age. Our Patients First value guides us in all that we do and we always strive to improve ourselves based on what they want and need.



What Do Our Patients Want?

To understand our patients' wants and needs, we keep our finger on the pulse of healthcare developments through regular patient engagement and by keeping abreast of emerging healthcare and lifestyle trends.

Reviewing patient feedback regularly helps us on our continuous improvement journey, as we endeavour to provide better care for our patients. In early 2022, we also conducted

a comprehensive materiality assessment exercise where we engaged key stakeholders including patients to align our sustainability strategy to their needs and expectations.

Additionally, we conducted secondary research to uncover insights that augmented the findings yielded through our materiality assessment exercise. The table below provides a summary of what we discovered through this process.

Areas of interest	Patient feedback and focus group findings	Supporting secondary research
Safe and Quality Care	Patients want to have peace of mind of knowing they are in safe hands receiving quality care.	Patients who trust their healthcare providers are almost seven times more likely to stay than those who don't trust their providers at all ¹ .
Transparency	Patients want open communication and transparency when it comes to their treatment options as well as their bills in order to make informed decisions.	More than 60% of patients want more information when deciding where to get care ² .
Empowerment and Engagement	Patients want to manage their health at every step of their healthcare journey. They are open to next-generation patient engagement channels and tools.	About 55% of patients said trusted healthcare professionals would motivate them to take a more active role in managing their health ³ .
Accessibility and Convenience	Patients want easy access to their healthcare records and want to be able to receive quality healthcare no matter where they live. They are willing to be monitored wirelessly for their condition and to receive traditionally hospital-based medical treatments at home.	About 91% of patients who have used video virtual care would do so again ⁴ .
Speed and Efficiency of Care	Patients want a seamless experience and shorter waiting times. They do not want to worry about administrative matters.	About 51% of patients who have had a negative healthcare experience say it was caused by inefficiencies such as long wait times ⁵ .
Personalisation	Patients want personalised communication that suits their individual needs.	About 60% of patients do not think healthcare institutions are providing them with information that is relevant to them ⁶ .
Data Privacy and Security	Patients want their medical and personal data to be secured and protected.	Nearly 75% of patients are concerned about protecting the privacy of their health data ⁷ .

¹ McCaghy L, Sinha S. [www.accenture.com. Healthcare experience: the difference between loyalty and leaving. Accenture. Available at: https://www.accenture.com/content/dam/accenture/final/industry/health/document/Accenture-Humanizing-Healthcare-Experience-Payer-Provider-Health-PoV.pdf](https://www.accenture.com/content/dam/accenture/final/industry/health/document/Accenture-Humanizing-Healthcare-Experience-Payer-Provider-Health-PoV.pdf). Accessed February 18, 2023.

² Cordina J, Greenberg S. Consumer decision making in healthcare: the role of information... Consumer decision making in healthcare: the role of information. Available at: <https://www.mckinsey.com/~media/McKinsey/Industries/Healthcare%20Systems%20and%20Services/Our%20Insights/Consumer%20decision%20making%20in%20healthcare/Consumer-decision-making-in-healthcare-The-role-of-information-transparency.pdf>. Published 2020. Accessed February 18, 2023.

³ Safavi KS, Kalis B. Accenture 2020 digital health consumer survey. Accenture. [www.accenture.com. Available at: https://www.accenture.com/_acnmedia/PDF-130/Accenture-2020-Digital-Health-Consumer-Survey-US.pdf](https://www.accenture.com/_acnmedia/PDF-130/Accenture-2020-Digital-Health-Consumer-Survey-US.pdf). Accessed February 18, 2023.

⁴ PricewaterhouseCoopers. Global top health industry issues 2021. PwC. Available at: <https://www.pwc.com/gx/en/industries/healthcare/top-health-industry-issues.html>. Accessed February 18, 2023.

⁵ Improving healthcare experiences with digital technologies: 2021 Accenture Health and Life Sciences Experience Survey – Singapore Findings. [www.accenture.com. Available at: https://www.accenture.com/content/dam/accenture/final/a-com-migration/r3-3/pdf/pdf-171/accenture-digital-adoption-healthcare-singapore.pdf#zoom=40](https://www.accenture.com/content/dam/accenture/final/a-com-migration/r3-3/pdf/pdf-171/accenture-digital-adoption-healthcare-singapore.pdf#zoom=40). Accessed February 18, 2023.

⁶ Connected Healthcare Consumer. [www.salesforce.com. Available at: https://www.salesforce.com/content/dam/web/en_us/www/documents/reports/connected-healthcare-consumer-report.pdf](https://www.salesforce.com/content/dam/web/en_us/www/documents/reports/connected-healthcare-consumer-report.pdf). Accessed February 18, 2023.

⁷ Patient perspectives around data privacy | AMA. [www.ama-assn.org. Available at: https://www.ama-assn.org/system/files/ama-patient-data-privacy-survey-results.pdf](https://www.ama-assn.org/system/files/ama-patient-data-privacy-survey-results.pdf). Published 2022. Accessed February 18, 2023.



Quality of Care and Patient Stewardship

Why Quality of Care and Patient Stewardship Matters

Trust is the cornerstone of our relationship with our patients. We strive to give our patients and their loved ones peace of mind knowing they are receiving the best care and treatment in the most cost-effective way.

To achieve this, we focus on improving Quality of Care and Patient Stewardship, which encompasses five material matters: **Clinical Excellence, Operational Excellence, Service Excellence, Transparency and Value-Driven Outcomes.**

To provide peace of mind to our patients, we hold ourselves to the highest standards in quality and safety. We continuously try to raise the bar by focusing on our three pillars of excellence: clinical excellence, operational excellence and service excellence.

To realise the pillars of excellence, we emphasise transparency and value-driven care as core elements of our patient stewardship. Transparency in healthcare is about making consumers feel more prepared, involved and informed. We believe that every patient should receive appropriate care that is tailored to his individual needs, and provided with the necessary information on treatment options and associated costs to make informed decisions.

Our commitment to our patients is that they will get better, faster, easier and more accessible care through our focus on transparency, value-driven care and clinical, operational and service excellence.

Our passion to push the envelope in healthcare delivery springs from our purpose to touch lives and transform care. Every member of the IHH Healthcare family is united behind the endeavour to raise the bar of excellence in meeting the present and future needs of our patients.

All five material matters — clinical, operational and service excellence, transparency and value-driven outcomes — are regarded as highly vital by our patients and other key stakeholders. In importance, they ranked all five material matters in the top seven on the Materiality Matrix. While transparency ranks fourth on the Materiality Matrix as scored by all of the engaged key stakeholders, it is rated as the most important material matter by our patients.

 See page 19 for more details on our Materiality Matrix.





What Quality of Care and Patient Stewardship means

At IHH Healthcare, we enhance quality of care and patient stewardship by focusing on five material matters.

Clinical Excellence



We provide quality and safe care with highly consistent clinical outcomes for our patients.

Our commitment to clinical excellence stems from our pledge to provide our patients with best-in-class care and highly consistent clinical outcomes through clinical acumen and an evidence-based approach.

Above all, it is about connecting with patients with compassion and empathy, and nurturing a culture of excellence where we never stop asking ourselves how we can deliver better care and outcomes.

Operational Excellence



We deliver quality and seamless patient experience through operational efficiency and improvement projects.

With a continuous improvement mindset, we strive to optimise the efficiency and cost of our day-to-day operation while ensuring quality, safe care. Across the Group, we leverage our international scale to achieve synergies, efficiency and accelerated learning.

We enhance the patient experience by minimising waiting times and ensuring proper handover between healthcare workers, and deliver higher-value care to our patients by reducing operational expenses.

Service Excellence



We have a patient-centric service culture to increase patient satisfaction systematically through the use of patient feedback.

In line with our service values, we listen attentively to the voices of our patients and address their concerns.

We continually strive to improve our service delivery by investing in staff training and development, implementing customer service protocols and using data and technology to track and improve our service performance.

Transparency



We make patients feel more prepared, involved and informed.

Transparency in treatment care and treatment cost is essential to patients. The majority of patients want to know how well they will be treated, the expected outcome of their treatment and the cost of their treatment.

When patients feel they are given information in an open and respectful way, they more readily enter into a trusting relationship with their healthcare providers, and they also feel empowered to make informed decisions.

Value-Driven Outcomes (VDO)



We use data to improve quality and outcomes while ensuring cost effectiveness.

Defined as achieving the best possible outcome relative to cost, VDO is important to our patients because it leads to improved outcomes and care for patients while ensuring cost effectiveness through continual clinician-led improvements.



Approach

Our approach to delivering quality of care and upholding patient stewardship is driven first and foremost by our Patients First value. We adopt an evidence-based, data-driven and multidisciplinary approach towards achieving superior outcomes for our patients.

This approach starts with building trust with our patients by listening to them and understanding what they want and need, which is peace of mind knowing that they will receive better, faster and more accessible care.

We also actively promote and sustain a culture of continuous improvement through regular training and knowledge sharing, which facilitates continuous learning and sharing of best practices both across and within our different markets.

Last but not least, besides our certification to national standards, we also ensure excellence by measuring ourselves against global benchmarks and accreditation standards set by:

- the Joint Commission International (JCI), whose accreditation standards define the performance expectations, structures and functions that must be in place for a hospital to receive JCI accreditation;
- Centers for Disease Control and Prevention (CDC); and
- Organisation for Economic Co-operation and Development (OECD).

See page 32 for Clinical Quality Indicators to Improve Patient Care; page 33 for Bringing Value-Driven Outcomes to the Next Level; page 34 for Our Continuous Improvement Mindset; and page 35 for Safeguarding Clinical Excellence Through Regular Reviews and Accreditation.



How We Deliver Quality of Care and Uphold Patient Stewardship

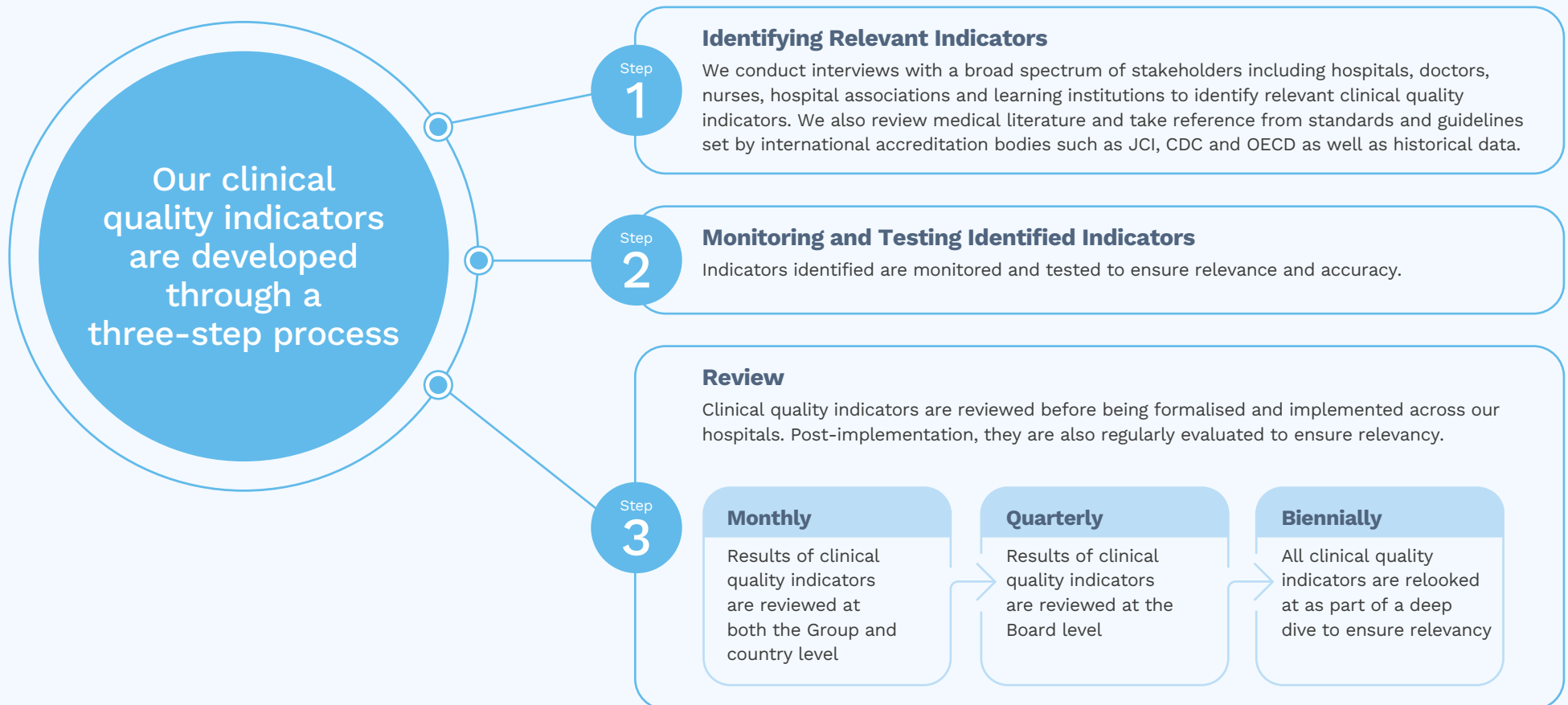
Clinical Excellence	<ul style="list-style-type: none"> • Track and measure clinical performance and outcomes via clinical quality indicators. • Provide continuous training for our healthcare workers. • Ensure stringent assessment and accreditation for all our medical staff and hospitals. • Invest in new medical technologies and partner with innovative companies to sharpen our in-house precision medicine capabilities. • Adhere to a robust clinical governance framework, which steers the Board and management on clinical quality matters.
Operational Excellence	<ul style="list-style-type: none"> • Improve organisational efficiency and productivity by leveraging Lean Six Sigma training programmes. • Equip all employees with knowledge and skills through training.
Service Excellence	<ul style="list-style-type: none"> • Create a patient-centric culture that is guided by our service values and anchored on our core values of Patients First, Integrity, Empathy, Teamwork and Excellence. • Listen attentively to the voices of our patients through feedback channels and mechanisms. • Track, measure and improve patient journeys through quantified, objective data. • Focus on staff training and empowerment to ensure patients feel valued and cared for at every touchpoint.
Transparency	<ul style="list-style-type: none"> • Give our patients peace of mind by offering accurate billing estimates using artificial intelligence, and by working towards publishing clinical outcomes. • Provide transparent medical and cost information at the point of decision-making. • Be consistent, transparent and patient-centric in communicating clinical outcomes to patients.
Value-Driven Outcomes (VDO)	<ul style="list-style-type: none"> • Deploy a VDO framework to review and analyse data to achieve better outcomes while ensuring cost efficiency. • Engage clinicians in partnership to achieve VDO commitments. • Foster long-term trusted partnerships with insurers and payers to deliver superior patient value. • Monitor VDO indicators.

Clinical Quality Indicators to Improve Patient Care

To identify areas for improvement, we constantly monitor what we do. A comprehensive set of service quality and safety programmes assesses risks and sets targets for care quality and safety throughout the Group. These programmes also help detect and prevent medical errors.

An example is our clinical quality indicators, which are evidence-based measures of healthcare quality that help us measure and track clinical performance and outcomes. These indicators provide us with a quantitative basis for quality improvement and for identifying patterns and trends that merit further investigation. They also enrich our clinical excellence journey by presenting us with opportunities for innovation.

As of 2022, we monitor and review 17 clinical quality indicators such as surgical site infections, hospital-acquired infections, inpatient falls and management of diabetes and hypertension against global benchmarks.





Bringing Value-Driven Outcomes (VDO) to the Next Level

Since the implementation of our value-driven outcomes strategy in 2020, eight high-volume and high-impact medical procedures across six geographies have been identified as offering opportunities for value improvement. We also set up workgroups to work on finding ways to improve clinical outcomes in a cost-effective way.

In 2022, in an important step forward in our value journey, we introduced the Optimal Care Index. This index measures the attainment of 'optimal care' from the patient's perspective. The Index takes an all-or-nothing approach, where only full compliance with all individual clinical quality indicators is scored as a success.

We are also in the midst of introducing a technical manual for each VDO condition to ensure that case selection and clinical indicators are standardised for benchmarking across each country and hospital. To date, manuals for three VDO conditions have been launched, with five more in the making. We also revamped our VDO dashboards to show snapshots of current performance and performance trends over a quarterly and half-yearly time frame.

Current VDO Procedures Across Our Network

	Brunei	Hong Kong	India	Malaysia	Singapore	Türkiye
Total Knee Replacement	To be decided*	✓	✓	✓	✓	✓
Arthroscopic Anterior Cruciate Ligament Reconstruction	To be decided*	In progress	In progress	✓	✓	✓
Colonoscopy	To be decided*	✓	In progress	✓	✓	✓
Percutaneous Coronary Intervention	✓	✓	✓	✓	✓	✓
Laparoscopic Cholecystectomy	To be decided*	In progress	In progress	✓	✓	✓
Hysterectomy	To be decided*	✓	In progress	✓	✓	In progress
Breast Cancer Surgery	To be decided*	In progress	In progress	In progress	✓	In progress
Coronary Artery Bypass Graft Surgery (CABG)	✓	In progress	In progress	In progress	In progress	In progress


* Decision will be based on patient volume.



Our Continuous Improvement Mindset

At IHH Healthcare, we pursue continuous improvement in the quality of patient care and the standard of our patient stewardship. Maintaining a positive mindset and constant upskilling are the cornerstones of our culture.

Training and Upskilling Our People

Clinical training	<ul style="list-style-type: none"> All our nursing staff undergo resuscitation training. All our emergency doctors undergo regular emergency response training in accordance with national requirements. All our nurses are required to take refresher nursing courses annually to update and enhance their nursing knowledge and clinical skills. We have an online learning management system that offers courses such as patient safety, quality improvement and root cause analysis.
Operational training	<ul style="list-style-type: none"> In 2022, we launched a Lean Six Sigma e-learning module for targeted employees in units such as Nursing and Operations. Lean Six Sigma is a data-driven, continuous improvement methodology that is used to streamline processes and reduce errors. <p> See page 38 for Lean Six Sigma Training Creates Lean, Efficient Teams.</p>
Service training	<ul style="list-style-type: none"> Across our markets, our staff undergo a variety of service-related training in areas such as customer service skills and communication skills, all of which are underpinned by our service values. These are designed to help our staff improve in the quality of service they deliver to our patients.

Peer Learning and Best Practice Sharing

With our size and reach, sharing of key learnings and best practices is crucial in helping us achieve excellence in everything we do. At the Group and country level, we actively encourage and facilitate knowledge sharing both across and within our markets. By learning from the successes and experiences of each other, we improve the efficiency, effectiveness and performance of the entire organisation.



IHH Quality Summit	<p>The IHH Quality Summit is an annual flagship event that celebrates our quality journey and milestones and, most importantly, recognises our people who dedicate their lives to the provision of excellent care. The event features presentations from the winning teams on their service and clinical excellence projects. In 2022, the hybrid event was attended by more than 1,100 employees globally, who discussed projects on clinical excellence, service excellence and value-driven outcomes. They also shared ideas on how to improve processes to provide timely stroke care and how to reduce bruising on the heels of newborn babies by using specialised lancets for heel pricks.</p>
Central Quality Improvement Forum (CQIF)	<p>To communicate information on quality issues and share best practices, we run CQIF on a monthly basis with country CEOs and medical affairs leads across all our markets.</p>
Customer Experience Leadership Meeting	<p>Each business unit and market conduct customer experience meetings on a regular basis. At the Group level, we organise bimonthly collaboration sessions to learn from each other, set service standards and identify opportunities and initiatives to improve patient experience.</p>
Value-Driven Care Meetings	<p>Each business unit and market conduct regular value-driven care meetings. At the Group level, we organise collaboration sessions twice a year to learn from each other, share results and identify areas to improve outcomes and cost effectiveness.</p>



Safeguarding Clinical Excellence Through Regular Reviews and Accreditation

- Our hospitals are certified to national standards including those set by the Ministry of Health in Singapore, the Malaysian Society for Quality in Health in Malaysia and the National Accreditation Board for Hospitals & Healthcare Providers in India.
- All our nurses undergo an annual review conducted by IHH Healthcare to certify their competency.
- All our nurses are certified by the respective nursing boards in the markets we operate in.
- All our doctors are accredited by the respective medical councils and specialist bodies in the markets we operate in.
- We conduct an annual internal performance review of all our doctors to ensure that they have the necessary skills to provide appropriate care to patients.



Goals

We have set clear targets to achieve our goal of becoming the most trusted private healthcare provider in all our markets by 2025.



Key Targets

Achieve 90% of VDO outcomes at or above international benchmarks by 2025

Billing estimates to be 90% accurate in our core markets by 2025

Admission for A&E cases to be within one hour of doctors' instructions in our core markets* by 2025

Be in the top quartile in Net Promoter Score¹ (NPS) in our core markets* by 2025

Our Metrics

Metrics	2022
Percentage of VDO clinical outcomes at or above international benchmarks ⁱ	Established baseline
Percentage of billing estimate accuracy in our core markets	Up to 80% ⁱⁱ
Percentage of A&E admissions achieved within one hour of doctors' instructions in our core markets*	Establishing baseline data for this metric in 2023
Number of core markets* in top quartile of NPS	Establishing country benchmarks against other healthcare providers

ⁱ International benchmarks are derived from published medical literature in peer-reviewed journals.

ⁱⁱ Applicable to our hospitals in Hong Kong, India (Global Hospitals), Malaysia and Singapore. Based on a percentage of elective surgical admissions matching procedure, length of stay and bed type at discharge, and within the upper bound of the bill estimate.

* Our core markets refer to India, Malaysia, Singapore and Türkiye.

¹ NPS is a widely used market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product or service to a friend or colleague.



Highlights

The pursuit of excellence in quality care and patient stewardship demands persistence and unwavering dedication. Our journey towards excellence sees us continually driving improvements in processes, introducing cutting-edge therapies to treat medical conditions in less invasive ways, crafting value-added solutions for patients, adding greater transparency to our dealings with our patients, and investing in game-changing medical research and technology.

Award-Winning Solution Improves Stroke Recovery by 20%

In 2022, Pantai Hospital Ipoh began using MRI instead of CT scan to identify recent-onset stroke. The hospital modified its stroke protocol because CT scans take a longer time, leading to a longer door to needle time (DTN). Pantai Hospital Ipoh first began working on reducing stroke patients' DTN from 90 minutes to 60 minutes in 2022, starting with pre-hospital care.

The team mapped out designated routes within the hospital in order to quickly move patients for the MRI scan and set aside dedicated laboratory services to provide the niche MRI service. The hospital also developed a special MRI sequencing protocol that was effective in identifying the problem and in reducing the time taken for the entire scan.

By June 2022, Pantai Hospital Ipoh had reduced DTN to 50 minutes and the rate of stroke patients who went on to enjoy neurological recovery leapt from 15% to 35%. This refinement in stroke diagnosis protocol established Pantai Hospital Ipoh as a centre of excellence for stroke in the region, a standing that was affirmed when the hospital was conferred a Platinum Award by the European Stroke Organisation in 2022.



Shattering World Record: Acibadem Medical Team Separates Conjoined Twins in Nine Hours

In 2022, an Acibadem medical team successfully separated five-month-old conjoined twins Safaa and Chifaa by employing a range of innovative techniques, including 3D modelling. Carried out at Acibadem Atakent Hospital, the successful procedure set a new world record for the fastest-ever operation of its kind.

As a result of the procedure, the Algerian twins, who were born conjoined at the breastbone but with two hearts, were both able to survive on their own.

The surgery team included dozens of medical experts and specialists who employed a number of novel techniques to bring the procedure to a successful conclusion. These included virtual simulations that allowed doctors to predict the effects of the operation in advance.



Highlights (continued)

A Pioneer in Cutting-Edge Technologies and Novel Treatment Options

First private hospital in Southeast Asia to offer proton therapy cancer treatment

In February 2023, Mount Elizabeth Novena Hospital, Singapore, became the first private hospital in Southeast Asia to offer proton therapy treatment. The Mount Elizabeth Novena Proton Therapy Centre is our largest single investment in medical technology by far at a cost of around S\$90 million dollars. Proton therapy will revolutionise the way cancer is treated in this region with its unique dose deposition that enables tumours to be targeted more effectively than other treatments. It treats cancer with greater precision, inflicts less damage to nearby healthy tissues and organs, and produces fewer treatment-related side effects. This cutting-edge treatment will offer our patients the best possible outcome and is a testament of our commitment to be at the forefront of medicine.

Launched CAR T-cell therapy in Singapore in April 2022

Much more targeted than chemotherapy, this cancer treatment basically shapes the body's own white blood cells to seek out and destroy cancer cells.



Using an automated precision instrument to reduce bruising in newborn babies

In 2022, Gleneagles Hospital Singapore launched a project to find a way to minimise bruising on the heels of newborn babies from blood sampling. One in three newborn babies develop a bruise from the taking of blood from the heel. In addition, heel prick blood sampling occasionally yields inaccurate blood results. Following extensive research, Gleneagles Hospital Singapore identified a device called the BD Quikheel Lancet. This automated precision instrument is able to make precision incisions to the required depth and width that correspond to the weight of each newborn. The blood drawing procedure was also revised to include pre-warming of the heel to increase capillary perfusion. With the new tool and revised procedure, the incidence of heel bruising decreased significantly, resulting in less distress for newborns and their parents.



Highlights (continued)

Lean Six Sigma Training Creates Lean, Efficient Teams

Lean Six Sigma is a data-driven, continuous improvement methodology that is used to streamline processes and reduce errors. The methodology reduces variation in work processes, cuts turnaround time and streamlines workflows.

Lean Six Sigma has helped us refine core patient services such as inpatient admission and discharge processes, waiting times at A&E and outpatient clinics and throughputs at operating theatres. The end result is better patient experience and higher patient satisfaction.

Having a core team of Lean Six Sigma champions allows an organisation to perpetuate a continuous improvement mindset throughout the organisation. Around the world, experiences of premier healthcare institutions have shown that a talent development framework is crucial to building this critical mass of Lean Six Sigma-trained staff.

To build this critical mass, in 2022 we launched a Lean Six Sigma e-Learning module for targeted employees in units such as Nursing and Operations. In addition, we piloted Lean Six Sigma Master training for a select cohort of staff in IHH Malaysia who are expected to lead more complex, high-level improvement projects and coach their colleagues on smaller-scale practitioner-level projects.

In 2023, we also kicked off Lean Six Sigma management training for senior management staff in IHH Singapore that focuses on reinforcing key leadership principles and imparting the knowhow of driving culture change in the organisation.

Small groups of selected staff who are expected to drive local-level improvement projects continue to undergo Lean Six Sigma practitioner training.





Highlights (continued)

Our New 'Playbook': Target Operating Model

Years of implementing numerous systems-level Lean Six Sigma projects have taught us many valuable lessons. Among the most important lessons we have absorbed are the key principles that underpin efficient operational and business processes, analytical frameworks and management systems. We first distilled these key principles in 2020 into a playbook that we call Target Operating Model. This playbook allows us to take the gold standard in terms of what works for us to other countries where the Group has a presence, where it will be adapted and implemented to ensure the Group's success in those countries. Since 2020, we have continued to refine and update the playbook.

The playbook saw to the success of these initiatives:

Better Patient Funnelling Through Our A&E Centres

We successfully improved productivity at our A&E departments by implementing a patient journey tracker and comprehensive management dashboard, both of which have enabled us to identify new opportunities for improvement.



Target Operating Model Implemented in Tier 3 Hospitals in IHH Malaysia and IHH India

We have been progressively implementing the Target Operating Model for community-oriented hospitals in Malaysia since 2020. Our community-oriented hospitals serve local communities and play an integral part in our hub-and-spoke cluster strategy as feeder of more complex cases to other IHH Healthcare hospitals that provide quaternary care. The community-oriented hospitals allow us to better capture the fast-growing middle-income segment in Asia and offer patients in the region affordable quality care. By 2022, the playbook has been implemented in seven IHH Malaysia hospitals. In 2022, we also began rolling out the playbook to two IHH Healthcare hospitals in India.

More Effective Health Screenings

We are increasing the throughput of our health screening programmes and reducing screening turnaround time for better patient satisfaction.

Reduced Nurses' Workload

By introducing a more effective resource allocation and a new rostering framework, we made it possible for Patient Care Associates to take over some of the non-clinical activities that are currently performed by staff nurses. This allows our nurses to better focus on their patients.



Wait Time for Admission and Discharge Reduced

In recent years, wait times for admission at Mount Elizabeth Novena Hospital in Singapore had climbed due to long queues at its Local Business Offices and consistently high bed occupancy rate of 90%, which meant longer bed turnaround time.

Along with the integration of Front Office and Business Office, processes were reengineered to increase operational efficiency. Our staff underwent upskilling to take on redesigned job scopes, thereby optimising our manpower. Streamlined processes across patients' administrative journey were then standardised and automated to an optimal level. Virtual admission was gradually introduced as well, easing queues at admission counters in the hospital. These interventions allowed our staff to shift their focus to provide more personalised service, attention and value to our patients.

Following these successful reengineered processes, by May 2022, the average admission time at Mount Elizabeth Novena Hospital was reduced by 35% compared to February 2022. Over the same period, discharge time had dropped by 66%.

Highlights (continued)

Shorter Rehabilitation Period for Total Knee Replacement Patients

In 2021, a multidisciplinary team at Gleneagles Hospital Kuala Lumpur in Malaysia came together to develop a rehabilitation programme that would improve recovery rates among its total knee replacement patients.

Gleneagles Hospital Kuala Lumpur performs an average of 10 surgeries a month – the most total knee replacement surgeries among all IHH Malaysia hospitals.

The team launched the value-driven outcomes project as part of IHH Healthcare's drive to improve healthcare value for its patients.

The team started by standardising post-surgery patient management for desired outcomes within a specific timeline. Under the new regime, patients were provided with a structured exercise programme to follow after their discharge so that they could take charge of their own recovery. An education pamphlet was also created for the patients to guide them in the recovery process.

Next the Rehabilitation team worked with surgeons and nurses to establish targets and timeline to achieve Patient Reported Outcomes Measures (PROMS). A dedicated subcommittee tracked and monitored the progress of all patients following their surgery. In addition, they tracked safety indicators to ensure that the highest standard of care was accorded to patients.

The programme was a great success. In one year, 95% of patients met set targets, achieving optimal function in their knees within six months, compared to the one year that was the norm previously. The success of this programme saw the hospital named as Value Based Hospital of The Year two years in a row by Global Health Asia-Pacific.





Highlights (continued)

Providing Peace of Mind Through Transparency

Leveraging AI for Accurate Bill Estimates

IHH Healthcare is one of the first healthcare groups in the world to use artificial intelligence (AI) to estimate hospital bills. The predictive system gives our patients more accurate bill estimations, empowering them to make better informed decisions on treatment options.

Our team worked hard to build FeeAdvisor.ai (a #IHHMade solution) to enhance the quality and accuracy of bill estimates and provide patients with greater peace of mind. The AI engine analyses a patient’s specific condition and personal profile to allow our hospitals to provide patients with greater price transparency, accurate cost estimates and timely cost updates during an unplanned care situation.

This new solution builds upon the lessons we have learned and is designed to address billing inaccuracies due to multiple procedures and differences in surgical approaches. It will also provide us with a level of customisation that will allow us to reach our goals and to stay ahead.

Following the pilot of FeeAdvisor.ai in 2021, our hospitals are currently predicting bills with up to 80%* accuracy. This gives our patients and their family members greater peace of mind so that our patients can focus on getting well. As of 2022, FeeAdvisor.ai is employed by our hospitals in Malaysia, with plans to progressively implement it across our other markets from 2023 onwards.

Malaysia	Singapore	Hong Kong	India (Global)
Q1 2022	Q1 2023	Q1 2023	Q1 2024

Fixed Price Packages for Peace of Mind

In Hong Kong and Singapore, we are offering fixed price packages for certain medical procedures. This provides our patients with greater peace of mind over their healthcare expenditure and helps build trust. In addition, IHH Healthcare also assists patients with financial planning as well as with financial advice on the cost of follow-up treatments.

* Applicable to our hospitals in Hong Kong, India (Global Hospitals), Malaysia and Singapore. Based on a percentage of elective surgical admissions matching procedure, length of stay and bed type at discharge, and within the upper bound of the bill estimate.





Looking Ahead

Grounded by our commitment to excellence and to achieving the best possible clinical outcomes for our patients, we build trust by setting new industry standards for quality of care and patient stewardship.

In our relentless pursuit of **clinical excellence**, we will continuously review our clinical quality indicators to ensure they are relevant and correctly benchmarked. From 2023, IHH Clinical Audits will be regularly conducted to international audit standards across our hospitals, so that our operations are in compliance with internal processes. For the betterment of patient safety, insights from patient safety culture surveys and incident reports will be analysed. We also commit to publishing our clinical care processes to enhance public confidence.

Leadership is imperative in inspiring a Patients First culture. We will be focusing on leadership development for our leaders, equipping them with the skills and knowledge to lead and inspire their teams to **service excellence**. To meet our goal of being ranked in the top quartile of NPS* scores by 2025, we will establish country-level benchmarking against other healthcare providers in order to track and report our progress towards reaching this goal.

To further boost **value-driven outcomes** for our patients, we will expand the scope of value-driven outcomes programmes to include more procedures and treatments. The collection rate of data on PROMS will also be improved to facilitate meaningful data analysis.

Another focus area is increasing **transparency** on outcomes and costs, which will support decision-making for patients undergoing key treatments. Towards this end, we will be launching our AI bill estimator progressively in our other markets and we will also develop an AI package builder to enable us to build more accurate surgery packages.

Operational excellence is always a work in progress. As part of our goal to achieve one-hour admission from doctors' instructions at A&E by 2025, we are working on establishing the baseline data and will progressively implement process improvement projects across all of our hospitals.

Another key focus ahead would be the training and development of our Lean Six Sigma Practitioners and Masters, who will drive and own improvement projects in their respective domains. These identified talents will be crucial to our long-term efforts to improve patient care.

Our aspiration to lead in transforming quality of care and patient stewardship will never waver. Moving ahead, we seek to make continued strides towards our vision of becoming the world's most trusted healthcare services network by leveraging on our people, size, reach and unyielding pursuit of excellence.

* Net Promoter Score is a key metric that measures customer loyalty and satisfaction.





Healthcare Digitalisation

Why Healthcare Digitalisation Matters

Across the globe, digitalisation is fast becoming the enabler of high-quality healthcare. While a clear consumer trend for several years, COVID-19 has accelerated the adoption of digital healthcare globally.

According to the World Health Organization, 61% of countries utilised telemedicine to overcome healthcare service disruptions during the early stages of the pandemic¹. This trend is likely to persist in a post-COVID era, at a time when telehealth adoption has increased dramatically and is expected to continue growing².

Another big megatrend shaping healthcare today is the movement from merely treating illnesses to focusing on holistic health, wellness and recovery.

That is why we are turning to 'high tech' to complement our 'high touch' services. We believe that technology has the ability to enhance care and to take service delivery to another level of convenience and quality.

Our strategy is grounded on what our patients want: better, faster, easier and more accessible care. To realise this, we are building a seamless healthcare ecosystem that involves enhancing our digital services for greater accessibility and convenience so that our patients can manage their health at every step of their healthcare journey. This also means entering into strategic partnerships with innovative companies to push forward cutting-edge solutions that will transform healthcare delivery.

Ultimately, using digital technologies to improve the efficiency and effectiveness of healthcare services is about building trust with our patients, which will enable us to realise our vision of becoming the most trusted healthcare services network in the world.

Healthcare digitalisation is classed as 'important' based on a comparative ranking of our Materiality Matrix.

 See page 19 for more details on our Materiality Matrix.

Shifting Expectations: What Healthcare Consumers Demand Today

Globally, digital technology is transforming the expectations and demands of healthcare consumers. In Asia-Pacific, healthcare consumerism, digital integration and telehealth have evolved rapidly to meet consumers' desires for greater accessibility and convenience².

Physicians and consumers have begun to embrace change:



Roughly **50%** have adopted digital healthcare delivery models like telemedicine and remote care.

Consumers are demanding more control:



Over **90%** prefer a single touchpoint for managing their healthcare.

Physicians believe more consultations could be delivered virtually:



Over **50%** believe that at least a quarter of primary consultations could be delivered virtually.

¹ The impact of the COVID-19 pandemic on noncommunicable disease resources and services: results of a rapid assessment. World Health Organization. Available at: <https://www.who.int/publications-detail-redirect/9789240010291>. Published 2020. Accessed February 18, 2023.

² Kapur, V, Mehra S, Boulton A, d'Arville L. Asia-Pacific Front Line of Healthcare Report 2022. Bain. Available at: <https://www.bain.com/insights/asia-pacific-front-line-of-healthcare-report-2022/>. Published January 25, 2022. Accessed February 18, 2023.

Approach

We are enhancing our digital capabilities to allow our patients to enjoy greater accessibility and convenience. To stay ahead of the curve, we are deepening our in-house capabilities and building strategic partnerships with innovative companies. Our digital transformation roadmap involves creating an ecosystem that provides healthcare services and digital experiences across the healthcare continuum; a continuum that enfolds IHH Healthcare's core services as well as the services of its network of partners.

To deliver care beyond the hospital walls in a seamless way, we will be making the most of electronic medical records, telemedicine, patient portals, knowledge sharing platforms and technology solutions.

We are powering this revolution with investments in innovation and digital transformation in three main areas:

Building a solid foundation for speed, efficiency and seamless connectivity

We are digitalising our processes to run our hospitals more efficiently, with better workflows and superior online to offline experiences for our patients. This will reduce unnecessary waiting times and operational expenses and enable data capture, curation management and interoperability.



Driving patient engagement and empowerment

To meet evolving consumer needs, we are embracing innovation and building a digital ecosystem that will deliver patient-empowering holistic care across multiple digital touchpoints. It will allow our patients to enjoy unified, cost-effective care from online to our brick-and-mortar business and allow them to self-care. In the long run, this ecosystem will strengthen our relationship with our patients and deliver customised experiences that meet their individual needs.



Intelligence mining

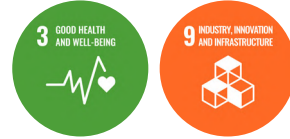
We will be launching value-creating initiatives to convert data into intelligence and insights so that we can drive operational and clinical excellence, support patient volume growth and build new businesses.





Goals

Our goal is to deliver better, faster, easier and more accessible care for our patients. We are looking to expand our digital app footprint across our markets to improve accessibility and convenience for our patients.



Key Targets

Increase the number of markets where our digital apps are available

Increase the number of patients who have access to their medical records online

Our Metrics

	2022
Number of markets where digital apps are available	4*
Number of our patients who have access to their medical records online	6.5 million

* Digital apps are available in Hong Kong, Malaysia, Singapore and Türkiye.

Highlights

A critical objective of our digital transformation journey is patient engagement and empowerment. We drive that by:


- enhancing IHH Healthcare's core service offerings;
- creating an ecosystem that covers wellness and preventative care beyond our core services and that serves as a bridge for our patients to a wider network of health-related external partners; and
- offering seamless experience across multiple touchpoints including physical facilities, web, mobile app and contact centre.

Underpinning this digital drive is MyHealth360, a patient-centric mobile app that streamlines our patients' healthcare journey. With MyHealth360, users can manage their health better, and stay on top of it more easily. They can also access and share their medical data and test results, get personalised advice, instant information and reminders and even schedule appointments with healthcare and wellness experts across our trusted brands.

We are also investing in innovative companies and forging strategic partnerships to leapfrog care and take service delivery to another level by focusing on three areas:

- Extending capabilities for patients through technology, for example to enable home care and provide more mental health support.
- Optimising existing clinical and operational capabilities to provide better health outcomes.
- Expanding our digital ecosystem to provide more connected healthcare.

To provide a few examples, with Us2.ai, we are tapping into the capabilities of artificial intelligence, combined with clinical expertise, to provide our patients who suffer from heart disease with superior clinical care and better clinical outcomes. We are also providing patients with greater access to our doctors through a partnership with Doctor Anywhere.

 See page 47 for more details on our Strategic Partnerships and Us2.ai and page 48 for more details on Doctor Anywhere.



Highlights (continued)

MyHealth360: Empowering Our Patients to Own Their Healthcare Journey

Launched in Singapore in September 2022, the MyHealth360 mobile app enables users to manage their health effortlessly. This global healthcare ecosystem bridges online and offline care so that our patients can take charge of their health and well-being on a single platform, offering convenience and personalised services securely.

As of December 2022, over 120,000 patients in Singapore are benefitting from MyHealth360. We have also introduced the app in Malaysia and have further plans for expansion in 2023.

How MyHealth360 is Empowering Our Patients

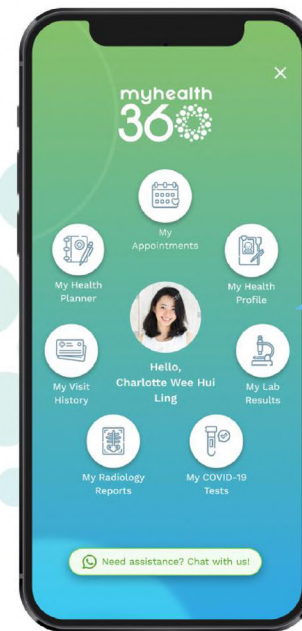
“This is a wonderful tool. If you don't have transportation, if your sickness is contagious, it puts convenience back into your life by putting a medical professional and an appointment at your fingertips. I love it.”

“Lab reports are ready for my viewing anytime. And I can request to send them on to my family doctor anytime. Instant info!”



Source: Apple App store user reviews

How MyHealth360 is Empowering Our Patients



With MyHealth360, you can:



Keep track of your medical records, reports and bills



Book and manage appointments on the go



Consult your family doctor from the comfort of your home



Save time paying bills with digital payment



Receive trusted medical advice and health tips

Additional features



Check your symptoms with the new Symptom Checker created by doctors and get access to the right care



Book appointments with your favourite TCM practitioner or Parkway Shenton home care services



Purchase health screening packages and book appointments for you and your loved ones



Highlights (continued)

Strategic Investments and Partnerships to Deliver Less Invasive, More Precise Care for Greater Quality, Accessibility and Convenience

At IHH Healthcare, anchored by our 'Patients First' core value, we stay laser focused on exceeding the expectations of our patients. We are continually looking to enhance patient experience and improve clinical outcomes by introducing less invasive, more precise and more affordable technology. To achieve this, we invest in or partner with promising technology-driven healthcare start-ups that are developing and commercialising cutting-edge healthcare technology.

Some of our investments and partnerships:



By partnering with **Accredify**, we became an early adopter of blockchain technology. This technology allows us to issue tamper-proof, easily verifiable digital COVID-19 test results directly through a mobile app.



We have grown our healthcare ecosystem and reach by investing in **Doctor Anywhere**, a regional digital healthcare platform.



Through our investment in precision oncology company **Lucence Health**, our patients benefit from access to cutting-edge cancer diagnostics tools including liquid biopsy, which is less invasive than tissue biopsy.



A partnership between Gleneagles Hospital Hong Kong and healthtech start-up **PanoptiCAI** is empowering patients to play a more active role in managing their health through a contactless camera-based health and wellness monitoring solution.



We invested in **Us2.ai**, the developer of an AI (artificial intelligence) echocardiography software that enables earlier detection and treatment of heart disease (see box on the right).



Through a partnership between Acibadem Hospitals and **Virasoft**, artificial intelligence projects are being developed for several types of cancer diagnoses.

US2.AI: AI-Enabled Software to Detect and Treat Heart Disease Earlier



In April 2022, as part of our commitment to make healthcare more affordable and accessible, we invested in Us2.ai, the developer of an AI echocardiography software that enables earlier detection and treatment of heart disease.

Us2.ai uses machine learning to automate the fight against heart disease. Its FDA- and HSA-approved AI software automatically processes the analysis and reporting of echocardiography (heart ultrasound) to deliver accurate cardiac measurements in under two minutes. In comparison, it takes up to an hour to get the result of a conventional echocardiography.

In Singapore and Malaysia, we have begun exploring the use of Us2.ai in cardiac screening. With this we will be able to deliver better and faster care to our patients.



Highlights (continued)

Doctor Anywhere: Easy Remote Access to Doctors



Our ongoing investment in and collaboration with regional digital healthcare platform Doctor Anywhere integrates our best-in-class clinical expertise and team with Doctor Anywhere's online capabilities to provide more cost-effective, convenient and seamless care to our patients.

We co-developed and launched specialist telehealth on Doctor Anywhere in September 2021, enabling our patients to have teleconsultation with specialists from our hospitals in Singapore. With Doctor Anywhere, our patients are able to enjoy specialist care beyond the walls of our hospitals during and after the pandemic, accessing services ranging from initial consultation, second opinion and follow-up to doorstep drug delivery with just a few clicks.

Looking Ahead

Going forward, we are excited about accelerating our digital transformation journey.

Among our key focus areas ahead is the ongoing enhancement of the MyHealth360 app. Every quarter we will be adding new features to the app such as new health and wellness tools.

We are also revamping the websites of our hospitals to deliver a more seamless and intuitive user journey. We kicked off with a refreshed consumer-centric website for Parkway China in July 2022 and Mount Elizabeth Hospitals in Singapore in October 2022. Both of these websites boast a superior interface and improved navigation. We are extending this digital facelift across all the websites of IHH Healthcare hospitals in Singapore. In 2023, we will be presenting new-look websites for our hospitals in China, Hong Kong and Malaysia.

We are also looking to implement Cerebral Plus as the common operating system at the foundation of our core business. Cerebral Plus is a new Hospital Information System (HIS) that seamlessly integrates functions and supports comprehensive data analytics. It helps our patients better manage their healthcare needs such as booking medical appointments and accessing medical results. The system, modelled after the HIS used at our Acibadem hospitals in Türkiye, is fully rolled out across Pantai and Gleneagles hospitals in Malaysia, and will be implemented across the rest of our operations in the near future.

Another focus area is the deepening of our capabilities and expansion of our platforms in the areas of Customer Relationship Management, consent management, and AI and bots.

In our digital journey ahead, we will be bringing together all these individual pieces of our technology ecosystem to build greater trust with our patients.

One thing is clear: we are fully committed to shaping the future of healthcare through digitalisation and innovation.



Data Privacy and Security

Why Data Privacy and Security Matters

Healthcare is a highly data-intensive business that involves the collection of information from patients that may be sensitive or private in nature, such as personal demographics, diagnoses, treatment records, prescriptions and test results, as well as financial information such as insurance, banking and credit card data. There may be serious consequences if this information is accessed or shared without the patient's consent. As a healthcare provider that handles great volumes of patient information, data privacy and security are two of our top priorities.

Cybersecurity risks are growing. In the span of just three years, cybersecurity healthcare attacks worldwide affecting individuals more than tripled from 14 million in 2018 to 45 million in 2021¹.

Malicious cyber attacks are not the only risk we face. The COVID-19 pandemic has accelerated the adoption of new technologies and new tools. While these technologies and tools improve connectivity between care teams and patients through digital platforms, they can also increase our exposure to cybersecurity risk that may compromise the privacy of our patients and other key stakeholders. Information may be accidentally posted, texted or emailed to the wrong person. Patients' personal information and diagnosis may be accidentally de-anonymised.

Any such data breach would not only erode our patients' trust in us and compromise our reputation, but, more critically, will affect our ability to deliver quality care. For this reason, we take cybersecurity and data privacy very seriously and are committed to ensuring the security and integrity of our IT systems, assets and data.

On the flip side, there are tremendous benefits when patient data is used responsibly. At IHH Healthcare, we use data for research, innovation, business and operations improvement, business development and investment purposes, which ultimately helps us save lives and advance medical care.

Hence, the balance is delicate between prioritising data privacy and security and delivering quality healthcare. With the healthcare industry increasingly leveraging on digitalisation, it is essential to implement measures to improve cybersecurity and reduce the risks associated with cyber threats. This will help protect sensitive patient data and ensure that our hospitals are able to operate securely and effectively in this digital age.

The importance of protecting patient data is underscored by its 3rd ranking on a comparative ranking of our Materiality Matrix, alongside Service Excellence and Employee Safety and Total Well-Being. This ranking classes Data Privacy and Security as 'highly material'.

 See page 19 for more details on Our Materiality Matrix.



¹ Singh S. The importance of securing healthcare data for patients. World Economic Forum. Available at: <https://www.weforum.org/agenda/2022/08/the-importance-of-securing-healthcare-data/>. Published 2022. Accessed February 18, 2023.

Approach

We value the trust that our patients place in us. We therefore take cybersecurity and patient confidentiality seriously and have put in place stringent safeguards to secure data privacy and bolster security.

The Data Protection Notice for IHH Healthcare is available on our corporate website for our employees, customers, suppliers, service providers and partners to view, understand, and be aware of our data protection practices before they provide us with any personal information. The Notice prescribes that:

- all personal data of our patients is protected and used responsibly in compliance with applicable laws in the various jurisdictions we operate in;
- the appropriate physical, technical and organisational measures are in place to protect personal data;
- personal data collected are lawful and the purposes for which the data are collected are bona fide and lawful;
- individuals have the right to request to review, correct, update, suppress or restrict the use of their personal data; and
- individuals have an avenue to raise any inquiries, requests, comments or concerns about the privacy of their personal data.

Group-wide, the Data Protection Notice confers transparency on the handling of our stakeholders' data and explains how personal data is processed under existing laws.

Mechanisms to Bolster Data Privacy and Security

The following are some of the mechanisms and instruments we utilise to protect our patients' data privacy and security.

- We source for and deploy cyber defence software and hardware to protect the IT systems in our operations in order to prevent breaches where possible as well as to minimise the impact if a breach does occur. This includes an organisation-wide email security programme that prevents email phishing attacks by identifying malicious emails by their source, content or other warning flags and blocking these emails. The programme features another round of checks at 'end points', or users' PCs and laptops.
- A Central Security Operations Centre oversees these defence technologies and monitors the IT systems in our operations to quickly detect and isolate any hacking attempts. Manned by teams of trained cybersecurity engineers and technicians, the centre monitors, analyses and responds to cyber incidents on an ongoing basis.
- An assurance and verification programme conducts exhaustive security testing and assessments – including frequent vulnerability assessments and penetration testing – of our system, products and practices that involve patients' data and other user data.
- Regular internal and external security audits.
- Regular cyber crisis response exercises to improve our preparedness and ability to respond to potential cyber attacks.
- Training on data privacy and cybersecurity to equip employees with the skills and knowledge to thwart potential threats.



Approach (continued)

Guided by International Standards and Frameworks

In our management of cybersecurity threats, we are guided by international standards and frameworks that prescribe a holistic approach towards effective cybersecurity governance such as:

- MITRE ATT&CK, a globally-accessible knowledge base of adversary tactics and techniques based on real-world observation;
- ISO 27001:2013, the international standard for information security that sets out the specification for an information security management system;
- The National Institute of Standards and Technology (NIST) cybersecurity framework for healthcare institutions, which helps healthcare organisations reduce cyber risk;
- Centre for Internet Security (CIS) Benchmarks, which safeguard systems against evolving cyber threats;
- Open Web Application Security Project (OWASP), which provides a basis for testing web application technical security controls and a list of requirements for secure development; and
- SANS, which serves as a reference point for software security.

Goals

We aim to keep improving on cybersecurity by aligning ourselves with the ISO27001 standard for IHH Healthcare critical systems. We also aim to engender greater trust by substantially aligning ourselves with the APEC Cross-Border Privacy Rules (CBPR) System.



Our Metric

Metric	2022
Number of substantiated complaints concerning breach of customer privacy and loss of patient data	Nil





Highlights

As a leading healthcare provider, we endeavour not only to ensure the proper handling of patient data but also to build trust in our capability to safeguard data.

In 2022, our efforts to build trust led to the launch of a central Security Operations Centre and a cybersecurity subsite on the corporate Intranet, the rollout of group-wide training and the appointment of additional Data Protection Officers.

Central Security Operations Centre Established

As part of our efforts to standardise security policies across the Group and align with ISO27001 principles, we established a central Security Operations Centre that went fully operational in 2022. This unit provides 24/7 monitoring for threat detection and proactive threat hunting, as well as coordination, support and crisis services to IHH Healthcare units in the event of a cyber incident. We have on-boarded Brunei, China, Hong Kong, India, Malaysia and Singapore to this centralised centre to better protect our IT assets across the Group and to leverage the pool of institutional knowledge and expertise across our operations. To facilitate the reporting of security incidents, we have established multiple channels such as email, a dedicated phone line and a reporting form. This allows employees to quickly and easily report any potential security issues, which are then promptly investigated and addressed by the Security Operations Centre.

Pool of Data Protection Officers Expanded

We are appointing more Data Protection Officers across our markets. The increase in manpower enhances our coverage of cyber risks and strengthens our data protection capability. The officers are responsible for:

- fostering a strong data protection culture and improving organisational compliance;
- guiding the implementation of the IHH Healthcare Personal Data Protection Policy;
- raising awareness of data protection related issues; and
- liaising with regulators.

100% of Employees Trained on Data Protection

Training is conducted to keep our employees up to date on our policies and procedures related to data protection and cybersecurity.

On the data protection front, 100% of our employees across the entire Group completed a Personal Data Protection Basics course in 2022. The course was conducted in multiple languages for efficacy. In addition, Data Protection Officers received training on the Data Protection Risk Management Framework.

In the area of cybersecurity, we conducted a group-wide information security awareness training for all employees, as well as cyber crisis response exercises in Singapore and Malaysia. Advanced training by the product principals was also provided to help employees better configure and manage the security solutions we use.

Cybersecurity Subsite Launched on Corporate Intranet

We enhanced our corporate Intranet by launching a subsite dedicated to cybersecurity. Featuring reports and dashboards, the microsite guides our employees on cybersecurity by disseminating policies, processes, forms and self-service tools as well as sharing news feeds from leading cybersecurity news agencies. It also serves as a channel to report cybersecurity incidents. By providing these resources, we ensure our employees are equipped with the knowledge and tools they need to protect patient data and maintain the security of our systems.

Other data protection and cybersecurity events in 2022 include:

- a review of our Data Protection Notice to keep pace with regulatory and industry developments. The review led to a refreshed Data Protection Notice that takes into account changing data management practices and shifts in regulatory and business landscapes. The Notice is also now available in multiple languages for greater accessibility; and
- a review of our consent-taking regimes across all IHH Healthcare hospitals to keep pace with regulatory and industry developments. The updated consent-taking regimes now support optimal leveraging of data while ensuring that the Group is in full compliance with the laws of the regions it operates in. This safeguards public interest and transparency while furthering organisational goals.



Highlights (continued)

Our Data Protection Risk Management Framework

A linchpin of our data protection regime, our Data Protection Risk Management Framework:

- supports optimal leveraging of data in compliance with the law, safeguarding public interest while furthering organisational goals;
- sees to the implementation of data protection within IHH Healthcare by default and by design; and
- bolsters accountability by supporting data management audits.

Our Data Protection Incident Response Guidelines

Our Data Protection Incident Response guidelines guide us in how we respond to data protection incidents. They:

- ensure the robust management and optimal resolution of incidents involving data privacy concerns in compliance with the law;
- ensure IHH Healthcare's accountability to regulators and the public; and
- serve as a mechanism to review data management processes.

Gleneagles Hospital Hong Kong Bags Gold for Data Protection Measures

For promoting and enforcing personal data protection, Gleneagles Hospital Hong Kong was awarded the Privacy-Friendly Awards – Gold Certificate by the Office of the Privacy Commissioner for Personal Data in February 2021. Gleneagles Hospital Hong Kong fully fulfilled privacy protection measures stipulated by the office, including the provision of a dedicated team for data protection, the establishing of policies and mechanisms for data security breach notification and the training and education of staff on data protection.

Looking Ahead

Moving forward we will continue to take a proactive stance in managing data privacy and security.

Our stance has always been to go beyond merely complying with local data protection regulations to ensure that our safeguards are adequate to mitigate ever-evolving risks. As part of our commitment to implement industry-leading data protection standards and cybersecurity frameworks, we will continue to build IT systems that are able to keep pace with the latest regulatory, technological and social developments. It also means working towards attaining more international data privacy accreditations.

We will focus on implementing, augmenting and reinforcing the IHH Healthcare Personal Data Protection Policy across IHH Healthcare. To do this, we will bolster our Data Protection Offices across the Group, including installing more Data Protection Officers bestowed with the requisite mandate. We will also continue to upskill our Data Protection Officers. While a number of them have international data privacy proficiency accreditations, we will be supporting more officers in attaining accreditations.

We will continue to exercise vigilance by reviewing and strengthening our IT cybersecurity policies, processes and enforcement. For instance, we are constantly increasing the coverage, depth (in terms of test cases) and frequency of our assessment exercises to ensure our IT assets are not vulnerable.

To stay ahead of potential cyber threats, we will continue to join communities to ensure we get relevant and timely intelligence to proactively address and prevent attacks before they happen. We will also continue to evaluate and invest in innovative, cutting-edge security solutions to counter sophisticated attacks targeted at us.



People

Shaping the Best Place to Work

Introduction	55
Employee Safety and Total Well-Being	57
Diversity and Inclusion	62
People Engagement and Talent Development	69





Our Goal

To be the employer of choice in the private healthcare sector in all our markets by 2025.

How We Get There

By creating a healthy, positive and supportive environment and nurturing a purpose-driven team of dedicated, engaged employees.

Dedicated, Engaged Employees for Healthier Patients

At IHH Healthcare, people are our heartbeat, so as a healthcare company our commitment to 'Care. For Good.' starts with the 65,000 people who have chosen to be part of our global organisation.

We want to be the best possible organisation to work for in our employees' eyes because the best organisations attract and retain good people. And good people deliver good care.

Across the globe, at every rank and in every role, healthcare employees who care about delivering quality care are the engines powering healthcare organisations to excellence.

As a talent- and innovation-led company, good people are critical to our success. For us this does not mean just recruiting good people; it means giving our people the best possible environment to thrive.

This means providing our people with opportunities for training, for self-development and to contribute to the organisation. It means safeguarding their safety and well-being. It means listening closely to their needs. It means supporting them in being themselves. Above all, it means treating our employees with compassion, dignity and respect.



What Do Our People Want?

Our journey towards shaping the best place to work for starts with understanding the needs and wants of our people. Combining the results of our Employee Engagement Survey (EES) and secondary research on what future employees want, we uncovered several key themes, as listed below.



Culture

- **A purpose-driven culture.** Our employees crave to make lasting impact through their contributions.
- **An inclusive and diverse culture.** Our diverse employees want an inclusive culture where they are valued for the unique perspectives they bring.
- **A caring culture.** Our employees want a workplace that is safe and that looks after their health and well-being.
- **A supportive environment.** Our employees look for an environment that supports personal growth.



Workplace

- **Hybrid workplace.** Our employees want work options that allow them to manage their professional and personal priorities.
- **Good communication.** They want to be part of an organisation with good communication, where everyone is in the loop and everyone feels valued and heard.
- **Investment in workplace health, safety and hygiene.** They want to work in a healthy, safe and hygienic environment.
- **Investment in technology.** They want the organisation to leverage technology to optimise the combination of people and automation.



Support

- **Mental health.** Our employees want a workplace where mental health is truly emphasised, and they feel supported when dealing with work stressors.
- **Continuous listening.** They want the management to be proactive in engaging them and to listen to their voices.
- **Development support.** They want to be in an organisation that supports their continual growth and development.

Group Employee Breakdown

Proportion of permanent global workforce	Headcount	Gender (%)		Age Group (%)			Employment Category (%)			
		Male	Female	<30 years	30-50 years	>50 years	Senior Management	Management	Executive	Non-Executive
Group Total (%)	100%	36%	64%	38%	52%	10%	1%	6%	19%	74%



Employee Safety and Total Well-Being

Why Employee Safety and Total Well-Being Matters

We are able to deliver quality care to our patients because of our dedicated people. For this reason, we put caring for our people at the centre of everything we do.

Underpinning all our efforts is the culture of safety and wellness at IHH Healthcare. Across the Group, both management and employees demonstrate deep commitment to workplace safety and total well-being by making workplace safety and health a priority. This culture empowers our employees to take ownership of their own safety and well-being.

We promote the holistic well-being of our employees by establishing policies, benefits and programmes covering five dimensions of well-being: physical, mental, emotional, recovery and purpose in IHH Healthcare. Our model and definition of well-being is based on the World Health Organization Well-Being Index¹.

We work hand in hand with our employees in their wellness journey, supporting them in their pursuit of well-being by making available to them all the resources and help they need to enhance wellness, prevent harm or recover from health issues.

This inclusive and nurturing work culture allows our people to trust that they are not alone; they know that they can be vulnerable and that they will be well taken care of as part of the IHH Healthcare family.

The importance of Employee Safety and Total Well-Being is reflected in its 4th ranking in a comparative ranking of our Materiality Matrix. This ranking classifies Employee Safety and Total Well-Being as 'highly material'.

 See page 19 for more details on Our Materiality Matrix.

Approach

We take a thoughtful and strategic approach to safeguarding employee safety and well-being.



All our hospitals are governed by an Occupational Safety and Health (OSH) Management System that meets all regulatory requirements and standards. Internal policies and procedures have been established encompassing all facets of OSH, from pre-emptive measures to post-incident reporting and handling.



Hazard identification, risk assessment and risk control exercises are routinely carried out across our operations to proactively eliminate hazards and minimise risks. Findings from risk assessment exercises are reviewed by the Committee for Implementation of Corrective and Preventive Action.



All our hospitals and clinics have an OSH Committee that has oversight of all OSH matters. The committees oversee the development of safety and health rules, review their effectiveness, assess workplace injuries and develop corrective actions. The OSH committees serve as a contact point for employees to raise any concerns or complaints pertaining to workplace safety as well as to report safety incidents.



To inculcate safety at the workplace, all our employees attend compulsory safety training every year where they are trained on topics such as fire safety, emergency response plans, workplace violence and infection control. Specialised training is provided on the safe handling of dangerous chemicals and management of chemical spills. Our employees also undergo periodic training on specific work-related hazards and on the management of hazardous activities and situations.

¹ WHO Five Well-Being Index (WHO-5): Qxmd. Calculate by QxMD. Available at: https://qxmd.com/calculate/calculator_535/who-five-well-being-index-who-5. Published November 30, 2018. Accessed February 20, 2023.



Goal

Our goal is to provide our employees with a caring and safe work environment so they feel empowered and, consequently, bring more energy, passion and professionalism to their work. Maintaining a safe work environment also supports the consistent delivery of quality healthcare services to our patients.



Key Targets

Reduce lost time injuries across the Group

To have zero workplace fatalities across the Group

To have 100% of our employees complete health and safety standards training

Our Metrics

Metrics	2022
Lost time incident rate	Establishing a consistent framework to track this metric across all our markets, in adherence to market guidelines and local regulatory frameworks.
Number of work-related fatalities	0
Percentage of eligible employees trained on health and safety standards	100%

Our Performance in Workplace Safety	2022
Number of high-consequence work-related injuries	Establishing a consistent framework to track these metrics across all our markets, in adherence to market guidelines and local regulatory frameworks.
Number of recordable work-related injuries	
Number of hours worked	
Number of fatalities as a result of work-related ill health	
Number of cases of recordable work-related ill health	

Highlights from Our Employee Engagement Survey (Well-Being)



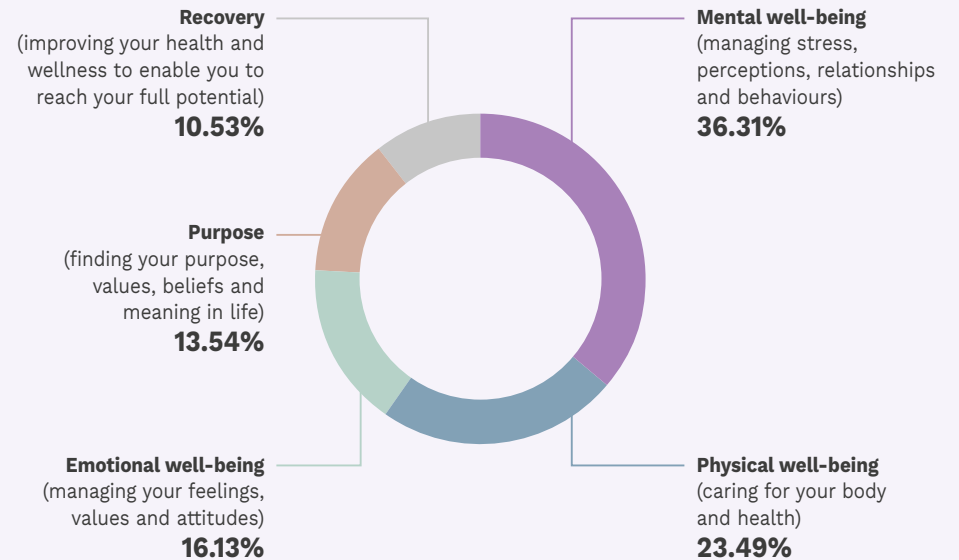
75% of Our People Feel Their Well-Being is Supported at Work



Mental Well-Being Emerges as **Top Priority** for Our People

When queried on the type of well-being support most needed from IHH Healthcare, more than one-third of our people ranked 'mental well-being' first, followed by over one-fifth of our people who ranked 'physical well-being' second.

Ranking of well-being priority by our people





Highlights

The spotlight was on mental health in 2022, as reflected in a calendar that was packed with programmes aimed at supporting our employees' mental health.

Regular workshops on mindfulness and stress management were organised for our employees in Brunei, China, Hong Kong, India (Global Hospitals), Malaysia and Singapore. For instance, we invited social service agency Befrienders to teach IHH Singapore employees how to spot signs of mental health issues and how to support those suffering from mental health conditions. The week-long celebration of Mental Health Awareness Week in our various markets in October 2022 further brought to the fore the importance of mental health.

We also enhanced our employees' access to professional counselling and support. Digital apps for well-being such as MINDFI in Singapore and Naluri in Malaysia were introduced to our employees. We helped our nurses manage stress and anxiety by running wellness programmes tailored to their needs. Another group we are keeping an eye on is employees who are experiencing anxiety and stress due to the pandemic. For this group, we offer professional in-house counselling.

As psychological safety in the work environment has a significant impact on the mental well-being of our people, we are upskilling our managers and leaders on psychological safety through our Learning and Development programmes, to equip our managers and leaders with the skills to create psychologically safe environments where our employees feel supported and cared for.

In addition, we upgraded several components of our Employee Assistance Programme (EAP) for mental well-being in most of our markets. An EAP is an employee benefit programme that assists employees with personal problems and/or work-related problems that may impact their job performance, health and mental and emotional well-being.

Even as we stepped up efforts in 2022 to safeguard the mental health of our employees, we did not neglect to run programmes to boost physical health. In most of our markets, free health screenings were offered to employees. In some markets we championed an active lifestyle by organising activities such as yoga and Zumba classes for our employees.

 See page 60 for IHH Healthcare Group Nursing Team Takes the Lead in Boosting Wellness and Why Are We Talking About Psychological Safety?

Mental Health Awareness Week 2022: The Importance of Self-Care

As a healthcare company, our people have been in the forefront and front line of the COVID-19 pandemic. Being a company of caregivers, it is crucial for us to understand the necessity of looking after our own well-being.

Supporting our employees' mental health is an ongoing area of focus for us. Self-care is essential for maintaining good mental health, preventing burnout and reducing the risk of developing mental health conditions. Healthcare workers often face high levels of stress, long working hours and emotional demands. This can take a toll on their well-being, leaving them feeling physically and emotionally exhausted. By prioritising self-care, healthcare workers can recharge and "refill their cup", enabling them to better care for their patients and themselves.

We offer our employees both in-house solutions designed by our own mental health specialists as well as solutions provided by external specialist agencies that we partner with. In 2022, we had 975 IHH Singapore employees registered in the mental well-being programme who attended 588 micro-sessions, showing the importance of having on-demand preventative mental well-being solutions that are easily accessible.

To mark Mental Health Awareness Week in October 2022, IHH Healthcare organised a virtual webinar in partnership with Asia's largest mental healthcare company to help caregivers like our people understand the importance of self-care. Held on 30th September, the session reached over 185 people, highlighting the AIRPLANE principle of self-care with caregivers teaching participants in carer roles how to identify personal barriers to achieving mental health and equipping them with the tools to bolster self-care.

What is the AIRPLANE principle?

Only when we first help ourselves can we then effectively help others. Caring for yourself is one of the most important – and most often forgotten – things you can do as a caregiver. **When your needs are taken care of, the person you care for will benefit too.**

Highlights (continued)

IHH Healthcare Group Nursing Team Takes the Lead in Boosting Wellness



Our Group Nursing Team takes the lead in showing the path to wellness by organising periodic “Mind Your Wellness” virtual sessions for IHH Healthcare’s nurses across the globe. The sessions introduce our nurses to music and laughter yoga therapy to help them manage stress and anxiety. They create a safe space for our nurses to share their struggles and get professional advice from medical experts and psychologists.

Why Are We Talking About Psychological Safety?

Psychological safety refers to a workplace environment where employees feel safe to express their opinions, ideas and emotions without fear of retribution, judgment or negative consequences.

When an organisational climate is characterised by interpersonal trust and a climate of respect, members feel free to collaborate and they feel safe taking risks, which ultimately enables them to innovate.

The COVID-19 pandemic has changed the landscape of work and brought new challenges in managing people remotely. As the boundary between work and life increasingly intersects, IHH Healthcare is taking active steps to help managers make management decisions that take into account employees’ personal circumstances.

Through our Learning and Development programmes, we are upskilling our managers and leaders on psychological safety to help them create psychologically safe environments where our employees feel supported and cared for.

How do our leaders nurture psychological safety at IHH Healthcare?

- Treat others as they would like to be treated
- Promote healthy debate
- Be self-aware and open to feedback
- Include team members in decision-making
- Deal with problems constructively
- Earn and show trust
- Call out unacceptable behaviour



Looking Ahead

Moving forward, reducing cases of burnout and compassion fatigue will be an important focus area.

Healthcare provider burnout is a key factor in attrition, low employee engagement and exits from the healthcare industry. Meanwhile, compassion fatigue has become more prevalent during the pandemic. Compassion fatigue describes the physical, emotional and psychological impact of helping others. This has affected our healthcare workers' health and has led to an increase in the number of sick days recorded and higher turnover rates.

Providing our employees with a supportive and caring work environment will reduce cases of burnout and compassion fatigue.

Another key target in the coming year is the progressive rollout of our total well-being framework across all our markets.

We are also working towards achieving ISO45001 certification. This will ensure that we are aligned with internationally recognised occupational health and safety management system standards.

Finally, we will be embarking on a group-wide review of medical benefits to better meet our employees' expectations on healthcare benefits.





Diversity and Inclusion

Why Diversity and Inclusion Matters

At IHH Healthcare, we view diversity and inclusion as central to our success and an enabler of quality patient care.

We strongly believe that diversity and inclusion directly improves health outcomes for our patients.

Our patients come from highly diverse cultural and generational backgrounds and they bring with them different beliefs, attitudes and experiences. Having hospital teams that come from diverse backgrounds enables us to provide our patients with culturally-empathetic care. Diversity in hospital teams enhances communication between patients and medical team members and improves risk assessment.

This is supported by healthcare studies that show that patients generally fared better when care was provided by more diverse medical teams¹.

Furthermore, having a diversified and inclusive workforce not only allows us to better respect and understand the unique needs and perspectives of our patients, it also allows us to recognise the unique needs of our diversified workforce and to appreciate each member's different perspective and inputs. This nuanced, multidimensional understanding of our employees and their contributions earns us deeper trust and more commitment from our employees.

Ultimately, fostering inclusion and diversity is not just vital for delivering quality patient care, it is also smart business. Diverse, inclusive organisations are more productive, more profitable and significantly better at retaining their employees². A 2020 McKinsey & Company survey revealed that companies in the top quartile for both gender and ethnic diversity are 12% more likely to outperform all other companies.

By creating a healthy, positive and supportive environment and putting the right systems in place we are empowering our employees to be the best they can be. And with this, we are building our business for long-term, sustainable success.

¹ Gomez LE, Bernet, P. Diversity improves performance and outcomes – University of Colorado Denver. [www.ucdenver.edu. Available at: https://www.ucdenver.edu/docs/librariesprovider68/default-document-library/jmna-articles-bonuscontent-2.pdf](https://www.ucdenver.edu/docs/librariesprovider68/default-document-library/jmna-articles-bonuscontent-2.pdf). Published August 2019. Accessed February 18, 2023.

² Dixon-Fyle S, Dolan K, Hunt V, Prince S. Diversity wins: how inclusion matters. McKinsey & Company. Available at: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>. Published 2020. Accessed February 18, 2023.

³ O'Mara J, Richter A, Molefi N. About GDEIB: The global diversity, equity, and inclusion benchmarks: what we do. The Centre for Global Inclusion. Available at: <https://centreforglobalinclusion.org/what-we-do/the-gdeib>. Accessed February 18, 2023.

Approach

To better serve our patients and their families, we are engaged in building a global workforce that is representative of the population demographics in our markets.

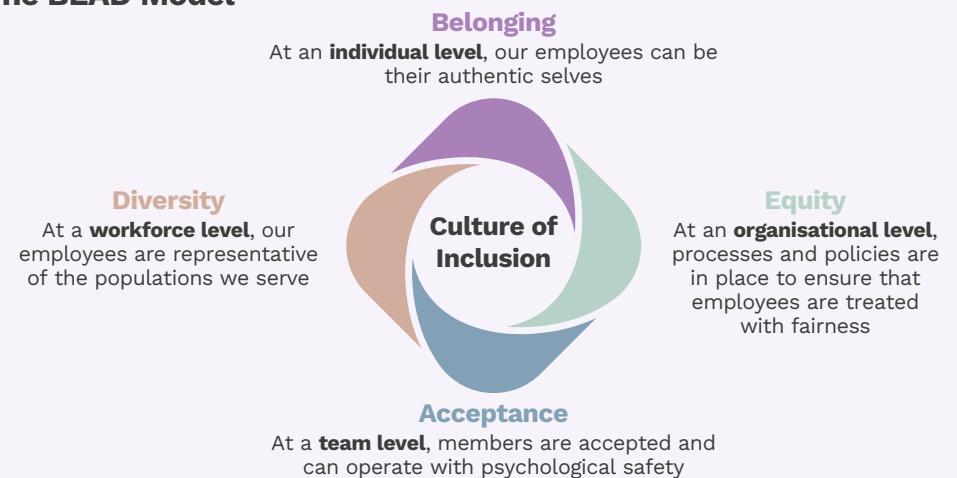
To ensure that we provide a diverse, safe and inclusive work environment for all employees, our DEIB (Diversity, Equity and Inclusion and Belonging) agenda is embedded in the way we do business, with each market incorporating metrics for DEIB in its Balanced Scorecard (BSC) for business performance. The DEIB agenda at IHH Healthcare is fully owned by the business and powered by our human resources function.

To operationalise this approach, we take a Global + Local (Glocal) perspective. It means that globally, across the territories we operate in, we pursue diversity and inclusion in five dimensions: Gender, Generational, Differently Abled, Skillset and Cultural. This global approach is then merged with market-level strategies that take into consideration local social, economic and cultural nuances and norms in each of our markets. This Glocal approach is unique to IHH Healthcare.

In our journey to building an inclusive culture, we are governed by a global set of standards and practices. We reference the Global Diversity, Equity and Inclusion Benchmarks (GDEIB), a global set of diversity, equity and inclusion standards developed to help organisations determine strategy and measure progress in managing diversity and fostering inclusion³.

Our DEIB approach focuses on embedding four key attributes in the organisation: Belonging, Equity, Acceptance and Diversity (BEAD).

The BEAD Model



The BEAD model was developed in-house and supports IHH Healthcare's DEIB agenda.



Goal

At IHH Healthcare, our goal is to create in all our markets workforces that are representative of the patient population they serve in order to ensure our patients have what they need to benefit from the best treatment practices.



Key Target

A 50:50 ratio of male to female leaders in our organisation by 2025

Our Metrics

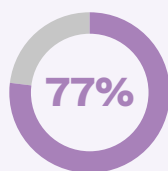
Metrics	2022
Percentage of women in leadership roles	Established baseline

Highlights From Our Employee Engagement Survey (Inclusion and Belonging)

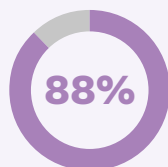
The result of our Employee Engagement Survey (EES) 2022 scores is a testament to our inclusive culture, which welcomes employees of diverse backgrounds, and reflects an organisation that provides fair opportunities for its diverse employees.

Overall results from our EES 2022

(82% responses across 55,215 employees)



Employees agreed that IHH Healthcare ensures equal opportunity for hiring and promotion regardless of race, gender, age, ethnicity, education, background, disability or other identities.



Employees agreed that their respective teams are accepting of people of diverse backgrounds including race, gender, age, ethnicity, education, background, disability or other differences.

Highlights

We have built a solid foundation in achieving gender equality, particularly in our leadership ranks. Across the Group, IHH Malaysia and the Acibadem Healthcare Group in particular have been ardently championing gender equality in different ways. In recent years, their efforts yielded inspiring results.

We recognise however that we need to build further on that foundation. Hence realising greater gender diversity and equality will continue to be a big focus for the Group across all its markets.

While gender diversity is a key goal, we vigorously pursue diversity in all five dimensions covered under our DEIB approach in order to deliver high quality patient care. In 2022, our various markets rolled out numerous initiatives that pushed diversity in these five dimensions: Gender diversity, generational diversity, differently-abled diversity, cultural diversity and skillset diversity.

To reinforce our commitment to diversity and inclusion, we organised the IHH DEIB Global Summit, a three-day global conversation on diversity and inclusion from 21 to 23 June 2022. The event saw 422 IHH Healthcare leaders and employees from around the world coming together to shape a more diverse and inclusive organisation.

At the event, IHH Healthcare leaders shared their perspectives on diversity at the workplace while colleagues exchanged stories and experiences on championing gender, generational, disability, skillset and cultural diversity at their workplace. The participants also heard from experts such as Dr Sudeep Mohandas, Executive Director of The Centre for Global Inclusion.

In 2022, we also added questions relating to inclusion and belongingness to our annual Employee Engagement Survey. The results have given us insights into how our employees view inclusion, fairness and diversity in the context of IHH Healthcare. From the feedback, we will identify areas of improvement and develop more effective diversity and inclusion initiatives.

See page 64 for Building a Solid Foundation in Gender Equality in Malaysia and Türkiye.

Highlights (continued)

Building a Solid Foundation in Gender Equality in Malaysia and Türkiye

Gender diversity is important to IHH Healthcare for one simple reason: gender equality separates successful companies from unsuccessful ones. A 2020 McKinsey & Company global study¹ found that companies with more than 30% women executives were more likely to outperform companies where female leadership representation ranged from 10% to 30% and, in turn, these companies were more likely to outperform those with even fewer women executives. A huge 48% difference in business performance separates the most from the least gender-diverse companies. In addition, gender equality is particularly important for us because women make up a large portion of our patient population.

We have built a solid foundation in gender equality since we first embarked on our diversity and inclusion journey.

Today over 50% of hospitals across IHH Malaysia are helmed by female CEOs. Our hospitals in Malaysia comprise four Gleneagles Hospitals, 11 Pantai Hospitals and Prince Court Medical Centre.

The Acibadem Healthcare Group is setting the standard for gender diversity in Türkiye for the healthcare sector. In 2022, for the tenth year running, Capital Magazine's Women-Friendly Companies Survey ranked the Acibadem Healthcare Group fourth among 100 companies in Türkiye for being a women-friendly company. Among healthcare companies, it topped the list as a company that provides women with outstanding opportunities. In the "Women Manager Friendly" research, Acibadem ranked 20th among 100 companies with the highest number of female managers.

Gender Diversity: Women-Centred Healthcare



In India, the BGS Gleneagles Global Hospital launched the Women's Cancer Care Centre, an all-inclusive, women-led facility that provides women with complete cancer care. The Centre crossed a milestone of performing over 10,000 cancer surgeries and over 100,000 radiotherapy sessions in 2022.

The centre was opened in November 2021 to provide a safe and comfortable space for women to get screened and treated for all types of cancer, particularly breast and gynaecological cancers. This is vital in a country where women find it hard to talk to their family or male physicians about their health issues.

What is unique about the Women's Cancer Care Centre is its sensitive patient management. Its all-female medical teams keep an eye on all aspects of their patients' welfare including emotional well-being, physical health and family dynamics. The teams focus not only on treating the cancer but also understanding the challenges that is part of their patients' cancer recovery journey such as living a full life during this difficult time.

¹ Dixon-Fyle S, Dolan K, Hunt V, Prince S. Diversity wins: how inclusion matters. McKinsey & Company. Available at: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>. Published 2020. Accessed February 18, 2023.



Highlights (continued)

Generational Diversity: Bridging the Generational Gap

Generational diversity refers to the differences in values, attitudes and behaviours that exist among people from different generations in the workplace. By embracing generational diversity, organisations can benefit from a broader range of ideas and solutions, leading to more innovation and creativity.

Gleneagles Hospital Hong Kong and IHH India are launching generational diversity initiatives with the goal of enhancing patient-centric innovation, building a healthy talent pipeline and overcoming age-based discrimination.

Gleneagles Hospital Hong Kong

Gleneagles Hospital Hong Kong has pivoted its recruitment strategy to focus more on fresh graduates and nurses. This is for multiple reasons: to meet the nursing shortage, to groom future nursing leaders and fresh talent from within, and to enhance the current generational diversity mix.



IHH India

IHH India conducted a study on intergenerational workforce in 2022 to understand differences among different generations at its workplaces and to develop an action plan to create greater multigenerational inclusion.

Veterans	<ul style="list-style-type: none"> • Born: 1920-1945 • Unsure and wary • Very rarely in active employment today
Free-Gen	<ul style="list-style-type: none"> • Born: 1945-1960 • Believes in the concept of lifetime employment • Accounts for 20% of today's workforce
Gen X	<ul style="list-style-type: none"> • Born: 1961-1970 • Believes in the power of change • Accounts for about 25% of the workforce
E-Gen	<ul style="list-style-type: none"> • Born: 1971-1980 • Confident India's cohort • Constitutes 29% of the workforce in India today
Gen Y	<ul style="list-style-type: none"> • Born: 1981-1990 • Feels less guilt in being an aggressive consumer • Constitutes about 26% of workforce

Source: Generational Diversity in the Indian Workforce: An Exploratory Study

The results of this study prompted IHH India to take the following actions:

- to create an inclusive work environment that appreciates differences and acknowledges interdependencies
- to educate its employees on working with different generational cohorts
- to retain high-potential talents through extension of contracts for older employees
- to consciously overcome age-based discrimination (in selection, retention and career movements)
- to upskill its older employees
- to modify its work profiles based on age and skillsets
- to design its processes and policies with a multi-generational workforce in mind



Highlights (continued)

Differently-Abled Diversity

IHH Healthcare Gave Monika a Hand Transplant – And a Job Offer

In 2014, 16-year-old Monika More fell into a train station platform gap in Mumbai and lost both her forearms. She became fully dependent on her mother for daily tasks like eating, taking a bath and combing her hair.

In 2020, Monika successfully underwent Mumbai's first ever hand transplant surgery at Global Hospital in Mumbai. Following the operation, she regained 95% of her hand function. But that was not the end of the story. Her future became even brighter when IHH India offered her a job. Today, Monika enjoys a fulfilling career working as a care coordinator in IHH India's transplant patient connect centre.



IHH Singapore and the Autism Resource Centre

In a testament to IHH Healthcare's commitment to inclusion and diversity, IHH Singapore has been blazing trails in the employment of differently abled persons in the healthcare sector.

IHH Singapore was the first healthcare organisation in Singapore to train persons on the autism spectrum for jobs in healthcare. Launched in 2019, the training and job placement programme is a partnership between IHH Singapore and non-profit organisation the Autism Resource Centre.

In 2022, 12 graduates from the programme joined IHH Singapore, where they work in the corporate offices, pharmacies and radiology and medical records departments. Their roles include the sorting of medication and X-ray films, and the resolving of data discrepancies.

The programme was so successful that it has been expanded to benefit other healthcare organisations by training differently-abled individuals for job placement in organisations that are not part of the IHH Healthcare network.

In October 2022, IHH Singapore signed a three-year agreement with the Autism Resource Centre to equip more persons on the autism spectrum with skills that will ready them for roles in the healthcare sector outside IHH Singapore's hospitals, clinics and laboratories. This means many more individuals with autism will be joining the healthcare sector in the near future.

We are highly excited to be part of this because we truly believe in the value that these trainees bring to the healthcare industry. The fit between persons with autism and the healthcare sector is ideal. Persons on the autism spectrum boast traits like attention to detail and precision that are critical when it comes to the management of patient data records. At IHH Healthcare, we recognise and appreciate their contribution towards raising the quality of our patient care.



IHH Singapore and the Autism Resource Centre signing a memorandum of understanding to strengthen collaboration and champion independence for individuals on the autism spectrum.



Highlights (continued)

Cultural Diversity: Celebrating Diverse Backgrounds

International Medical University (IMU), IHH Healthcare’s private medical and health sciences university in Malaysia, is advocating cultural diversity within the organisation to promote better understanding of the university’s employees who come from culturally diverse backgrounds.

With a multicultural workforce comprising 20 nationalities from Asia, Africa, Europe, America and Australia, building a diverse culture is key to IMU’s success.



Skillset Diversity: Bringing Complementary Strengths to the Table

The Acibadem Healthcare Group in Türkiye and Gleneagles JPMC in Brunei are pursuing skillset diversity.

The diversity that matters most in business performance is skillset diversity. Individuals, teams and organisations all benefit from having a diverse skill base to draw on. Skillset diversity prepares organisations for some of most pressing challenges that businesses face today.

The Acibadem Healthcare Group is strengthening its annual graduate programme by focusing on bringing in fresh talent from diverse fields and backgrounds, in order to benefit from a wide-ranging set of perspectives and new ideas. Gleneagles JPMC is focusing on expanding the skillset diversity of its employees by encouraging new and complementary skill acquisition and growth.

How to give employees paths to the future of work

How to adapt to changing environments

How to build resilience

How to drive innovation



IMU: How we build a diverse culture



We are guided by our Diversity and Inclusion policy

We hire from a diverse pool of talents worldwide



We reward based on merit and performance

We provide a strong employee onboarding experience



We celebrate a wide range of cultural festivities



Looking Ahead

We recognise that it is not enough to just have diversity in representation. To be truly sustainable, our organisation must make employees feel like they belong and that they can be their authentic selves at work every day.

This is addressed by our DEIB approach, which focuses on embedding four key attributes in the organisation: Belonging, Equity, Acceptance and Diversity (BEAD).

Moving ahead, as part of our BEAD journey, we will be taking steps to realise all four facets of BEAD.



Belonging

At the *individual* level, we want our employees to feel that they can be their authentic selves at work. At a *leadership* level, we are carrying out high impact development interventions to help our leaders create an inclusive environment.

Action going forward 2023-2024: leadership training on Inclusive leadership and creating a culture of Belonging.

Example: A key methodology is “lived experience workshops” to get leaders to walk in the shoes of an employee experiencing of discrimination and bias.



Equity

At an *organisational* level, while we have in place processes and policies that ensure that all employees are treated with fairness, we will be embarking on a structured review of these policies and processes to further entrench fairness and equity into our systems.

Action going forward 2023-2024: review of all HR policies and processes to minimise bias.



Acceptance

At the *team* level, we want our employees to be accepted for who they are, and to feel a high degree of psychological safety at the workplace. To achieve this, all our line managers are currently undergoing training on creating a safe team environment.

Action going forward 2023-2024: Training for all line managers on creating an environment of psychological safety and inclusion.



Diversity

At the *workforce* level, we want our employees to be representative of the markets and populations we serve. We are currently identifying and creating detailed baselines on key metrics to achieve this target.

Action going forward 2023-2024: monitoring and tracking diversity patterns in each market.



People Engagement and Talent Development

Why People Engagement and Talent Development Matters

Our people are at the heart of our ambition to achieve our vision and to deliver quality care to our patients.

We are focused on providing an inclusive working environment that supports well-being and personal growth.

IHH Healthcare was named one of Forbes' World's Best Employers 2022. This recognition reflects the experience our people have every day in their workplace. Trust is the cornerstone of our relationship with our employees. Our leaders and managers are guided every day by our values and we are mindful of creating the employee experience that reflects what we stand for. We believe that the COVID-19 pandemic demonstrated to our people that they can trust IHH Healthcare to care about their needs and well-being and that our commitments are made with integrity and we will follow through on our promises.

The outcome of our prioritisation of these areas is that we have employees who come to work every day with passion, purpose and drive.

An effective employee engagement strategy also means that we are more likely to attract and retain talent, which is crucial given the ongoing demand for healthcare talent. According to the Oxford Handbook of Positive Psychology at Work¹, engaged employees are 87% less likely to leave their organisation. Retention is a key metric for us.

We believe that people want purpose and meaning in their work and they want to be recognised for their contributions. Hence our engagement strategy centres on connecting our employees to a higher purpose of caring for our patients. To do this, we give our employees opportunities to shape the future of the organisation and to make a lasting contribution to healthcare.

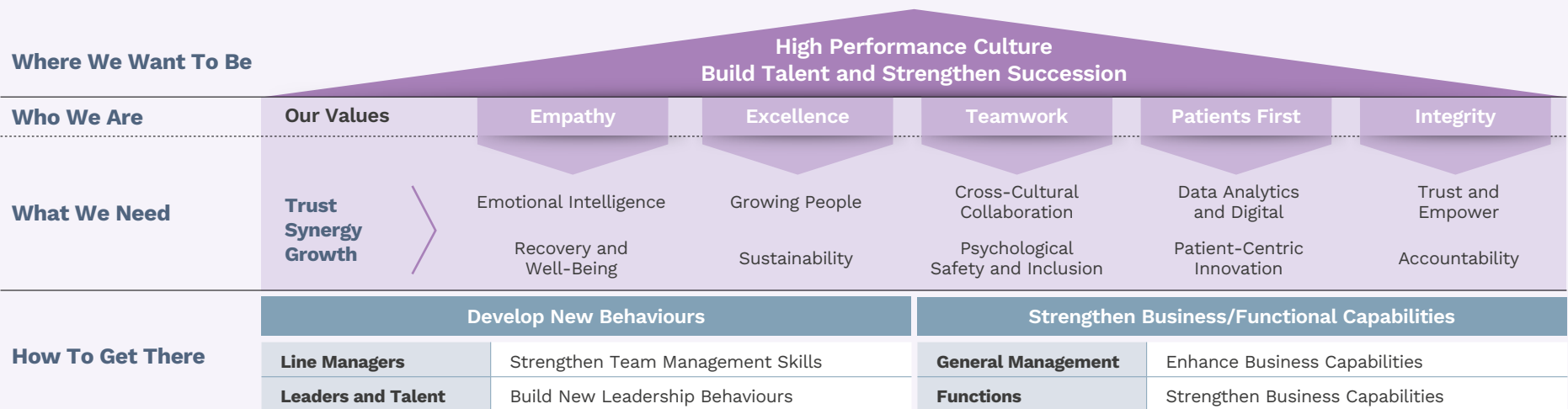
We are passionate about helping our employees reach their full potential because when our employees grow, we grow too. To achieve this goal, we build an enriching workplace where all our employees are empowered to do their best work and to learn and grow in their role and career. Our aspiration is to be the most trusted developer of talent in the healthcare industry. According to a Deloitte report², organisations with a strong learning culture have engagement and retention rates 30% to 50% higher than their peers that do not have such a culture.

The importance we place on Talent Development is reflected in its 5th place ranking on a comparative ranking of Our Materiality Matrix. This ranking classifies Talent Development as 'important'.

See page 19 for more details on Our Materiality Matrix.

¹ Lopez SJ, Synder CR. Oxford Handbook of Positive Psychology. 2nd ed. Oxford: Oxford University Press; 2009.
² Becoming irresistible: a new model for employee engagement. Deloitte Insights. Available at: <https://www2.deloitte.com/us/en/insights/deloitte-review/issue-16/employee-engagement-strategies.html>. Published 2015. Accessed February 18, 2023.

Vision: To be the world's trusted developer of talent within the healthcare industry





Approach

We can only deliver high-quality patient care with a strong pool of nurses, allied health professionals, clinicians and other support staff powered by high-performance corporate teams. Like other healthcare providers across the globe, we are currently facing a shortage of practitioners as a result of multiple factors and therefore our biggest business need at this present time is strengthening our talent pool.

Our approach to achieving this is three-pronged:

1. **Boosting Recruitment:** We are running recruitment campaigns that highlight the higher purpose of the healthcare profession in order to attract candidates who seek a career filled with purpose and meaning. The campaigns see us conducting outreach and communication programmes at educational institutes, colleges and secondary schools. To address our current biggest business need, we have also given our nursing scholarship programme a boost so that it now offers school-leavers and graduates a seamless pathway from school to a nursing career. In addition, in talent-rich markets for nursing like the Philippines, Malaysia and India we are promoting the attractiveness of nursing as a profession and actively exploring cross-border recruitment.
2. **Strengthening Our Internal Talent Pipeline:** We are developing a talent and succession pool to ensure a sustainable pipeline of talent and we are stepping on the accelerator to get there fast. We have put in place structured development initiatives and programmes focusing on building key skills for now and the future for our leaders, talent, line managers and employees. We are also re-strategising our learning and development approach. To realise our ambition of becoming the most trusted developer of talent in the global healthcare landscape, we are upping our investment in the development of a robust internal talent pipeline at both group and market level. We are making staff development a top priority so that our people's skills continue to evolve in step with the latest industry trends and best practices. In particular, we will be focusing on developing a suite of customised training and development programmes to ensure our people are well equipped to meet emerging challenges and seize new opportunities.
3. **Enhancing Employee Experience:** In line with our vision to become the world's most trusted healthcare services network, we are seeking to provide an employee experience that is reflective of this long-term ambition. We started by gaining an in-depth understanding of our employees' needs and aspirations. We then used data and segment analytics to craft an employee experience that addresses the identified needs and aspirations. Our goal is to create positive "Moments That Matter" for our employees, which is our vision of delivering an elevated employment experience for all employees during their journey with us.

See page 71 for Three Ways We Are Delivering an Elevated Employment Experience.

WHO estimates that the world will need an additional 9 million nurses and midwives by 2030¹.

IHH Healthcare Employee Experience



¹ Nursing and midwifery. World Health Organization. Available at: <https://www.who.int/news-room/fact-sheets/detail/nursing-and-midwifery>. Published 2022. Accessed February 18, 2023.

Three Ways We Are Delivering an Elevated Employment Experience

We want to build a caring and inspiring environment for our people to succeed and shape the future with us. To realise this, we are:

1

Enhancing the recruitment and onboarding experience. We enhanced our recruitment and onboarding processes to make sure that new recruits onboard easily and smoothly to the environment and culture of IHH Healthcare and have a sense of belonging and connection with the organisation from day one.

2

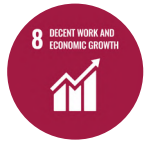
Revising our performance measurement approach to focus on performance enhancement and development for future performance and personal development, with a focus on their well-being. This approach features frequent check-ins and feedback conversations between managers and the employees they manage.

3

Listening more closely to the voices of our people. We are continuously improving the "IHH Voice" programme through which we gather feedback from our people at multiple opportunities. One opportunity is the frequent Employee Engagement Survey (EES) which offers deeper actionable insights on our employees' needs and aspirations. In addition, our 360 feedback process enhances self-awareness among our leaders and line managers and promotes an open feedback culture. We also hold regular CEO Town Halls for open two-way communication between management and employees. The regular sessions not only align our employees to the organisation's goals and directions, they generate excitement about goals and focus areas, and allow us to hear the voices of our employees.

Goal

Our goal is to build a team of purpose-driven employees who are passionate about making an impact in healthcare.



Key Targets

Increase global nursing talent pool by 10% by 2025, from 2022 baseline

To achieve an Employee Engagement Survey (EES) Score that is above country and world norms for the healthcare industry in all our markets by 2025

Our Metrics

Metrics	2022
Percentage increase in nursing talent pool	Established baseline
EES score on employee engagement	On target

Our Performance in People Engagement and Talent Development

	2022
Total hours of training	Establishing a consistent framework to track these metrics across all our markets, in adherence to market guidelines and local regulatory frameworks.
Total number and rate of employee turnover by: <ul style="list-style-type: none"> - Age group - Gender - Region 	
Total number of new employee hires by: <ul style="list-style-type: none"> - Age group - Gender - Region 	
Total number of employees that were entitled to parental leave, by gender	
Total number of employees that took parental leave, by gender	
Total number of employees that returned to work in the reporting period after parental leave ended, by gender	
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	
Return to work and retention rates of employees that took parental leave, by gender	



Highlights

The year was marked by a vigorous campaign to recruit more talents. We bolstered our recruitment efforts through a series of cross-border recruitment campaigns such as organising roadshows and recruitment talks in the Philippines in 2022, and participating in career fairs including the Malaysia Career & Training Fair in early 2023. In Singapore, we participated in the Employment and Employability Institute's series of recruitment campaigns.

We also ran targeted talent development programmes for employees in key roles and in key market segments including:

- the **Healthcare Business Leader** programme to further hone the business skills of our hospital CEOs and function heads across all our markets;
- the **Nursing Leadership** programme for our Heads of Nursing in all our hospitals;
- the **Leading for High Performance** course that is anchored around IHH Healthcare's Eight Managerial Capabilities; and
- leadership programmes for local markets including the **Acibadem Leader 5.0** programme for the Acibadem Healthcare Group in Türkiye and Central and Eastern Europe and the **Leadership Management** programme in IHH Malaysia.

Additionally, we made advances in making our people feel genuinely empowered through open communication. In 2022, over 2,000 staff from Brunei, China, Hong Kong, India, Malaysia and Singapore participated virtually in our first hybrid Global Town Hall where they engaged in a dialogue with IHH Healthcare's management team.

Additionally, we boosted medical benefits across many of our markets following a revamp of our medical benefits programme in 2022. The enhancements for each of the medical benefit programme were made with cognisance of our employees' feedback, benchmarked externally and take into consideration other factors including broader healthcare provision trends.

 See page 73 for Spotlight on Our Nursing I-LEAD Programme.





Highlights (continued)

Spotlight on Our Nursing I-LEAD Programme

The world is facing a global shortage of nurses. According to the World Health Organization, the world will need an additional nine million nurses and midwives by 2030, with the largest needs to be found in South-East Asia and Africa¹.

While there is no silver bullet that can close the nursing workforce gap, we at IHH Healthcare recognise the importance of employing a range of short- and long-term measures, starting with investing in the development of our nursing leaders.

Developed in partnership with the IHH Healthcare Nursing core team and the Group Learning and Development team, the IHH Nursing I-LEAD programme seeks to improve people management practices and increase the engagement and performance of our nurses, ultimately empowering them to provide improved patient care.

The programme, deployed over two half-day virtual workshops, utilised a 'Moments-Based Simulation' methodology to help participants experience the pivotal moments of being a nursing leader through realistic storylines that enable participants to practice what 'great' looks like in those moments that matter.

Feedback is provided to participants as they progressed in the simulation, helping them to see the cause and effect of their decisions and behaviour. Participants also have the opportunity to learn on the job through a series of practical 'Go-Do' activities,



such as encouraging nursing leaders to practice listening skills or mentor a team member.

The I-LEAD programme is highly received by nursing leaders, with over 90% of participants rating the programme 9.5 out of 10 and recommending it for other participants.

Looking Ahead

At IHH Healthcare, we have made constant upskilling a cornerstone of our culture. The added pressure of the current global war for talent has spurred us to increase our investment in training and retention programmes.

In early 2023, we will be rolling out the IHH Global Leadership of Business Enterprise (I.GLOBE) programme to strengthen the professional capabilities and mindset of our hospitals' CEOs. The programme will also develop talent and leadership successors by providing new opportunities for them to expand and deepen their leadership skills.

We will be focusing on attracting nurses and retaining and developing them. We will also continue to invest heavily in growing our internal talent and succession pipeline for the Group to achieve sustainable, long-term bench strength.

Ultimately our goal is to establish IHH Healthcare as a truly great place to work by making employee well-being, training and development, diversity, inclusion and volunteerism an integral part of the employee experience we offer.

¹ Nursing and midwifery. World Health Organization. Available at: <https://www.who.int/news-room/fact-sheets/detail/nursing-and-midwifery>. Published 2022. Accessed February 18, 2023.



Public

Nurturing a Healthier Society

Introduction	75
Antimicrobial Stewardship	77
Reducing Disease Burden; Corporate Responsibility	82





Our Goal

To touch five million lives for healthier communities by 2025.

How We Get There

By purposefully leveraging our strong medical expertise and partnerships, we seek to create healthier societies across our markets through medical intervention, health literacy and outreach programmes.

Building Healthier and Stronger Communities

With our people, size and reach, we have a responsibility to do good by giving back to the communities in which we operate.

As a responsible healthcare network, we are doubling down on our efforts to reduce disease burden. We will enhance the health literacy, health screening and disease management programmes we provide to the public, focusing first on cancer and cardiovascular diseases, the top two causes of mortality.

We also aim to build healthier and stronger communities by tackling the biggest threat to global health – antimicrobial resistance (AMR). To achieve this, we target to have all of our hospitals enhance their antimicrobial stewardship programmes to fight the scourge of AMR.

Additionally, we aim to make available quality healthcare to underserved communities by offering free or subsidised treatment to at least two of our key markets by 2023. We will also support causes beyond our core business of healthcare in areas ranging from environmental awareness to diversity and inclusion, and more.

By working as one IHH Healthcare family, we can drive positive change at scale to build healthier communities across the globe.



Contributing to the Needs of Our Communities

Through interviews and surveys conducted as part of our materiality assessment exercise, we have determined that our stakeholders want us to:

- contribute to boosting public health, so as to reduce the burden on healthcare systems and society;
- raise awareness of key diseases; and
- contribute to local communities through corporate responsibility (CR) initiatives.

To meet these expectations, we are working diligently to reduce disease burden in the markets where we operate and to contribute to communities through CR programmes.



Our Goal and Targets



Goal

- To touch five million lives for healthier communities by 2025*.



Targets

- To have all our hospitals implement antimicrobial resistance interventions in line with guidelines set by the Centers for Disease Control and Prevention, World Health Organization and national health bodies by 2025.
- To reduce the disease burden of cancer and cardiovascular diseases by conducting health screenings and health literacy and disease management programmes in local communities.
- To establish CR programmes that would widen access for and make available quality healthcare to underserved communities in at least two of our key markets by 2023.

* Number of lives touched includes cumulative number of patient interactions through IHH Healthcare services targeted at reducing antimicrobial resistance and disease burden, number of beneficiaries reached through our corporate responsibility programmes, as well as those reached via health literacy initiatives through both IHH Healthcare digital platforms and educational outreach programmes.



Antimicrobial Stewardship

Why Antimicrobial Stewardship Matters

Described as a “hidden pandemic”, antimicrobial resistance (AMR) is a top 10 global public health threat, according to WHO¹.

In 2019, nearly five million deaths worldwide were associated with bacterial AMR, of which 1.3 million deaths were directly attributable to bacterial AMR². To put this into perspective, antibiotic-resistant bacterial infections cause more deaths than HIV/AIDS or malaria annually, or close to the combined COVID-19 death toll in 2020 and 2021.


Antimicrobials – including antibiotics, antivirals, antifungals and antiparasitics – are a cornerstone of modern medicine. For decades, antimicrobials have contributed to the reduction of infectious diseases in humans, animals and plants, saving lives and increasing productivity. But their effectiveness is waning rapidly¹.

As microbes evolve and become resistant, antimicrobial treatments are rendered less effective, giving rise to AMR. As a result, infections become increasingly difficult or impossible to treat, placing healthcare systems in jeopardy if AMR is left unabated¹.

Antimicrobial resistance poses an increasing threat to our ability as a leading global healthcare provider to deliver safe, quality care. Antimicrobials are used across a wide range of care from performing surgery and organ transplantations to treating cancer and delivering babies. The success of modern medicine in treating infections without effective antimicrobials severely diminishes, which is why we steadfastly advocate against the misuse and overuse of antimicrobials – the main drivers in the development of drug-resistant superbugs¹.

Antimicrobial resistance does not exist in isolation: it is worsened by the effects of climate change³. A warming planet creates ripe conditions for bacteria to reproduce, which leads to a higher chance of resistance developing. Climate-induced disasters that cause population displacement leading to conditions of overcrowding and poor sanitation is also known to heighten infection risks, and consequently lead to increased AMR.

Antimicrobial resistance is classed as ‘important’ based on a comparative ranking of our Materiality Matrix.

 See page 19 for more details on Our Materiality Matrix.

In 2019, nearly five million human deaths worldwide were associated with bacterial AMR, of which 1.3 million human deaths were directly attributable to bacterial AMR².

1.27
Million

People killed
annually by
AMR infections

1 in 5

AMR-associated
deaths occur
in children
under age 5

10
Million

Estimated
annual AMR
deaths in 2050

Source: AMR Action Fund, <https://www.amractionfund.com/threat-of-amr>

¹ Antimicrobial resistance. World Health Organization. Available at: <https://www.who.int/news-room/fact-sheets/detail/antimicrobial-resistance>. Published 2015. Accessed February 18, 2023.

² Global bacterial antimicrobial resistance burden estimates 2019. GHDx. Available at <https://ghdx.healthdata.org/record/ihme-data/global-bacterial-antimicrobial-resistance-burden-estimates-2019>. Published 2022. Accessed February 18, 2023.

³ MacFadden DR, McGough SF, Fisman D, Santillana M, Brownstein JS. Antibiotic resistance increases with local temperature. *Nature Climate Change*. 2018;8(6): 510–514. doi:10.1038/s41558-018-0161-6



Approach

Through our Antimicrobial Stewardship (AMS) programme, we promote the responsible use of antimicrobials (including antibiotics) to improve patient outcomes, reduce microbial resistance and decrease the spread of infections caused by drug-resistant superbugs. We employ a systematic approach to ensure the rational use of antimicrobials by highlighting the importance of administering antibiotics at the right time with the correct dose. This involves gaining a more sophisticated understanding of the bacterial profile in our hospitals and our resistance profiles to different antibiotics and empowering our hospitals to come up with effective AMR protocols.

To ensure the AMS programmes across our global hospitals adhere to the same standards and meet the same targets, we will be adopting Centers for Disease Control and Prevention's (CDC) guidelines, in addition to adhering to local requirements indicated by the respective local health authorities.

We also organise awareness campaigns to educate doctors, nurses, patients and the public on selecting antibiotics, appropriate dosages and optimum antibiotic treatment.

Goals

Our goal is to enhance our AMS programme across all IHH Healthcare hospitals, in line with the CDC, WHO and national guidelines by 2025. Our AMS efforts contribute to our overarching goal of touching five million lives for healthier communities by 2025*.



* Number of lives touched includes cumulative number of patient interactions through IHH Healthcare services targeted at reducing antimicrobial resistance and disease burden, number of beneficiaries reached through our corporate responsibility programmes, as well as those reached via health literacy initiatives through both IHH Healthcare digital platforms and educational outreach programmes.

Key Target

To have 100% of our hospitals enhance AMR interventions in line with CDC, WHO and national guidelines by 2025.

Our Metric

Metric	2022
Percentage of hospitals enhancing AMR interventions in line with CDC, WHO and national guidelines	Began to establish antimicrobial stewardship committees and develop at least three country-specific treatment guidelines in each country

A Closer Look at Our Antimicrobial Stewardship Programme

We are contributing to the global fight against AMR by doubling down on our Antimicrobial Stewardship Programme, which looks into the following components based on CDC's guidelines¹:



1. Hospital leadership commitment
Ensure we dedicate sufficient human, financial and information technology resources to address AMR.



2. Accountability
Appoint a leader or co-leaders, such as a physician or pharmacist, who will be responsible for programme management and outcomes.



3. Pharmacy expertise
Appoint a pharmacist, ideally as the co-leader of the stewardship programme, to lead implementation efforts to improve antimicrobial use.



4. Action
Implement interventions, such as prospective audit and feedback or pre-authorisation, to improve antimicrobial use.



5. Tracking
Monitor antimicrobial prescribing, the impact of interventions, and other important outcomes like C. difficile infection and resistance patterns.



6. Reporting
Regularly report information on antimicrobial use and resistance to prescribers, pharmacists, nurses and hospital leadership.



7. Education
Educate prescribers, pharmacists and nurses about adverse reactions from antimicrobials, antimicrobial resistance and optimal prescribing.

¹ Core elements of hospital antibiotic stewardship programs. Centers for Disease Control and Prevention. Available at: <https://www.cdc.gov/antibiotic-use/core-elements/hospital.html>. Published April 28, 2019. Accessed February 18, 2023.



Highlights

We have developed a group-wide antimicrobial stewardship (AMS) framework in 2022 to be implemented across the Group to govern and ensure the appropriate usage of antimicrobials. We have started to set up AMS committees in our markets, with an appropriate healthcare professional taking the lead to coordinate respective country-level AMS programmes.

In December 2022, our medical diagnostic arm in Malaysia, Pantai Premier Pathology, announced a new collaboration with bioMérieux to strengthen our lab diagnostics capabilities, which will include the establishment of an Antimicrobial Stewardship Centre of Excellence.

As a group we are taking precautionary measures to ensure the rational use of antimicrobials in

our hospitals. To this end, we organise awareness campaigns to educate healthcare workers and the public on avoiding the misuse and overuse of antimicrobials.

During World Antimicrobial Awareness Week in 2022, our Pharmacy teams organised fun-filled activities across our Singapore hospitals to encourage AMR best practices among healthcare workers and the public.

We also launched a coordinated social media campaign across all our hospital brands to raise awareness of AMR by providing useful, practical tips that patients could adopt to tackle AMR at an individual level.



IHH social media campaign rolled out during World Antimicrobial Awareness Week 2022.

Antimicrobial Stewardship Centre of Excellence



To further strengthen our lab diagnostics capabilities in Malaysia, Pantai Premier Pathology (PPP) announced a new collaboration with bioMérieux in December 2022.

As part of the collaboration with French biotech MNC bioMérieux, we will set up an Antimicrobial Stewardship Centre of Excellence to promote the responsible use of antibiotics and preserve the efficacy of these drugs for present and future generations.

Pantai Premier Pathology plays a crucial role in supporting the efforts to contain AMR by identifying the pathogen responsible for a patient's infection, and conducting antimicrobial susceptibility testing to determine the optimal antimicrobial therapy for the patient.



Highlights (continued)

Celebrating World Antimicrobial Awareness Week

In 2022, we marked World Antimicrobial Awareness Week (WAAW). This global campaign is celebrated from 18 to 24 November each year to promote awareness and understanding of AMR and encourage best practices among the public, healthcare workers and policymakers who all play a critical role in reducing the further emergence and spread of this hidden pandemic.

Week-Long AMR Awareness Activities Held Across IHH Singapore Hospitals

In November 2022, the IHH Singapore Pharmacy team came together to shine the spotlight on one of the greatest threats to human health today – AMR. The week-long event saw physical pop-up booths deployed across all our Singapore hospitals.

More than 300 doctors, staff and even members of the public dropped by to learn more about AMR through fun and engaging puzzle games, while being rewarded with healthy, delicious snacks.

IHH Singapore also participated in the WAAW inter-hospital webinar series, which saw medical experts from public and private hospitals share their expertise on AMR and appropriate antimicrobial-prescribing practices. The webinar series was hosted and organised by the National Centre for Infectious Diseases.





Highlights (continued)

Gleneagles Hospital Hong Kong Pledged to Champion AMR Best Practices

Gleneagles Hospital Hong Kong marked the launch of its local antimicrobial stewardship programme during WAAW with a pledge to promote the responsible use of antibiotics and help raise public awareness of AMR.



Looking Ahead

At IHH Healthcare, we will continue to promote the responsible use of antimicrobials, raise awareness, and encourage action to address the pressing issue of AMR.

As a first step, we are enhancing our Antimicrobial Stewardship Programme to equip all of our hospitals with the necessary means to implement interventions to prevent AMR. Part of this effort includes developing AMR education programmes that target healthcare workers and the public.

Education is a key strategy in combating AMR. We will continue educating the public on the importance of the appropriate use of medicine through both online and offline channels, leveraging key calendar moments such as World Antimicrobial Awareness Week. Continuous engagement with healthcare professionals such as doctors, pharmacists and nurse practitioners is also crucial to stamp out AMR at its roots.

Given the global nature of the AMR crisis and the recognition that it can only be holistically tackled through ambitious and collaborative action by a wide range of stakeholders, we are also looking to forge strong partnerships to create synergies in addressing AMR.

Reducing Disease Burden; Corporate Responsibility

Why Reducing Disease Burden and Corporate Responsibility Matter

Reducing disease burden is vital in alleviating pressure on the acute care system by reducing the need for complex procedures and longer hospital stays. Consequently, it also contributes to reducing healthcare's environmental footprint. By encouraging and facilitating healthy behaviour and choices, we can minimise chronic, non-communicable and infectious diseases.

Through our corporate responsibility (CR) initiatives, we seek to nurture a healthier society by joining hands with governments, civil societies and community organisations to alleviate disease burden and to create positive social impact by, for example, making quality healthcare accessible to underserved communities. This helps foster a sense of community and collaboration that will in turn effect meaningful change at scale.

We nurture healthier societies by reducing disease burden, focusing primarily on tackling the leading mortality diseases – cancer and cardiovascular diseases (CVD). We also focus on disease prevention, promote health literacy and run CR programmes to avail quality healthcare to underserved communities.

Cancer and CVD are the top two leading causes of death and disability worldwide, and they have a significant impact on the health and well-being of individuals and communities^{1,2}.

Cancer is one of the leading causes of death worldwide, accounting for nearly 10 million deaths in 2020, or nearly one in six deaths³.

Between 30%-50% of cancers can be prevented by healthy lifestyle choices such as avoidance of tobacco and public health measures like immunisation against cancer-causing infections⁴.



¹ Cancer. World Health Organization. Available at: https://www.who.int/health-topics/cancer#tab=tab_1. Accessed February 18, 2023.

² Cardiovascular diseases. World Health Organization. Available at: https://www.who.int/health-topics/cardiovascular-diseases#tab=tab_1. Accessed February 18, 2023.

³ Cancer. World Health Organization. Available at: <https://www.who.int/news-room/fact-sheets/detail/cancer>. Accessed February 18, 2023.

⁴ Cancer. World Health Organization. Available at: <https://www.who.int/news-room/facts-in-pictures/detail/cancer>. Accessed February 18, 2023.




Cardiovascular diseases are the leading cause of death globally¹.

Cancer is a group of diseases that involves the uncontrolled growth and spread of abnormal cells in the body. It can affect any part of the body and can be caused by a variety of factors, including genetics, environmental exposures, and lifestyle factors such as tobacco use, unhealthy diet and physical inactivity².

Cardiovascular diseases refers to a group of conditions that affects the heart and blood vessels, including coronary artery disease, heart failure and stroke. It is often caused by lifestyle factors such as tobacco use, unhealthy diet and physical inactivity³.

One of the key ways to prevent these diseases is through health screening programmes, which can help patients detect cancer and CVD early. Early stages of cancer or CVD are often more treatable. On detection, effective treatment and management can help improve outcomes and reduce the impact of cancer and CVD on patients' quality of life.

Reducing disease burden and corporate responsibility initiatives are both classed as 'important' based on a comparative ranking of our Materiality Matrix.

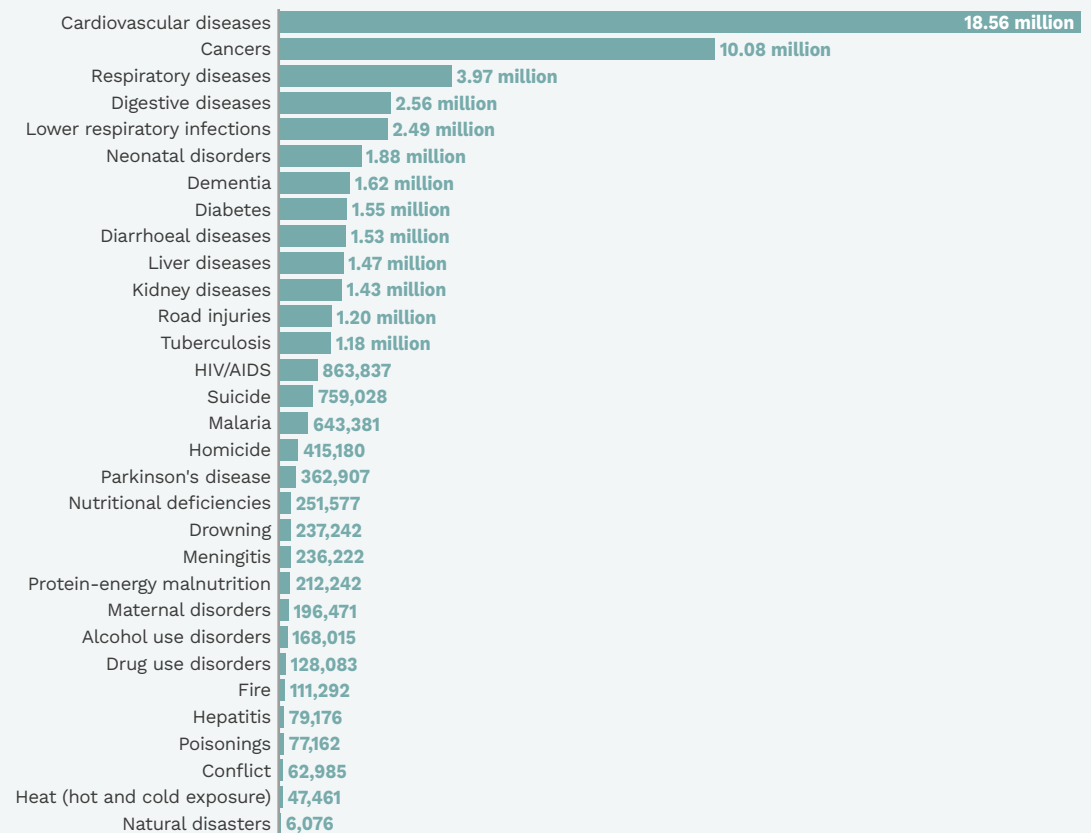
 See page 19 for more on Our Materiality Matrix.

¹ Cardiovascular diseases (CVDs). World Health Organization. Available at: [https://www.who.int/en/news-room/fact-sheets/detail/cardiovascular-diseases-\(cvds\)](https://www.who.int/en/news-room/fact-sheets/detail/cardiovascular-diseases-(cvds)). Accessed February 18, 2023.

² Cancer. World Health Organization. Available at: https://www.who.int/health-topics/cancer#tab=tab_1. Accessed February 18, 2023.

³ Cardiovascular diseases. World Health Organization. Available at: https://www.who.int/health-topics/cardiovascular-diseases#tab=tab_1. Accessed February 18, 2023.

Number of deaths by cause, World, 2019



Source: Global Burden of Disease Collaborative Network. Global Burden of Disease Study 2019 (GBD 2019) Results. Seattle, United States: Institute for Health Metrics and Evaluation (IHME), 2021



Approach

Our efforts to reduce disease burden associated with cancer and CVDs are grounded on a holistic approach that is focused on both early detection and prevention.

In the area of health literacy, we equip members of the public with useful knowledge relating to cancer and CVD risk factors. Understanding and recognising such risk factors early is important as preventive measures can be taken to minimise such risks.

We are strong proponents of empowering each individual to take charge of his own health. That is why we promote the benefits of regular health screenings and share tips on how to lead healthier lifestyles through online and offline awareness-raising campaigns.

Our corporate responsibility (CR) initiatives, which widen access for and make available quality healthcare to underserved communities through free and/or subsidised initiatives, also contribute to disease burden reduction. For example, IHH Healthcare's flagship Life Renewed programme, which offers free treatment for patients in need from underserved communities in Malaysia over the past decade, has benefitted more than 2,000 individuals to date.

Beyond disease burden reduction, we also work closely with the public sector and civil societies to address common challenges and create positive change. This helps build stronger, more vibrant communities and foster a sense of belonging and purpose among our employees, doctors, patients, and other stakeholders.



Goals

Reduce disease burden on cancer and cardiovascular diseases through health screenings, health literacy and disease management programmes, to contribute to our overarching goal of touching five million lives for healthier communities by 2025*.



* Number of lives touched includes cumulative number of patient interactions through IHH Healthcare services targeted at reducing antimicrobial resistance and disease burden, number of beneficiaries reached through our corporate responsibility programmes, as well as those reached via health literacy initiatives through both IHH Healthcare digital platforms and educational outreach programmes.

Key Targets

Reduce disease burden on cancer and cardiovascular diseases through health screenings, health literacy and disease management programmes

Flagship corporate responsibility programme to be established in at least two of our core markets* to widen access for and make available quality healthcare to the underserved by 2023

Our Metrics

Metrics	2022
Number of lives touched	2,421,595
Flagship corporate responsibility programme established in number of core markets*	One core market: Malaysia

* Our core markets refer to India, Malaysia, Singapore and Türkiye.



Highlights

At IHH Healthcare, we see ourselves as an integral part of the communities we operate in. As part of the community, we seek to nurture a healthier society by alleviating disease burden associated with cancer and CVD, and by fostering a sense of community and collaboration through our CR initiatives.

In line with the Group's aspiration to Care. For Good., IHH Malaysia signed a Memorandum of Understanding in September 2022 with the Ministry of Health Malaysia to provide free radiotherapy and radiosurgery to cancer patients from underserved communities who are receiving treatment in government hospitals.

IHH Malaysia also donated RM2 million in seed money to the Seremban Diabetes Cohort (SeDia), a research initiative spearheaded by International Medical University. The outcomes of the longitudinal research will contribute to reducing disease burden in the area of diabetes. The programme aims to develop effective, culturally acceptable intervention protocols in primary care-led settings and at population level, enhanced by digital health and use of big data, to induce sustainable remission of diabetes in diabetic patients and to prevent diabetes development in pre-diabetic individuals.

IHH Singapore has established two scholarships and two professorships with local universities since 2000, gifting a total of S\$8.5 million to further medical education and research. Contributions are in the form of endowments to provide support in perpetuity. As an example, 155 medical scholarships have been awarded to date under the Mount Elizabeth-Gleneagles Scholarship established in 2014 by the National University of Singapore Yong Loo Lin School of Medicine. In 2022, 12 medical students received the scholarship with total amount disbursed amounting to SGD203,492.12 from distributable income of the scholarship fund.

IHH Singapore further contributed SGD191,466.00 in 2022 to five different charities and funds, namely Autism Resource Centre (Singapore)/Pathlight School, Guide Dog Singapore's Flag Day, Ride for Rations, Yellow Ribbon Fund and St Andrew's Autism Centre. The funds were raised through various fundraising events.





Highlights (continued)

How We Cared for Our Communities in 2022



Pantai Hospitals in Malaysia launched a social media campaign to encourage the public to make positive change for a healthier heart. #ListenToYourHeart raised awareness about heart diseases and encouraged people to live a heart-healthy lifestyle by understanding the risk factors, symptoms, preventive measures and treatments of heart diseases. Over 76,000 people were reached through this campaign in July 2022.



Pantai Hospital Sungai Petani embarked on a green collaboration between 15 hospital staff and local authorities to plant 500 mangrove saplings on the banks of Sungai Merbok. The event coincided with the delivery of 500 babies by the hospital from January to September 2022.



Gleneagles Hospital Kuala Lumpur was recognised at the Malaysia Health & Wellness Brand Awards 2022 on 23 December 2022 for its outstanding corporate giving initiatives. The hospital has been an active citizen of the community, supporting the underserved with medical interventions and contributing to disaster relief efforts and other charitable efforts through its Sincerely Gleneagles Kuala Lumpur programme.



Gleneagles JPMC in Brunei collaborated with five non-government organisations and social enterprises to reach out to local communities as they navigate post-pandemic socio-economic challenges. An event was held to present mock cheques to the five organisations, which are:

1. The Brunei Darussalam AIDS Council;
2. Cope for Hope;
3. Demensia Brunei;
4. Pusat Ehsan Al-Ameerah Al-Hajjah Maryam; and
5. Yayasan Kanser Kanak-Kanak



IHH Singapore took to the streets as part of a marching contingent at The Purple Parade, which marked its 10th anniversary this year. Over 100 of our colleagues walked alongside 10,000 event participants under the purple banner of inclusion and celebration of the abilities of persons with disabilities.



The Acibadem Healthcare Group in Türkiye clinched The Stevie Awards and the MediaCat Felis Awards 2022 for its breast cancer awareness project "Traveling Pink Ribbon", which involved a collaboration with social media influencers across seven countries and three continents during Breast Cancer Awareness Month in 2021. The project aimed to increase awareness amongst women of breast cancer and the importance of self-examination.



Highlights (continued)

Life Renewed: Widening Access to Care and Treatment for Cancer Patients in Malaysia

There is a pressing need to address the burden of cancer care in Malaysia, and that is exactly what IHH Malaysia and the Ministry of Health, Malaysia (MOH) aim to address through a new partnership.

With the signing of a Memorandum of Understanding (MOU) with the MOH, IHH Malaysia will extend care and treatment to cancer patients in Malaysia through its network comprising Pantai Hospitals, Gleneagles Hospitals and Prince Court Medical Centre.

Under the terms of the MOU, IHH Malaysia will fully sponsor radiotherapy and radiosurgery for 500 cancer patients from underserved communities who are undergoing treatment at government hospitals. These patients, identified and referred by MOH and its designated specialists, will receive treatment across seven of IHH Malaysia's hospitals that are equipped with state-of-the-art technology – including Gamma Knife and Linear Accelerator (LINAC) – to treat their cancer.



The Gamma Knife machine at Pantai Hospital Kuala Lumpur involves the use of high precision radiation therapy to treat tumours without the need to make incisions.



The LINAC machine at Pantai Hospital Kuala Lumpur which uses high-energy X-rays to treat tumours with high accuracy.



Highlights (continued)

Acibadem Healthcare Group's Health Awareness Initiatives

Throughout 2022, the Acibadem Healthcare Group organised a plethora of activities to promote good health and well-being among its patients and the public. These activities ranged from health literacy webinars to health awareness campaigns that were tied to significant calendar moments identified by the Ministry of Health, Türkiye.

Additionally, the *Hello Healthy* brand was made commercially available to the public in 2022, providing healthy, personalised and practical solutions in the field of nutrition to serve both individual and corporate needs. *Hello Healthy* was established in 2021 under the umbrella of APlus Hospital Hotel Management Services, a subsidiary of the Acibadem Healthcare Group.

Health literacy webinars

Knowledge is key to good health.

The Acibadem Healthcare Group conducted a series of online webinars helmed by esteemed doctors and external experts to mark Cancer Week and Heart Health Week.

At the webinars, participants had the opportunity to learn more about cancer and cardiovascular diseases from medical experts.



Health awareness calendar moments

Over the course of 2022, the Acibadem Healthcare Group organised 14 health awareness campaigns that are anchored around health-related calendar moments designated by the Turkish Ministry of Health.

The campaigns promoted the importance of early detection for various cancers – including colon cancer and childhood cancer – and stressed the importance of good diet and regular exercise for good heart health.



Advocating for better nutrition

Hello Healthy offers individual and corporate meal packages that are customised to cater to specific nutritional needs. The product line was developed under the guidance of the Acibadem Healthcare Group's expert team of dietitians.

The brand offers efficient and practical nutrition solutions for anyone who wishes to kick start a healthy eating journey. The meal packages come in a wide variety, including "fit meal", "athletes", "breastfeeding mothers", "vegetarian", "heart-friendly", "sugar-free nutrition" and "balanced nutrition".





Highlights (continued)

IMU Breaching the Silence Programme

The International Medical University's (IMU) *Breaching the Silence Programme* has IMU striving to become the first deaf-aware university in Malaysia. Launched in 2022, the initiative focuses on expanding outreach efforts to increase knowledge about the deaf culture among IMU staff and students. The programme also provides healthcare services to the deaf community, continues the work of a community participatory research to study the perception of the deaf community on effectiveness of communication and healthcare services and works towards developing a healthcare network for the deaf community.



Ambassadors for the Deaf (IAM4D) comprising 70 IMU staff and students from the university's Bukit Jalil and Seremban campuses carry out capacity building efforts including organising Basic Sign Language workshops. The ambassadors develop and implement various activities benefitting the deaf community, champion their interests and bring deaf awareness to the university's community as well as the public in order to make IMU the first deaf-aware university.

The first IMU Deaf Awareness Week was conducted in February 2022 to promote awareness of the deaf community. During the event, health clinics for the deaf and hard of hearing community were conducted for the first time. The event also involved engagement with more than 143 deaf individuals, which enabled more than 195 IMU staff and students to learn from and interact with deaf patients.

In addition, engagement sessions with deaf secondary school students and their parents were organised by IMU staff and students from the university's Kluang campus through the vehicle of a digital literacy programme. Meanwhile IMU staff and students from the Batu Pahat campus engage on a weekly basis with the deaf community via a digital platform, in a partnership with the Sabah Deaf Association.

Looking Ahead

We will continue to nurture a healthier society by championing health literacy, promoting healthy lifestyles and giving back to our communities.

To achieve this, we are doubling down on our flagship Life Renewed programme, which is aimed at widening access for and making available quality healthcare to patients in underserved communities. With Malaysia's Life Renewed programme well underway, we plan to extend the programme to our other key markets, starting with Singapore in 2023.

Concurrently, we will continue to raise public awareness of cancer and cardiovascular diseases by leveraging key calendar events such as World Cancer Day and World Heart Day, and by mobilising our health experts to empower the public to take charge of their own health and well-being.

Last but not least, leveraging our global reach, we look forward to entering into meaningful collaboration with governments, civil societies and community organisations, and coordinate efforts to prevent and contribute to disease burden reduction and other areas with positive social impact. Only by joining hands and working together can we truly effect meaningful change at scale.



Planet

Protecting Our Planet

Introduction	91
Energy Management	94
Waste Management	101





Our Goal

We are committed to protecting our planet by capping our carbon growth by 2025 and achieving Net-Zero by 2050.

How We Get There

Slowing climate change is the need of the hour. We are charting our sustainability roadmap with the aim to first reduce our carbon footprint and waste generation.

A Healthy Planet for Healthy People and Communities

Climate change is inextricably connected to human health. At the present rate that humankind is going, we are heading for a global crisis of unprecedented proportion.

At IHH Healthcare, we recognise that with our reach and scale, we have a great responsibility to lead change in order to create a better, sustainable tomorrow. Our stakeholders – patients, employees, doctors and shareholders – also expect us to do right by the planet based on our sustainability focus group discussions in 2022.

To do this, we have to be clear how we are going to act today. For us, this means laying the right foundation, setting clear goals and implementing action plans to embrace environmental stewardship and reduce our carbon footprint and waste.

A healthier planet translates to healthier lives for our patients, our people and our communities. Our sustainability strategy places our patients first in everything we do, while ensuring we do our part to make sure our planet remains sustainable for generations to come.



Protecting Our Planet

We are fully committed to protecting the planet. In 2022, we calculated our carbon footprint (Scope 1 and 2 only) for the first time and will work systematically on reducing carbon and greenhouse gas emissions throughout the Group, steered by a set of short- and long-term goals.

- * Scope 1 emissions are emissions under the direct control of an organisation such as emissions from owned vehicles fleet
- ** Scope 2 emissions are indirect emissions from energy purchased by an organisation
- *** Scope 3 emissions are emissions that are not produced by the organisation itself but part of its full value chain



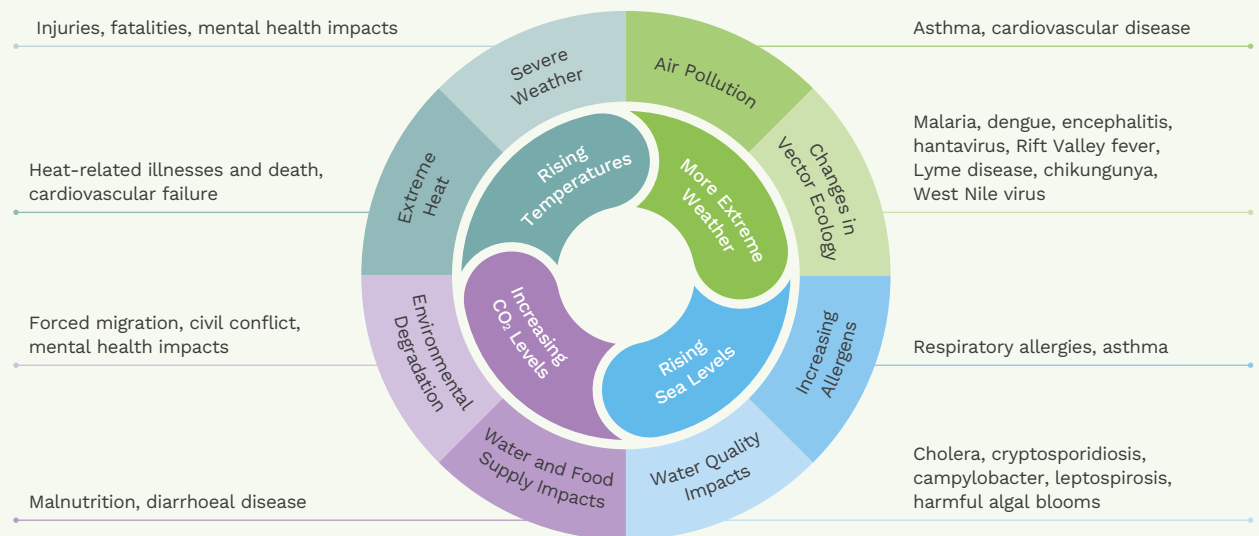
Planet Health is Inextricably Linked to Human Health

At IHH Healthcare, we view the planet as a stakeholder and in fact it may be the single most important stakeholder for every human being on earth. Our planet is the only home we have and its health is vital to the well-being and future of mankind.

According to the 10 New Insights in Climate Science report, compounding and cascading risks due to climate change are adversely impacting human, animal and environmental health. Climate change has led to death and illness from increasingly frequent extreme weather events such as heatwaves, storms and floods. Climate change has also led to the disruption of food systems, increases in disease outbreaks and a rise in mental health issues. In fact, climate change is already responsible for close to 40% of heat-related deaths¹.

¹ 10 new insights in climate science 2022. 10insightsclimate. Available at <https://10insightsclimate.science/>. Published November 9, 2022. Accessed February 18, 2023.

Impact of Climate Change on Human Health



Source: U.S. Centers for Disease Control and Prevention

Reporting Boundary

The data consolidated for our energy, emissions and waste disclosures excludes Gleneagles JPMC, International Medical University and Fortis Healthcare. Fortis Healthcare constitutes 27 hospitals out of the total of 83 hospitals across the IHH Healthcare network.

The boundary of reporting for our carbon emissions and energy disclosures covers hospitals, clinics, laboratories and offices in the various markets where we have operational control, as indicated in the table below.

Market	Hospitals (inclusive of clinics, labs and offices within hospital premises)	Clinics (outside hospitals)	Labs (outside hospitals)	Offices (outside hospitals)
China	Not applicable	Included	Excluded	Excluded
Hong Kong	Included	Included	Excluded	Included
India	Included	Included	Excluded	Excluded
Malaysia	Included	Excluded	Excluded	Excluded
Singapore	Included	Excluded	Included	Included
Türkiye and Europe	Included	Excluded	Excluded	Excluded

Energy Management

Why Energy Management Matters

Climate change is the single biggest health threat facing mankind, with far-reaching consequences on health¹.

The cascading risks of climate change on human, animal and environmental health have the potential to slow advances made in population health over the last decades and disrupt functioning health systems².

As one of the world's largest healthcare groups, we feel we have a responsibility to reduce the impact our operations have on climate change. At the same time, we also see the opportunity this gives us to transform our business. With the high energy intensity of our hospitals, one of our first priorities is to take concrete steps to improve energy management. Hospitals use 2.5 times more energy per square foot than an office building, and the sector is responsible for 4.4% of global greenhouse gas emissions².

Starting in 2022, by putting focus on reducing our energy intensity in our operations, we have set ourselves clear and bold carbon emission targets throughout the Group and have committed ourselves to achieving these targets. These group-level targets will help us chart a viable and effective path in energy management and energy efficiency, to ensure a sustainable future for all our stakeholders and generations to come.

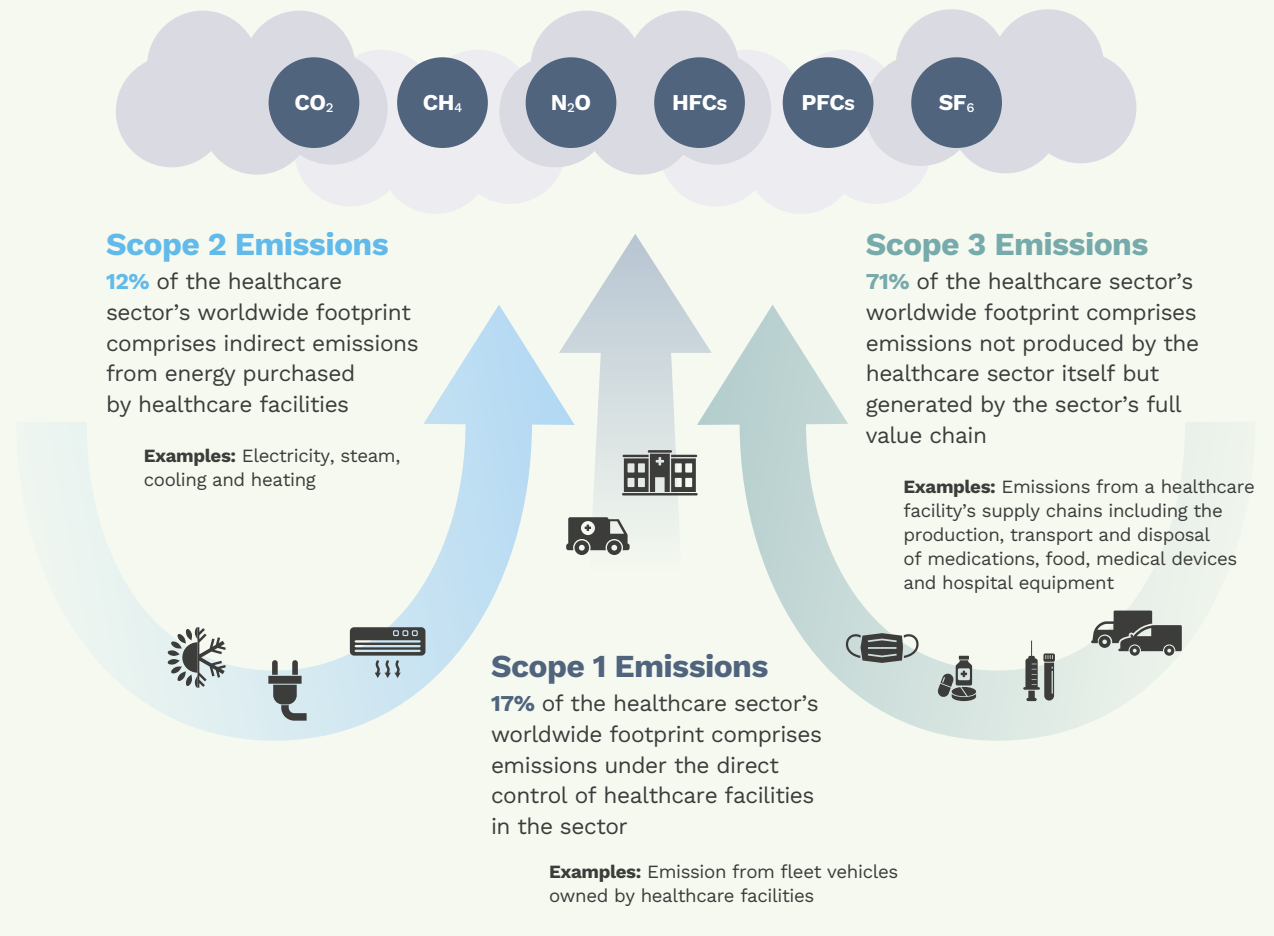
Specifically we have committed to taking steps to reduce our emissions every year by bringing down energy usage and using alternative energy sources.

Energy management is classed as 'important' based on a comparative ranking of our Materiality Matrix.

See page 19 for more details on Our Materiality Matrix.

Fossil Fuel Consumption: At the Heart of the Healthcare Sector's Emissions

Energy consumption — primarily the combustion of fossil fuels — makes up well over half of the healthcare sector's climate footprint when measured across all three scopes².



¹ 10 new insights in climate science 2022. 10insightsclimate. Available at <https://10insightsclimate.science/>. Published November 9, 2022. Accessed February 18, 2023.

² Karliner J, Slotterback S, Boyd R, Ashby B, Steele K. Health care without harm: climate-smart health care series Green Paper Number One. Health Care without Harm. Available at https://noharm-global.org/sites/default/files/documents-files/5961/HealthCaresClimateFootprint_092319.pdf. Published September 2019. Accessed February 18, 2023.

Approach

In this foundational year, our focus was on establishing baselines and setting targets to reduce Scope 1 and 2 emissions.

With a global footprint that spans 83 hospitals in 10 countries, tracking and reducing energy consumption and carbon emissions for all our operations is no easy task. That said, our size is also an asset. By sharing knowledge, project results and expertise across the Group via quarterly meetings, we leverage learnings within our global network and, in so doing, develop deep in-house energy management expertise over time while driving continuous improvement in our environmental stewardship efforts. Additionally, we are also tracking water consumption across our markets.

As part of our process to ensure accuracy and robustness of our greenhouse gas (GHG) quantification and reporting, we have embarked on verification and assurance of our GHG emissions, starting with two IHH Singapore hospitals. This verification exercise will help us to further refine our carbon accounting process across all our markets. The verification statement can be found on page 108 of this report.

Energy production and consumption constitutes the largest source of greenhouse gas emissions globally¹.

Electricity use constitutes over 77% of IHH's Scope 1 and Scope 2 emissions.

Goals

We set both interim and long-term goals to steer our actions as a group today and tomorrow towards creating a better, sustainable future for the planet.



Key Targets

Interim Targets

To cap Scope 1 and Scope 2 emissions at 2022 baseline level by 2025, inclusive of our growth

To reduce year-on-year Scope 1 and Scope 2 carbon intensity per patient bed-day

To begin the Science Based Targets Initiative (SBTi) commitment process by 2025

Long-term Target

To achieve Net-Zero emissions by 2050

Our Metrics

Metrics	2022	
	Total carbon footprint in metric tonnes (tCO ₂ e) ⁱ	236,734.45
	Scope 1 ⁱⁱ	Scope 2
	55,463.35	181,271.10
Carbon intensity, tCO ₂ e per patient bed-day	0.13	
Energy intensity, kWh per patient bed-day	178.39	
Total energy consumption ⁱⁱⁱ in terajoules	1,937.88	
Total volume of water used in megalitres	3,012.69	

ⁱ CO₂e refers to carbon dioxide emissions equivalent.

ⁱⁱ Our Scope 1 emissions includes fuel from non-renewable sources and anesthesia used by the hospitals. It excludes nitrous oxide (N₂O) consumed as anaesthesia by IHH Malaysia hospitals.

ⁱⁱⁱ Our energy consumed includes energy from non-renewable fuels and electricity use.

¹ Global emissions. Center for Climate and Energy Solutions. Available at <https://www.c2es.org/content/international-emissions/>. Published December 1, 2022. Accessed February 18, 2023.



Highlights

2022 was full of firsts for IHH Healthcare. It was the first time we established Scope 1 and Scope 2 emissions in all the 10 markets we operate in. The data collected in 2022 formed our baseline metrics in energy management.

We also announced for the first time both our interim and our long-term energy and emission targets. See page 95 for details on our goals.

To drive progress against these goals, we have included key performance indicators related to energy management in the Group's Balanced Scorecard, clearly linking it to our managerial and executive performance.

Across IHH Healthcare, electricity consumption constitutes the lion's share of our current energy usage and presents us with the biggest opportunity to reduce our carbon footprint. To move the needle, we are prioritising improving energy efficiency and reducing energy intensity in our operations. This puts us on the path to achieving our 2025 and 2050 targets for both energy management and carbon emissions.

Among our energy management projects, highlights include Pantai Hospital Laguna Merbok, the first green hospital in Malaysia, and the opening of Acibadem Atasehir Hospital, a LEED Gold Certified green building, in September 2022.



Highlights (continued)

A Green Pioneer in Malaysia

To mitigate climate change, we identify and monitor the environmental impact of our business activities and facilities and devise measures to improve our energy performance.

One shining example of this approach is Pantai Hospital Laguna Merbok, the first green hospital in Malaysia.

Pantai Hospital Laguna Merbok broke new ground as the first Green Building Index-certified green hospital in Malaysia. It is the first purpose-built hospital in Malaysia to incorporate green technology and design in its construction and operations to boost patient comfort.

The hospital was runner-up at the ASEAN Energy Awards and National Energy Awards in 2018 and was awarded silver in Malaysia's Green Building Index.

Improved air quality:

Environmental Tobacco Smoke Control has been implemented to prevent or minimise exposure of patients to environmental tobacco smoke

Renewable energy:

With solar a source of Malaysia's renewable energy, a portion of the solar energy we generate is sent to the national electrical grid and sold to Tenaga Nasional Berhad, the largest electricity utility in Malaysia and a leading utility company in Asia

Water recycling system:

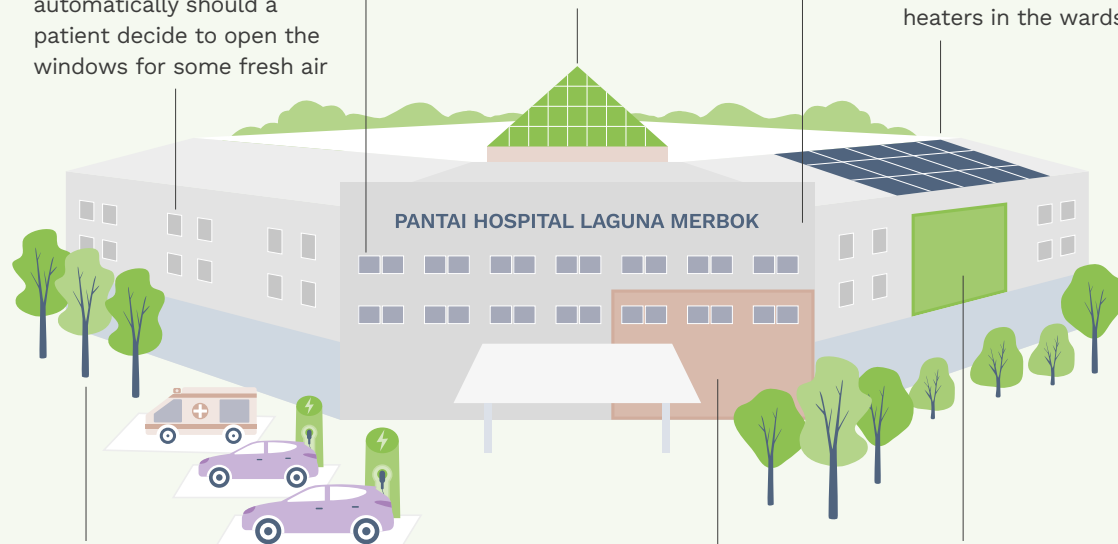
Rejected reverse osmosis water from the haemodialysis system is used to water vegetables and fill up fish tanks at the aquaponics greenhouse. Rainwater and condensate water from the air conditioning system is channelled into storage tanks and subsequently used to irrigate the landscape

Window automation:

Windows are designed to turn off air-conditioning automatically should a patient decide to open the windows for some fresh air

Solar water heating:

A solar hot water system is linked to water heaters in the wards



Greenery:

A central garden courtyard provides fresh air, natural light and relaxing scenery for our patients

Electric vehicle (EV) charging system:

Charging stations are available at the car park for electric and hybrid vehicles

Improved insulation:

The use of Eco-Glass for windows and rockwool insulation for the roof helps improve the energy efficiency of the hospital

Variable refrigerant flow air-conditioning system:

The air-conditioning in each room can be controlled independently to accommodate the hospital's varying occupancy needs



Highlights (continued)

Acibadem Atasehir Hospital: Our Newest LEED Certified Green Hospital

Opened on 9 September 2022, Acibadem Atasehir Hospital is Acibadem's 10th hospital in Istanbul, Türkiye. Following on the heels of Acibadem Altunizade Hospital and Acibadem Maslak Hospital, Acibadem Atasehir Hospital is the third hospital to be LEED Gold certified for its energy-efficient green building designs.

Acibadem Atasehir boasts a dynamic lighting system that employs state-of-the-art motion sensors to

optimise energy consumption and reduce energy wastage, while sustaining a hygienic environment for employees and patients.

Additionally, illumination sensors in common areas with natural light measure illumination levels and adjust lighting intensity accordingly, enabling energy savings in operations and enhancing comfort for our patients.

All elevators in the hospital are regenerative. Regenerative elevators are equipped with regenerative drives, which capture up to 60% of the heat generated by elevators during use and convert it into reusable electrical energy for the building rather than wasting it as heat.

The global energy crisis is spurring increasing demand for clean and renewable energy. Solar energy is a renewable and abundant energy source in Türkiye. That is why we decided to power most of our annual electricity consumption using solar energy. For Acibadem Atasehir Hospital, we are planning to invest in a 13 MWp solar power plant in 2023 to meet our annual consumption of 21,000,000 kWh.

A continuous monitoring system is in place to measure energy consumption in every utility system used in the hospital. This monitoring system enables our operations, maintenance and engineering teams to detect anomalies or errors in real time so that corrective actions can be deployed quickly to sustain high energy efficiency in our operations.

Environmentally-friendly features can also be found across the wider Acibadem Healthcare Group, including:

- Sustainable sites such as underground car parks and vegetated areas on the roof, terrace and hardscape areas, which help to counteract the heat island effect.
- Collection of rainwater in tanks to improve water efficiency and conserve water resource.
- Season-based temperature control for air-conditioning, underfloor heating, chiller and boiler to achieve energy efficiency.





Highlights (continued)

Gleneagles Hospital Hong Kong: Energy Management Initiatives

Gleneagles Hospital Hong Kong has taken concrete steps towards tackling climate change by implementing a range of energy-related initiatives.

• Transforming food waste into energy

Launched in May 2022, the Food-Waste-to-Energy Recycling programme aims to convert food waste into electricity that will be fed back into Hong Kong's electricity power grid. Facilitated by the hospital's Food and Beverage team, food waste undergoes separation at the hospital before it is subsequently delivered to Organic Resources Recovery Centre 1 (O-PARK1) – Hong Kong's first organic resources recovery centre – for generation of electricity and production of compost for landscaping and agricultural use. The 500-bed hospital generates roughly 122 tonnes of food waste annually, which can be converted to around 43,452 kWh of electricity – almost eight times the annual per capita energy consumption in Hong Kong¹.

• Powered by the sun

Gleneagles Hospital Hong Kong installed its first renewable energy power system in the form of a solar photovoltaic system on the hospital's rooftop in 2022. The solar energy generated from this system is expected to offset roughly 1% of the hospital's annual electricity bill. The hospital plans to explore the feasibility of other sources of renewable energy, including wind power generation.



• Supporting Hong Kong's low-carbon ambition

To help reduce carbon emissions, improve roadside/carpark air quality and support Hong Kong's development into a low-carbon and smart city,

Gleneagles Hospital Hong Kong took the initiative to facilitate the use of electric vehicles (EVs) on hospital premises by installing 17 EV chargers at its indoor and outdoor carparks. The project was completed in 2022.

¹ Energy consumption in Hong Kong. Worlddata.info. Available at <https://www.worlddata.info/asia/hong-kong/energy-consumption.php>. Accessed February 18, 2023.



Looking Ahead

We are fully committed to achieving Net-Zero by 2050 by charting a science-based pathway. In the short term, we will continue our efforts to cap carbon emissions at 2022 baseline while growing the business. Achieving this will require ingenuity and innovation as it means we will have to work our energy systems harder for better efficiency gains without compromising our quality of care.

Moving ahead, we will continue to collect and analyse our data to better manage energy usage. We are also closely monitoring industry trends and emerging technologies that could support our energy management drive.

In addition, we have plans to start strategising for baseline Scope 3 emissions across our value chain in 2023. This is aligned to our target to be Science Based Targets initiative (SBTi)-ready by 2025 and to establish a science-based pathway to Net-Zero by 2050. Another mid-term goal is to have our sustainability report meet disclosure standards set by Task Force on Climate-Related Financial Disclosures (TCFD) by 2025.

We will also be rolling out sustainability awareness training modules in 2023 to educate the entire organisation on our sustainability strategy and rally our people to join us on our sustainability journey.

As part of our focus on becoming more energy efficient in our operations, we continue to evaluate collaborative opportunities and explore renewable sources in energy markets where we operate.

Our journey to care for the planet continues in earnest – and we can't wait to realise our aspiration to be a force for good and to secure our collective future.





Waste Management

Why Waste Management Matters

According to WHO, about 85% of the total amount of waste generated by healthcare activities is general, non-hazardous waste. The remaining 15% is hazardous material that may be infectious, toxic or radioactive¹.

Proper waste handling and management is critical in the healthcare industry. Careless waste management can have serious consequences for the environment and communities.

The COVID-19 pandemic led to a huge surge in healthcare waste, exacerbating the global environment impact from solid waste. Additionally, plastic production has more than doubled since the beginning of the pandemic, raising concerns about the impact of unbridled plastic pollution on human health and the environment².

The mismanagement of plastic waste poses an increasing threat to human health. Plastics in nature take decades to break down, and when they do, they break down into microplastics that can potentially remain in our ecosystem and enter our food chain.

As part of our ambition to lead change in the healthcare industry, we aim to reduce our waste footprint and minimise our consumption of raw material by making use of material for as long as feasible.

In particular, we hope to influence the plastic management philosophy in the healthcare sector by first reducing our use of single-use virgin plastic in non-clinical areas. Our commitment to protect our planet includes reducing the amount of plastic we purchase, use, provide and dispose of.

Finally, we believe it is important that our stakeholders are kept apprised of our waste footprint and our effort to improve waste management.

Waste management is classed as 'important' based on a comparative ranking of our Materiality Matrix.

 See Page 19 for more details on Our Materiality Matrix.

¹ Health-care waste. World Health Organization. Available at: <https://www.who.int/news-room/fact-sheets/detail/health-care-waste>. Published 2018. Accessed February 18, 2023.

² Global analysis of health care waste in the context of COVID-19. World Health Organization. Available at: <https://www.who.int/publications/i/item/9789240039612>. Published 2022. Accessed February 18, 2023.

³ Global plastics outlook. OECD iLibrary, OECD Publishing. Available at: <https://doi.org/10.1787/de747aef-en>. Published February 22, 2022. Accessed February 18, 2023.

⁴ Gibbens S. Can medical care exist without plastic? Science. Available at: <https://www.nationalgeographic.com/science/article/can-medical-care-exist-without-plastic>. Published May 3, 2021. Accessed February 18, 2023.



The world is producing twice as much plastic waste as two decades ago, with the bulk of it ending up in landfills, incinerated or leaking into the environment, and only 9% successfully recycled, according to a 2022 OECD report³.

Practice Greenhealth, a non-profit that works to make hospitals more sustainable, estimates that 25% of the waste generated by a hospital is plastic. A single hysterectomy can produce up to nine kilogrammes of waste, most of which is plastic⁴.

Approach

The Group adheres to strict waste management regulations in each country of operation and engages licensed contractors to handle and dispose of clinical waste. Each business unit conducts waste recovery activities to reduce the quantity of non-scheduled waste sent to landfills.

To manage waste efficiently, we focus on reducing waste at source before employing reuse and recycle strategies. In addition, segregation of wastes at point of disposal enables us to better harvest recyclable wastes.

We are also taking a bold step to cut plastic waste by pushing hard on reducing single-use virgin plastic¹ in non-clinical areas of our hospitals. By committing to cut single-use virgin plastic by 90% in areas such as waiting rooms, meeting rooms, patient rooms, doctors' lounges and F&B outlets in our hospitals in Malaysia and Singapore by 2023, we hope to spark change in the plastic management philosophy in the healthcare sector.

¹ Single-use plastics are goods that are made primarily by fossil fuel-based chemicals (petrochemicals) and are meant to be disposed of right after use.



Goals

To shape a resilient, sustainable and healthy future for people and the planet, we aim to reduce our waste footprint, starting with our commitment to reduce single-use virgin plastic in non-clinical areas of our hospitals.



Key Target

Reduce single-use virgin plastic by 90% in non-clinical areas in IHH Malaysia and IHH Singapore by 2023

Our Metrics

Metrics	2022	
	Malaysia	Singapore
Total waste generated in metric tons	4,578.89	
Percentage reduction of single-use virgin plastic ⁱ in non-clinical areas	–	42%
– <i>plastic water bottles only</i>	100%	4.4%

ⁱ Refers to plastic water bottles, cups, cutlery, bowls, straws and lunch boxes.



Highlights

We are proud to take the lead in the healthcare industry by becoming the first healthcare organisation to join the World Wide Fund for Nature Plastic ACTION (WWF PACT) initiative. The programme empowers organisations to adapt their business models and processes to reduce plastic waste and move towards a circular economy. With our participation in WWF PACT, we are able to tap on resources that will help us assimilate best practices and acquire the latest technologies in plastic management.



Plastic ACTION (WWF PACT): Breaking the Plastic Tsunami

IHH Healthcare is a member of Plastic ACTION (WWF PACT), a business initiative started by WWF-Singapore to reduce waste and promote a circular economy. WWF PACT helps us to make science-based decisions for responsible consumption.

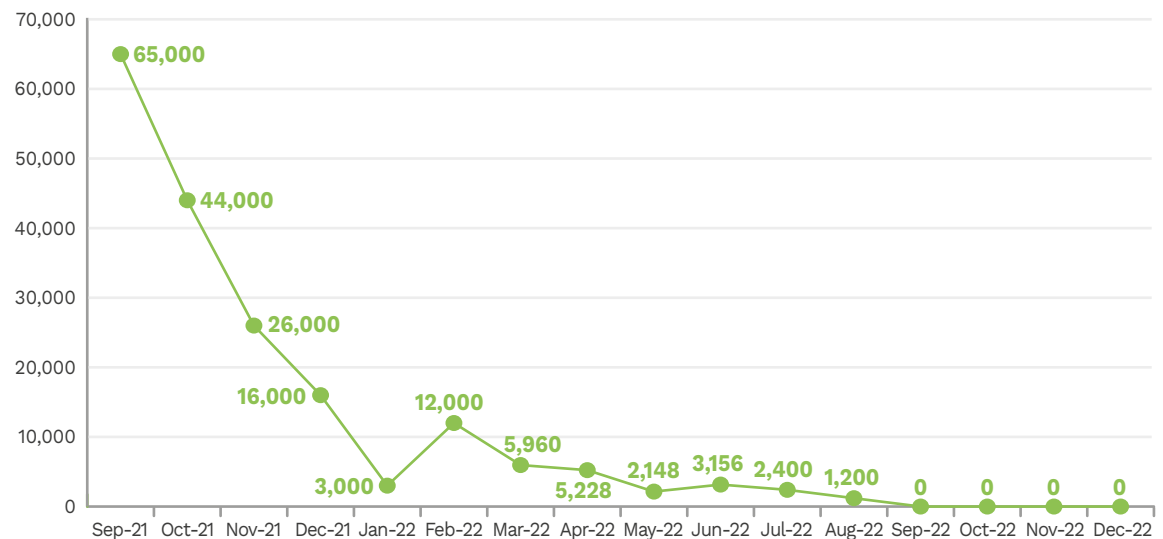
IHH Malaysia Hospitals Reduced Single-Use Plastic Water Bottles by 100% Since September 2021

We have committed to reducing our single-use virgin plastic in non-medical areas by 90% in our hospitals in Malaysia and Singapore by 2023. Examples of single-use plastics being monitored include cups, cutleries (fork, knife and spoon), bowls, straws, lunch boxes and water bottles.

We began our journey with a pilot in 2019 to reduce single-use plastic water bottles in Malaysia. The successful pilot was followed by rapid adoption by all our 16 hospitals in Malaysia and in 2021 we switched from providing patients and visitors at IHH Malaysia with drinking water in single-use plastic bottles to using water dispensers, reusable glass jars and reusable ceramic mugs in wards and at all non-medical areas. This was followed by the commencement of the drive in Singapore in June 2022.

We have now achieved 100% reduction in our purchase of single-use plastic water bottles in IHH Malaysia.

Single-use plastic water bottles purchased across IHH Malaysia since September 2021



Highlights (continued)

How We Manage Hazardous Waste in Acibadem Operations in Türkiye

Hazardous waste generated as the result of various activities in Acibadem hospitals is collected separately in sealed plastic waste buckets labeled with specific waste codes. Hazardous waste is never mixed with other types of waste.

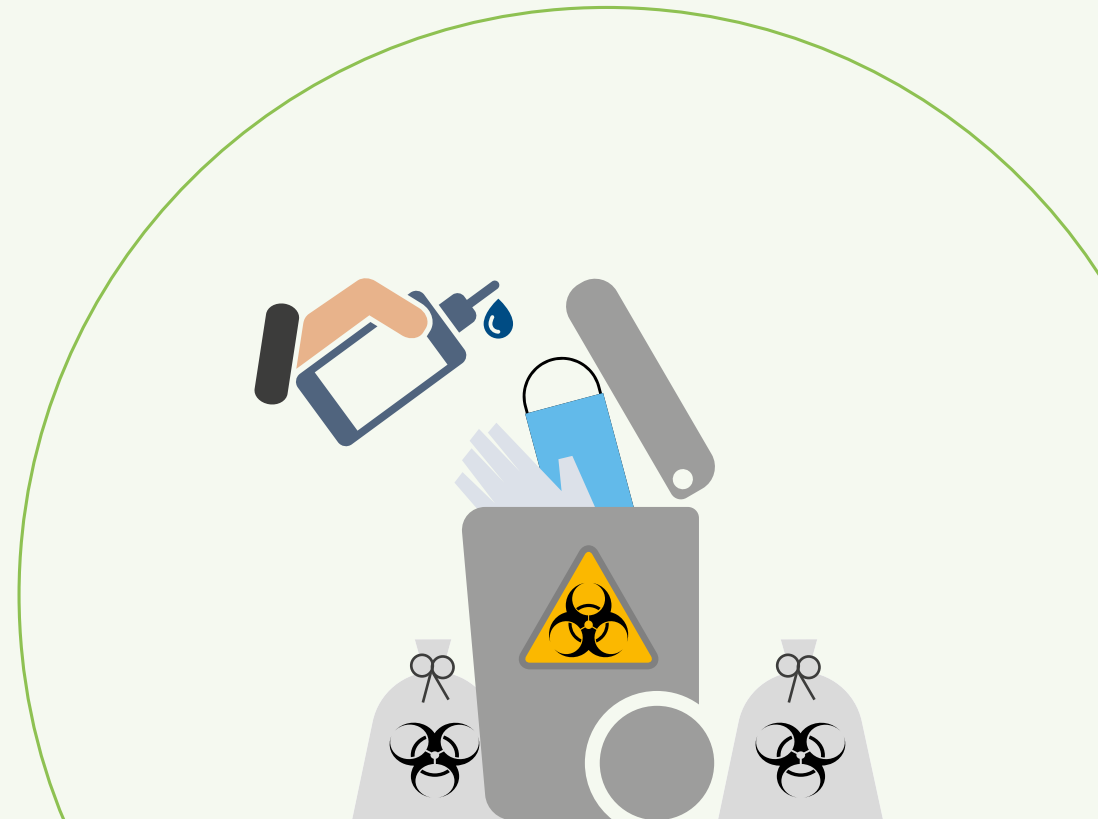
Separately collected hazardous waste is temporarily stored in the hazardous waste warehouse before being sent for disposal. In the hazardous waste storage, the waste is properly stacked, and an overflow pan is placed under the liquid waste to guard against the possibility of overflow, leakage or spillage.

For the disposal of hazardous wastes, a separate contract is made with a licensed facility subcontracted by the Ministry of Environment in Türkiye.

In order to reduce the generated amount of hazardous waste, the recycling of recyclable wastes is encouraged as much as possible. The following types of hazardous wastes are sent to companies for recycling after being subjected to our collection and storage regimen.

EWC* code	Hazardous waste category
13 02 08	Engine, gear and lubricating oils
20 01 26	Oils and fats other than those mentioned in 20 01 25
16 06 01	Lead batteries
20 01 35	Discarded electrical and electronic equipment other than those mentioned in 20 01 21 and 20 01 23 containing hazardous components

* European Waste Catalogue





Highlights (continued)

Gleneagles Hospital Hong Kong: Waste Management Initiatives

Separation of Commercial and Industrial Waste

Gleneagles Hospital Hong Kong participated in the Programme on Source Separation of Commercial and industrial Waste organised by the Hong Kong Environmental Protection Department in July 2022. The programme aims to encourage the setting up of an effective mechanism to facilitate waste separation and recycling. Recycled items under this programme include paper, metals, glass bottles, plastics, fluorescent lamps and tubes, rechargeable batteries, small electrical appliances and regulated electrical equipment, yard waste and food waste.

In its first three months of participation in 2022, Gleneagles Hospital Hong Kong recycled 3,904 kg of paper/carton boxes, 43 kg of plastics and 9,581 kg of other reusable/recyclable materials each month.

In 2023, Gleneagles Hospital Hong Kong will continue participating in: (i) collecting yard waste for delivery to “Y Park” which recycles yard waste into useful materials such as wood boards, wood beams, wood chips and sawdust; and (ii) collecting electrical appliances, rechargeable batteries, electrical equipment for delivery to “WEEE-Park” which adopts advanced technologies to recycle regulated waste electrical equipment into valuable secondary raw materials.

Attained Wastewi\$e Certificate in December 2022

Issued under the Hong Kong Green Organisation Certification programme, the Wastewi\$e Certificate recognises companies for their commitment to and



efforts in environmental protection through waste reduction or recycling. Three levels of the Wastewi\$e Certificate, namely Basic, Good and Excellent, are awarded, depending on the extent of achievement of the measures.

In December 2022, Gleneagles Hospital Hong Kong was awarded with a “Good Level Certificate” as it had successfully implemented at least 60% of applicable items in the assessment criteria.

Looking Ahead

Our target to reduce single-use virgin plastic by 90% in non-clinical areas by 2023 is currently tracked in Malaysia and Singapore markets. We expect to gain useful learnings and best practices from this exercise, which we aim to leverage on to scale up to other markets globally as a next step.

In addition, we also plan to analyse the various waste streams arising from our operations. With a robust set of waste data, we will be able to identify the areas we should be focusing our efforts on for maximum results.

To rally our people to progress with us on our sustainability journey, we will be rolling out sustainability awareness training modules in 2023. We will also be launching a sustainability intranet to provide our people with access to sustainability resources, as well as useful tips to help them live a more sustainable lifestyle.

We will engage our suppliers and partners for better ways to reuse, recycle and contribute to a circular economy. We will also continue to work with local stakeholders on local waste management campaigns.



GRI Content Index

Statement of use: IHH Healthcare Berhad has reported with reference to the GRI Standards for the period 1 January 2022 to 31 December 2022.

GRI 1 Used: GRI 1: Foundation 2021

Applicable GRI Sector Standard(s): None

GRI Standard	Disclosure Number	Disclosure Title	Page Reference
General Disclosures			
GRI 2: General Disclosures 2021	2-1	Organisational details	3 Annual Report 2022: 12-13, 34-35
	2-2	Entities included in the organisation's sustainability reporting	2
	2-3	Reporting period, frequency and contact point	2
	2-5	External assurance	108
	2-6	Activities, value chain and other business relationships	Annual Report 2022: 34-37
	2-7	Employees	56
	2-9	Governance structure and composition	12
	2-10	Nomination and selection of the highest governance body	Annual Report 2022: 103-107
	2-11	Chair of the highest governance body	Annual Report 2022: 88
	2-12	Role of the highest governance body in overseeing the management of impacts	12
	2-13	Delegation of responsibility for managing impacts	12
	2-14	Role of the highest governance body in sustainability reporting	2
	2-15	Conflicts of interest	Annual Report 2022: 74-87
	2-16	Communication of critical concerns	Annual Report 2022: 38-41
	2-17	Collective knowledge of the highest governance body	12
	2-18	Evaluation of the performance of the highest governance body	Annual Report 2022: 86-102
	2-19	Remuneration policies	Annual Report 2022: 86-102
	2-20	Process to determine remuneration	Annual Report 2022: 86-102
	2-21	Annual total compensation ratio	Annual Report 2022: 86-102
	2-22	Statement on sustainable development strategy	5-6
2-23	Policy commitments	IHH website – Corporate governance policy disclosures: https://www.ihhhealthcare.com/investors/corporate-governance/corporate-governance-policy-disclosures	
2-24	Embedding policy commitments	Annual Report 2022: 86-102	
2-25	Processes to remediate negative impacts	Annual Report 2022: 113-118	
2-26	Mechanisms for seeking advice and raising concerns	Annual Report 2022: 113-118 IHH website – Whistleblowing policy: https://www.ihhhealthcare.com/docs.htm?filepath=IHH/IHH%20Whistleblowing_Final_1Jan2023.pdf	
2-29	Approach to stakeholder engagement	Annual Report 2022: 38-41	
Material Topics			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	16-18
	3-2	List of material topics	21, 23-25



GRI Content Index


GRI Standard	Disclosure Number	Disclosure Title	Page Reference
Our Patients			
Data Privacy and Security			
GRI 3: Material Topics 2021	3-3	Management of material topics	49-51
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	51
Our People			
Employee Safety and Total Well-Being			
GRI 3: Material Topics 2021	3-3	Management of material topics	57
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	57
	403-2	Hazard identification, risk assessment and incident investigation	57
	403-3	Occupational health services	57
	403-4	Worker participation, consultation and communication on occupational health and safety	57
	403-5	Worker training on occupational health and safety	57
	403-6	Promotion of worker health	57
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	57
	403-8	Workers covered by an occupational health and safety management system	57
People Engagement and Talent Development			
GRI 3: Material Topics 2021	3-3	Management of material topics	69-71
GRI 404: Training and Education 2016	404-2	Programmes for upgrading employee skills and transition assistance programmes	73
Diversity and Inclusion			
GRI 3: Material Topics 2021	3-3	Management of material topics	62
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	63
Our Planet			
Energy Management			
GRI 3: Material Topics 2021	3-3	Management of material topics	94-95
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	95
	302-3	Energy intensity	95
GRI 303: Water and effluents 2018	303-5	Water consumption	95
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	95
	305-2	Energy indirect (Scope 2) GHG emissions	95
	305-4	GHG emissions intensity	95
Waste Management			
GRI 3: Material Topics 2021	3-3	Management of material topics	101-102
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	102
	306-2	Management of significant waste-related impacts	102
	306-3	Waste generated	102



Assurance Statement

As part of our process to ensure accuracy and robustness of our greenhouse gas (GHG) quantification and reporting, we have embarked on verification and assurance of our GHG emissions, starting with two IHH Singapore hospitals. This verification exercise will help us to further refine our carbon accounting process across all our markets.

CERTIFICATE
 CERTIFICADO
 СЕРТИФИКАТ
 認證證書
 CERTIFICATE
 CERTIFIKAT



PSB Singapore

GHG VERIFICATION STATEMENT

The Certification Body of
TÜV SÜD PSB Pte Ltd
 verify that the Greenhouse Gas (GHG) statement reported by
IHH Healthcare Berhad
 HarbourFront Tower One
 1 HarbourFront Place, #03-02
 Singapore 098633

Scope	Value	Unit
Scope 1	562.07	tonnes of CO ₂ e
Scope 2	6,654.37	tonnes of CO ₂ e
Total emission verified:	7,216.44	tonnes of CO₂e

Scope	Value	Unit
Scope 1	188.74	tonnes of CO ₂ e
Scope 2	1,662.65	tonnes of CO ₂ e
Total emission verified:	1,851.39	tonnes of CO₂e

as conforming to the requirements of

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard – Revised Edition

Organizational Boundaries:
 Financial Control Operational Control Equity Share

Operational Boundaries:
 Scope 1 Scope 2 Scope 3


Reporting Period: 2022-01-01 to 2022-12-31

Level of Assurance: Reasonable Limited

GHG Verified: CO₂ CH₄ N₂O HFCs PFCs SF₆ NF₃

Statement Registration No.: GHG-2023-0001


Approved Letter No.: 00000001



 SIEW Kwai Heng, Tiffany
 Head of Certification Body
 Management Systems
 Business Assurance Division

Page 1 of 3

To be read in conjunction with the below Schedule Accompanying GHG Verification Statement.

TÜV SÜD PSB Pte Ltd • 15 International Business Park Singapore 609937





PSB Singapore

Schedule Accompanying GHG Verification Statement

Objective

The objectives of this verification were to:

- Determine the extent of conformity of organization's emission report with the applicable verification criteria The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard – Revised Edition;
- Assess completeness of the organization's GHG inventory of GHG emissions and removals;
- Evaluate the organization's GHG information system and its controls/management in preparing emission report;
- Confirm whether or not the GHG statement is without material discrepancy (and in conformance with regulations), and whether the verification activities provide the level of assurance agreed to, at the beginning of the verification process.

Scope of Verification

TÜV SÜD PSB was contracted by IHH Healthcare Berhad to perform a verification of the greenhouse gas statement of GHG Emission generating activities from hospital facility operation with respect to the following hospitals in Singapore:

S/N	Site	Address
1	Gleneagles Hospital	6A Napier Road, Level 3, Gleneagles Hospital, Singapore 258500
2	Parkway East Hospital	321 Joo Chiat Place, Parkway East Hospital, Singapore 427990

Verification Standard, Criteria and GHG Program

The verification was performed in accordance with The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard – Revised Edition and ISO 14064-3:2019 - Greenhouse gases – Part 3: Specification with guidance for the verification and validation of greenhouse gas statements.

Roles and Responsibilities

The Sustainability team at the group level works with designated individuals at each site to manage GHG documentation, quantification and reporting processes.

TÜV SÜD PSB conducted a third party verification of the provided GHG statement against the principles of The Greenhouse Gas Protocol in the period 2022-01-01 to 2022-12-31. The verification was based on the verification objectives, scope and criteria as agreed between IHH Healthcare Berhad and TÜV SÜD PSB on 2022-12-13.


Verification Process and Method

TÜV SÜD PSB adopts a risk-based approach, drawing on an understanding of the risks associated with reporting GHG emissions information and the controls in place to mitigate. Our examination included comprehensive assessment of evidences relevant to the amounts and disclosures in relation to GHG emissions reported by the organization.

Note: This Statement is issued, on behalf of Client, by TÜV SÜD PSB under its Terms & Conditions. The findings recorded hereon are based upon an verification performed by TÜV SÜD PSB. A full copy of this statement, the findings and the supporting GHG statement may be consulted at the organization. To check the validity of this statement please call (+65 6778 7777). This Statement does not relieve client from compliance with any bylaws, federal, national or regional acts and regulations or with any guidelines issued pursuant to such regulations. Stipulations to the contrary are not binding on TÜV SÜD PSB and TÜV SÜD PSB shall have no responsibility vis-a-vis parties other than its client.

TÜV SÜD PSB Pte Ltd, 15 International Business Park Singapore 609937, Reg. No. 19900267

Doc No.: 69843
Revision: 3
Effective Date: 10 Mar 2021
Page 2 of 3





Assurance Statement



PSB Singapore

The reviews of the Emission Report and the subsequent follow-up site visit & interviews have provided TÜV SÜD PSB with sufficient evidence to determine that Gleneagles Hospital & Parkway East Hospital has fulfilled stated criteria at a limited level of assurance for Scope 1 and Scope 2 as agreed.

The following emissions have been verified by TÜV SÜD PSB:

Summary of the GHG statement for Site 1 : Gleneagles Hospital

Scope 1	562.07	tonnes of CO ₂ e
Scope 2	6,654.37	tonnes of CO ₂ e
Total emission verified:	7,216.44	tonnes of CO ₂ e

Summary of the GHG statement for Site 2 : Parkway East Hospital

Scope 1	188.74	tonnes of CO ₂ e
Scope 2	1,662.65	tonnes of CO ₂ e
Total emission verified:	1,851.39	tonnes of CO ₂ e

Materiality

The materiality required of the verification was considered by TÜV SÜD PSB to be 10% based on the needs of the intended user of the GHG statement.

Verification statement

We conducted our verification with regard to the GHG statement of IHH Healthcare Berhad which included assessment of GHG information system, monitoring and reporting plan/protocol. This assessment included the collection of evidences supporting the reported data, and the evaluation of the consistency and appropriateness of those evidences.

In TÜV SÜD PSB's opinion, the GHG statement within a period from 2022-01-01 to 2022-12-31 has been verified as positive.

There is no evidence that the GHG statement within a period from 2022-01-01 to 2022-12-31,

- Is not materially correct and is not a fair representation of the GHG data and information, and
- Has not been prepared in accordance with the related International Standard on GHG quantification, monitoring and reporting, or to relevant national standards or practices.

Note: This Statement is issued, on behalf of Client, by TÜV SÜD PSB under its Terms & Conditions. The findings recorded hereon are based upon a verification performed by TÜV SÜD PSB. A full copy of this statement, the findings and the supporting GHG statement may be consulted at the organization. To check the validity of this statement please call (+65 6778 7777). This Statement does not relieve client from compliance with any bylaws, federal, national or regional acts and regulations or with any guidelines issued pursuant to such regulators. Stipulations to the contrary are not binding on TÜV SÜD PSB and TÜV SÜD PSB shall have no responsibility vis-à-vis parties other than its client.

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Revision: 3

Effective Date: 10 Mar 2021

Page 3 of 3

TÜV®



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