

People Scorecard

Health and Safety



0
Work-related fatalities



13.4
Lost-time incident rate¹



40,252
of employees trained on health and safety standards

Diversity



42.5%
of women in leadership roles*

* Leadership roles include not only senior roles within our organisation like Group-level Business Critical Roles (IHH GCEO, GCHRO, GCFO, etc.), Group Function Heads, Market-CEOs, but also all hospital CEOs as well as critical function leadership roles in the market. Leadership roles are more inclusive and cover all senior management roles as well as some management roles which are key positions within the organisation.

Board Diversity

Gender	Number of Directors	%
Male	8	80%
Female	2	20%
Total	10	100%

Age	Number of Directors	%
40-49 years	2	20%
50-59 years	2	20%
60-69 years	6	60%
Total	10	100%

Workforce Diversity

Percentage of employees by gender, for each employee category ²	Male %	Female %	Total %
Senior management	49%	51%	2%
Management	40%	60%	8%
Executive	31%	69%	23%
Non-executive	31%	69%	67%
Total	32%	68%	100%

Workforce

Employee Breakdown

Percentage of employees by age group, for each employee category ²	<30 years %	30-50 years %	>50 years %	Total %
Senior management	12%	52%	36%	2%
Management	3%	77%	20%	8%
Executive	29%	65%	6%	23%
Non-executive	50%	39%	11%	67%
Total	41%	48%	11%	100%

Percentage of employees that are contractors or temporary staff ³	%
Contractors or temporary staff	15%
Fulltime employees	85%

Note:

Percentage figures may not add up to 100% due to rounding of decimals. All data excludes Fortis Healthcare, in line with our reporting scope and boundary.

¹ Lost time incident rate calculation method: Total number of lost time injuries in relation to total number of hours worked in the reporting period, multiplied by 200,000, which represents a standardised value of the total amount of hours that 100 employees work weekly for 40 hours for a duration of 50 weeks (100 x 40 x 50 = 200,000).

² Employee categories are defined as follows:

- Senior Management: Senior leaders from group, markets and functions, who are involved in business strategy and decision makers for their respective market-BU/facility/hospital/unit.
- Management: Include people managers and individual contributors in clinical and non-clinical roles, supporting Senior Management and Leaders in the organisation.
- Executive: Include employees who are involved mainly in daily operational roles, team leaders or front liners managing administrative matters. Includes Clinical and Non-Clinical Roles.
- Non-executive: Usually individual contributors involving in daily operational roles and do not hold any supervisory responsibilities. Includes Clinical and Non-Clinical Roles.

³ Contractors are persons or organisations working onsite or offsite on behalf of an organisation. Temporary staff are employees with a contract for a limited period (i.e., fixed term contract, short term contract) that ends when the specific time period expires, or when the specific task or event that has an attached time estimate is completed.

People Scorecard

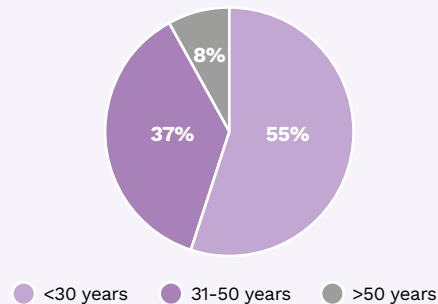
Workforce

Employee Turnover

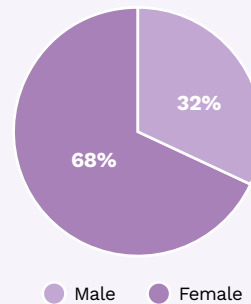
Number and percentage of employee turnover by employee category ¹	Total Turnover	Total %
Senior management	108	0.2%
Management	539	1.1%
Executive	2,796	6.0%
Non-executive	6,630	14.1%
Total	10,073	21.5%

New Employee Hire

Percentage of new employee hire by age group



Percentage of new employee hire by gender



Note:

Percentage figures may not add up to 100% due to rounding of decimals. All data excludes Fortis Healthcare, in line with our reporting scope and boundary.

¹ Refers to both voluntary and involuntary turnover.

² Training includes all types of vocational training and instruction, paid educational leave provided by a company for its employees, training or education pursued externally and paid for in whole or in part by a company and training on specific topics. Training does not include on-site coaching by supervisors.

³ Parental leave refers to paternity and maternity leave only.

Training

Number of total training hours by employee category ²	Total Hours
Senior management	25,223
Management	48,990
Executive	147,636
Non-executive	818,569
Total	1,040,418

Parental leave ³	Male	Female	Total case
Return to work rates of employees that took parental leave, by gender	100%	89%	94%
Total number of employees that took parental leave, by gender	1,416	1,676	3,092
Total number of employees that returned to work in the reporting period after parental leave ended, by gender	1,416	1,496	2,912
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	1,399	1,383	2,782

People Engagement & Talent Development	FY22	FY23
Percentage increase in nursing talent roles	Established baseline	5.6%
EES score on employee engagement	Established baseline	2% above Global Healthcare benchmarking score

Labour practices and standards	FY23
Number of substantiated complaints concerning human rights violation	0