

Care. For good.

Sustainability Report 2023



IHH Healthcare



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About This Report

At IHH Healthcare, sustainability is about making healthcare better and creating a lasting impact in the markets we operate in. Guided and united by our aspiration to “Care. For Good.”, we forge ahead to touch lives and transform patient care.

Following on from last year’s inaugural standalone sustainability report, we continue to provide a full and balanced view of IHH Healthcare’s identified material matters and sustainability performance.

We have paid careful consideration to the expectations and concerns of our stakeholders and remain committed to our vision of becoming the world’s most trusted healthcare service network.

Scope and Boundary

The information contained in this report captures the Group’s sustainability performance for the financial year 1 January 2023 to 31 December 2023.

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, Greater China, India, Macedonia, Malaysia, the Netherlands, Serbia, Singapore, and Türkiye.

Reporting Framework

This report was prepared in accordance with Bursa Malaysia Securities Berhad’s Main Market Listing Requirements (with reference to the 2nd Edition of the Sustainability Reporting Guide), and with reference to Global Reporting Initiative Universal Standards 2021.

We have assessed our sustainability disclosures against the SASB Standards for Health Care Delivery to identify areas of alignment and enhance their usefulness for disclosing ISSB-compliant information. Details on this mapping can be found in the GRI Content Index on page 76.

This report has been reviewed by IHH Healthcare’s Sustainability Committee and Risk Management Committee, with overall approval granted by the Board of Directors. It should be read in conjunction with IHH Healthcare Annual Report 2023 and the IHH Corporate Governance Report 2023.



Scan to read the IHH Healthcare Annual Report 2023

Statement of Assurance

To further enhance the robustness of our GHG emissions reporting, we continue to perform limited assurance on our GHG emissions in accordance with recognised assurance standards. For 2023, two of our IHH Malaysia hospitals are undergoing independent limited assurance on Scope 1 and Scope 2 emissions and the verification statement will be published on the IHH website under Planet Scorecard. This verification exercise gives us confidence on our data and helps us further refine our processes across our markets.

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 seek to offer peace of mind by providing the best outcome and experience possible for our patients and their loved ones.

We go beyond the Hippocratic oath principle of “doing no harm” to “Care. For Good.” Making healthcare not just about health, but care, with a pulse of empathy. Because we believe in building a better world not just for us but for generations to come.

With over 80 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 70,000 dedicated employees, we offer a full spectrum of integrated healthcare services through our portfolio of trusted healthcare brands.



80+
Hospitals*



10
Countries



15,000+
Licensed beds*



7
Leading brands*



70,000+
Talented and
dedicated employees*

* Inclusive of Fortis Healthcare

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



Highlights of 2023: Building From a Solid Foundation

In our second standalone sustainability report, we share the progress that has been made with regards to the goals and metrics that were set in 2022.

Through the solid foundation that was built in 2022, we were able to better focus on achieving the goals set forth across our four sustainability pillars of Patients, People, Public and Planet, as well as strengthening our governance structure. Here are our progress highlights for 2023:



Patients

Empowering Our Patients

Comprehensively reviewed our existing **17 clinical quality indicators** and undertook a crosswalk analysis to align them with international indicators

Increased number of **value-driven outcomes (VDO)¹ quality indicators tracked from 113 to 157** to improve value-based care

Increased billing estimate accuracy from **85% to 87%²** using AI

Over **7.49 million patients** have access to their medical records online

Expanded our innovative partnerships to include Annalise and Airdoc offering **AI-powered digital imaging capabilities**



People

Shaping the Best Place to Work

42.5% women in leadership roles across IHH

Partnered with Intellect to provide **comprehensive mental well-being services** for employees

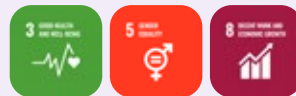
5.6% increase in **nursing talent**

Zero workplace fatalities

Over **1 million training hours** achieved to foster a culture of Learning & Development across IHH

EES³ score on employee engagement was **2% above Global Healthcare benchmarking score**

86% of our employees felt that we **collaborate** well, and **85%** of our employees **trust** their immediate manager³



Public

Nurturing a Healthier Society

As part of our **Antimicrobial Stewardship Programme**, 100% of our markets established relevant committees and guidelines for common infections and procedures

Conducted **667,560** health screenings

Conducted **297,049** cancer screenings for breast, cervical and colorectal cancers

Contributed close to **USD\$5 million** in aid of earthquake victims in Türkiye and Syria

Expanded our flagship corporate responsibility initiative – **Life Renewed** – from Malaysia to Singapore via a two-year partnership with Para Athletics (Singapore)



Planet

Protecting Our Planet

Reduced **3.9%** emission intensity per patient bed day, across our operations

Reduced **99%** single-use virgin plastics in non-clinical areas in Singapore and **79%** single-use virgin plastics in non-clinical areas in Malaysia

Expanded the **Group's Balanced Scorecard** to include anaesthetic gas emissions reduction targets

Began to **chart a roadmap for climate disclosures** aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD)



¹ VDO is about using data to improve quality and outcomes while ensuring cost effectiveness.

² Applicable to our hospitals in Malaysia and Singapore.

³ Global IHH Employee Engagement Survey.

Awards and Accreditations

2023 Awards

IHH Healthcare

Time “World’s Best Companies 2023”

- Ranked 726 among 750 best companies globally

Forbes “World’s Best Employers 2023”

- Ranked 250 among 700 best employers globally

HRM Asia Readers’ Choice Award 2023

- Global Leadership of Business Enterprise (I.GLOBE) programme

IR Awards South East Asia 2023

- Best ESG reporting (large cap)

Asiamoney Asia’s Outstanding Companies Poll 2023

- Most Outstanding Company in Singapore – Healthcare Sector

Institutional Investor’s 2023 Asia Pacific (Ex-Japan) Executive Team Rankings

- Most Honoured Companies – Rest of Asia
- Healthcare, Pharma & Biotech (for FY22 performance):
- Overall: #3 in “Best CEO”, “Best CFO”, “Best Investor Relations”, “Best IR Team”, “Company Board of Directors”, and “Overall ESG”
- Buy-Side: #2 in “Best CEO”, “Best CFO”, “Best Investor Relations”, “Best IR Team”, “Company Board of Directors”, “Overall ESG”, and #3 in “Best IR Professionals”

Malaysia

Global Health Asia-Pacific Awards 2023

IHH Healthcare Malaysia

- Hospital Group of the Year

Gleneagles Hospital Penang

- Medical Tourism Hospital of the Year

Gleneagles Hospital Kuala Lumpur

- Hospital of the Year in Malaysia
- Customer Care Service Provider of the Year
- Endocrinology Service Provider of the Year
- Gastroenterology Service Provider of the Year
- ICU Service Provider of the Year
- Neurology Service Provider of the Year
- Prostate Care Service Provider of the Year

Pantai Hospital Kuala Lumpur

- Cancer Centre of the Year
- Comprehensive Hand & Microsurgery Service Provider of the Year
- Heart & Vascular Service Provider of the Year
- Respiratory Medicine Service Provider of the Year
- Robotic Rehabilitation Service Provider of the Year

World Stroke Organisation (WSO) Angels Diamond Award 2023

- Pantai Hospital Ipoh

BrandLaureate Best Brands Award 2023 in Healthcare, Medical Tourism Hospital of the Year and Clinical Service Initiative of the Year by Healthcare Asia Awards 2023

- Prince Court Medical Centre

Singapore

Healthcare Asia Medtech Awards 2023

- Healthcare App of the Year – IHH Singapore

WSHAsia Awards 2023

– Industry Excellence Award

- IHH Singapore

Healthcare Asia Awards 2023

– Customer Service Initiative of the Year and the Clinical Service Initiative of the Year

- Mount Elizabeth Novena Hospital

Newsweek World’s Best Specialised Hospitals and World’s Best Smart Hospitals

- Gleneagles Hospital Singapore and Mount Elizabeth Hospital

Türkiye

Acıbadem Healthcare Group “The Most Admired Companies of the Business World Survey” by Capital Magazine

- Ranked first in the Hospital Sector

Services Exporters’ Association (HIB)

- Champion for Healthcare Services

Tech Brands Turkey

- Ranked first in Healthcare Sector

Brandverse Awards Turkey

- Gold Award in “Healthcare Institutions” category

India

Outlook Health 2023 Best Hospital Rankings in India:

- Gleneagles Hospital Mumbai
- Gleneagles HealthCity Chennai

Greater China Operations

Gleneagles Hong Kong Hospital

- Office of the Privacy Commissioner for Personal Data, Hong Kong: Outstanding Gold Award of the Privacy-Friendly Awards 2023
- Family Top Brand 2023: Obstetrics and Gynaecology Services
- Dutch Chamber of Commerce, Hong Kong: Sustainable Innovation Award – Silver

2023 Accreditations

Joint Commission International (JCI)

Malaysia

Pantai Hospital Kuala Lumpur
Gleneagles Hospital Kuala Lumpur
Gleneagles Hospital Penang

Türkiye

Acıbadem Adana Hospital
Acıbadem Altunizade Hospital
Acıbadem Maslak Hospital
Acıbadem Atakent Hospital
Acıbadem City Clinic UMBAL
Clinical Hospital Acıbadem Sistina

Singapore

Gleneagles Hospital
Mount Elizabeth Hospital
Mount Elizabeth Novena Hospital
Parkway East Hospital

Brunei

Gleneagles JPMC

National Accreditation Board for Hospitals and Healthcare Providers (NABH)

India

Gleneagles Hospital Mumbai
Gleneagles BGS Hospital, Kengeri, Bengaluru
Gleneagles AWARE Hospital, L.B. Nagar, Hyderabad
Gleneagles HealthCity Chennai
Gleneagles Hospital, Lakdi-Ka-Pul, Hyderabad

Malaysian Society for Quality Health (MSQH)

Malaysia

Pantai Hospital Cheras, Pantai Hospital Penang, Pantai Hospital Kuala Lumpur, Pantai Hospital Ampang, Pantai Hospital Ipoh, Pantai Hospital Batu Pahat, Pantai Hospital Manjung, Pantai Hospital Sungai Petani, Pantai Hospital Ayer Keroh, Pantai Hospital Klang, Pantai Hospital Laguna Merbok, Gleneagles Hospital Kuala Lumpur, Gleneagles Hospital Penang, Gleneagles Hospital Medini Johor, Gleneagles Hospital Kota Kinabalu and Prince Court Medical Centre

A Message From Our Chairman and Group CEO

In recent years, our pursuit of sustainability has been deeply influenced by global trends that have reshaped the healthcare landscape and the world at large. As a result of the pandemic, we have seen a rise in demand and interest for digital health and telemedicine. We have also experienced a paradigm shift towards value-based care where the focus is on quality of care and patient-focused outcomes.

At the same time, the growth of AI and machine learning has necessitated a change in the way we analyse patient data, detect patterns, and make clinical decisions. To top it all off, there is also a growing global emphasis on climate change and environmental responsibility.

The recognition of these trends has guided our vision and hastened the pace that we need to adopt for our sustainability journey. We must continue pushing forward with urgency and relevancy.



Tan Sri Mohammed Azlan bin Hashim
Non-Executive Chairman



Dr Prem Kumar Nair
Group Chief Executive Officer

“As a result of the pandemic, we have seen a rise in demand and interest for digital health and telemedicine. We have also experienced a paradigm shift towards value-based care where the focus is on quality of care and patient-focused outcomes.”

A Message From Our Chairman and Group CEO

Making Progress in Our Sustainability Goals

This past year, we have made significant progress in our venture into a new era of sustainability.

2022 marked the year that we set clear, measurable sustainability goals, cementing our dedication and commitment toward sustainability. These goals encompass every facet of our operations, from minimising our environmental footprint to enhancing patient well-being; from embracing a people-led workplace culture to contributing to the well-being of the communities we serve.

With these clear goals in place, we were able to achieve several significant milestones and achievements in our sustainability journey in 2023 including:

- Increased value-driven outcomes indicators being tracked by 39% to improve value-based care
- Increased our nursing talent pool by 5.6%
- Touched close to 1.3 million lives through health screening, disease management, and corporate responsibility programmes
- Reduced 3.9% emissions intensity per patient bed day across our operations

Transparency and Accountability Are the Bedrock of Trust

Trust is essential in every business, and perhaps more so in the healthcare industry, where lives are being entrusted to medical professionals, systems, and organisations. Often times, it is this matter of trust that becomes the deciding factor for patients choosing between one hospital and another.

To achieve this trust, transparency and accountability is paramount. Our sustainability report showcases how seriously we take this endeavour and what we have done to build up trust with our stakeholders over the years.

In this report, you will find that we not only highlight and celebrate our sustainability milestones and achievements, but also communicate in a forthright manner the challenges faced in our journey forward.

Committed for the Long Haul

Sustainability is not a fad nor a checkbox, but a long-term commitment towards real and actionable change. Every action that we take today, and every plan that we make for our future determines the kind of impact we have on healthcare, society, and the environment.

As a major player in the healthcare industry, we acknowledge that we have a corresponding responsibility that accompanies our size and reach. We recognise the potential we have to influence the industry and drive transformative change for the greater good.

This is a responsibility that we will not shy away from, but firmly embrace in order to continue delivering better outcomes for our patients, people, the public, and the planet.

This is how we **Care. For Good.**

Tan Sri Mohammed Azlan bin Hashim
Non-Executive Chairman

Dr Prem Kumar Nair
Group Chief Executive Officer

“Sustainability is not a fad nor a checkbox, but a long-term commitment towards real and actionable change. Every action that we take today, and every plan that we make for our future determines the kind of impact we have on healthcare, society, and the environment.”

Our Approach to Sustainability

As one of the largest healthcare groups in the world, we are committed to contributing significantly towards building a healthier and more sustainable world.

After all, “doing no harm” is one of the key principles of the Hippocratic Oath. At IHH Healthcare, sustainability is about going beyond “doing no harm” and is aptly summarised in our aspiration to “Care. For Good.”, which is derived from our purpose, vision, mission, and core values.

Our Purpose

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

People join the IHH Healthcare network because of their desire to make a difference in the lives of patients and their loved ones.

At the same time, our desire to transform care is what differentiates us. Through our global scale and reach, we are uniquely placed to connect a range of deep capabilities and best practices, and to raise the bar in healthcare across multiple geographies. All of these are achieved by creating synergies within our company.

Our sustainability approach and efforts showcase how we stay true to our purpose by:

- **empowering our patients** through better, faster, and more accessible healthcare
- **shaping the best place to work** so that our people can deliver the best care
- **nurturing a healthier society** through medical intervention, health literacy, and outreach programmes
- **protecting our planet** through the prioritisation of our waste management and carbon footprint efforts in energy efficiency projects

Our Sustainability Framework

At IHH Healthcare, trust is the cornerstone of all our relationships and the vital enabler that allows us to live out our purpose. We begin by first understanding our stakeholders’ expectations and honouring our commitments to them.

Our sustainability framework, which corresponds with the ESG framework, centres around making a positive impact on our four key stakeholders – patients, our people, the public, and our planet. This framework is underpinned by a sound governance structure which keeps us on track in our sustainability journey.

We believe that a solid sustainability framework naturally begets good business performance. Therefore, our sustainability framework has been embedded into business strategy and is tied to performance and remuneration in the Group’s Balanced Scorecard.

“**The climate crisis is a health crisis. Attending COP28 where the first-ever Health Day highlighted the severe health implications of climate change has fuelled me, my team and leadership to take further strides towards becoming a force for good within the healthcare sector. We are committed to make healthcare not just about health, but care, for our patients, our people, our communities, and our planet.**”



Yasemin Tecmen Stubbe
Group Head of Sustainability,
Group Head of Branding Strategy

Our Sustainability Framework



Effective governance guides our sustainability efforts

How Our Framework Corresponds to ESG



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.



Patients



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.



People



Our Sustainability Framework

Protecting Our Planet

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



Planet



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.



Public



Governance

A robust governance structure keeps us on track in our sustainability journey, with clear accountability ensuring that all legal and regulatory obligations are met.

Our Sustainability Goals

Patients
Empowering Our Patients

To be the most trusted private healthcare provider in all our markets by 2025	Progress
Achieve 90% of value-driven outcomes (VDO) at or above international benchmarks by 2025	Ongoing, see page 25
Billing estimates to be 90% accurate in our core markets ¹ by 2025	Ongoing, see page 25
Admission for A&E cases to be within 1 hour of doctors' instructions in our core markets ¹ by 2025	Ongoing, see page 25
To be in top quartile in Net Promoter Score (NPS) ² in our core markets ¹ by 2025	Ongoing, see page 25

People
Shaping the Best Place to Work

To be the employer of choice in private healthcare in all our markets by 2025	Progress
Achieve 50:50 male to female ratio in leadership roles by 2025	Ongoing, see page 43
Increase global nursing talent pool by 10% by 2025	Ongoing, see page 47
Reduce lost time injuries and have zero workplace fatalities	Ongoing, see page 40
Be above Global Healthcare benchmarking scores in Employee Engagement Survey (EES) for all of our markets by 2025	Ongoing, see page 47

Public
Nurturing a Healthier Society

To touch five million lives³ for healthier communities by 2025	Progress
Have 100% of hospitals implement antimicrobial resistance interventions in line with CDC, WHO, and national guidelines by 2025	Ongoing, see page 55
Reduce disease burden on cancer and cardiovascular diseases through screenings, health literacy, and disease management programmes	Ongoing, see page 58
Establish public corporate responsibility programmes in at least two of our core markets ¹ to make available quality healthcare to the underserved by 2023	Achieved, see page 58

Planet
Protecting Our Planet

To cap carbon growth by 2025 and achieve Net-Zero by 2050	Progress
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	Ongoing, see page 67
Strategise Scope 3 carbon accounting by 2023	Achieved, see page 67
Be SBTi (Science Based Targets initiative) ready by 2025	Ongoing, see page 67
Reduce single-use virgin plastic by 90% in non-clinical areas in Malaysia and Singapore by 2023	Partially met, see page 71

¹ Our core markets refer to Malaysia, Singapore, India and Türkiye.

² Net Promoter Score is a key metric that measures customer loyalty and satisfaction.

³ Number of lives touched includes cumulative number of patient interactions through IHH Healthcare services targeted at reducing antimicrobial resistance and disease burden, and number of beneficiaries reached through our corporate responsibility programmes.

Sustainability Governance

A robust governance structure helps to keep 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 embedded 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 across the Group by delegating responsibility to the Sustainability Committee (SC).

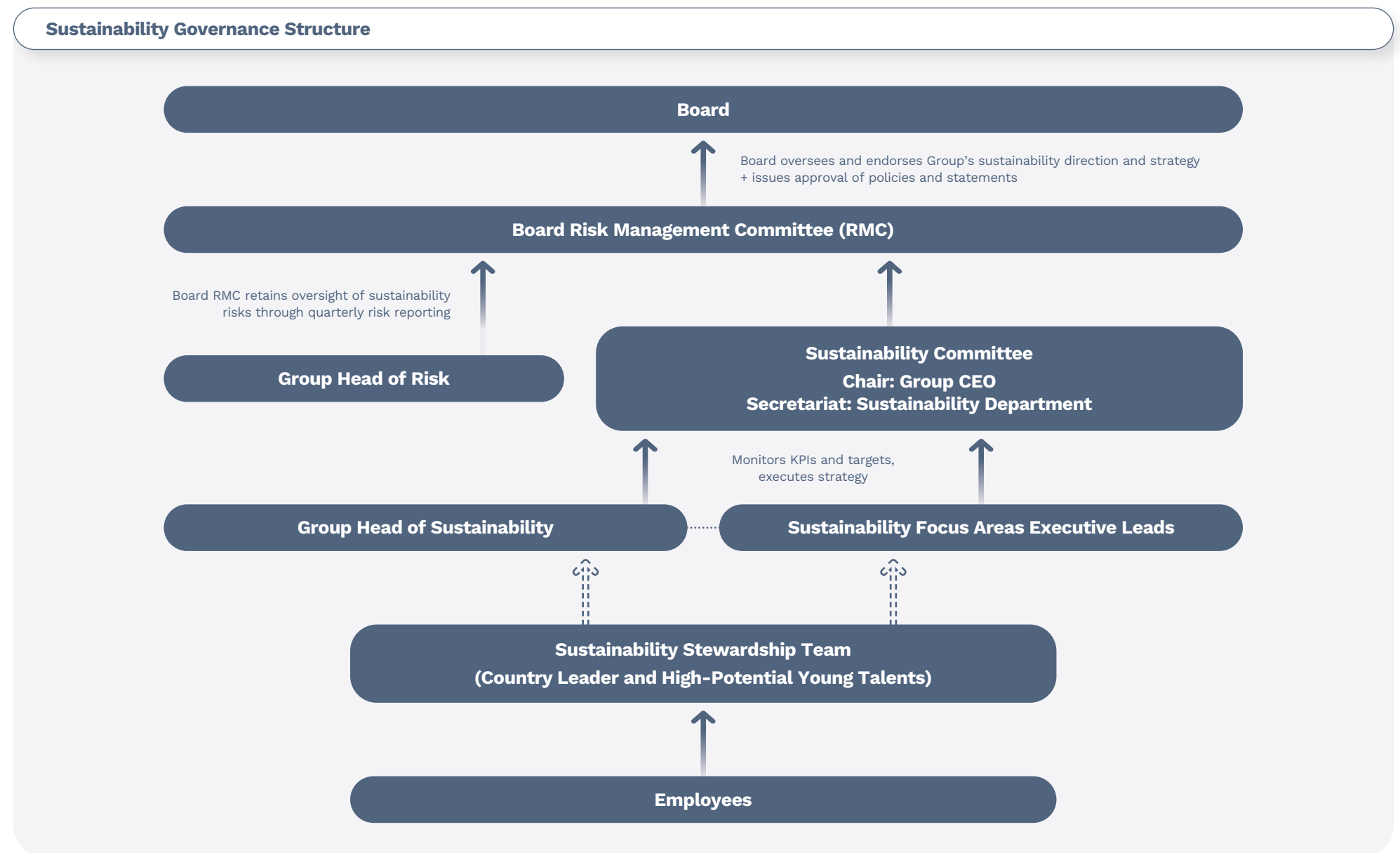
Governance within the Group is further bolstered by strong commitment from the Group's executive leaders. Clear support from senior leaders ensures that sustainability-related matters are taken into consideration when making strategic decisions.

Led by IHH Healthcare Group CEO and Group Head of Sustainability, the Sustainability Committee comprises country CEOs, 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, ESG risks, sustainability KPIs, and strategy execution, ensuring the sound implementation of sustainability initiatives across our operations.

IHH Healthcare Balanced Scorecard

As a key strategic pillar that drives business strategy, sustainability is embedded within the Group's Balanced Scorecard (BSC), clearly linking it to our managerial and executive remuneration.

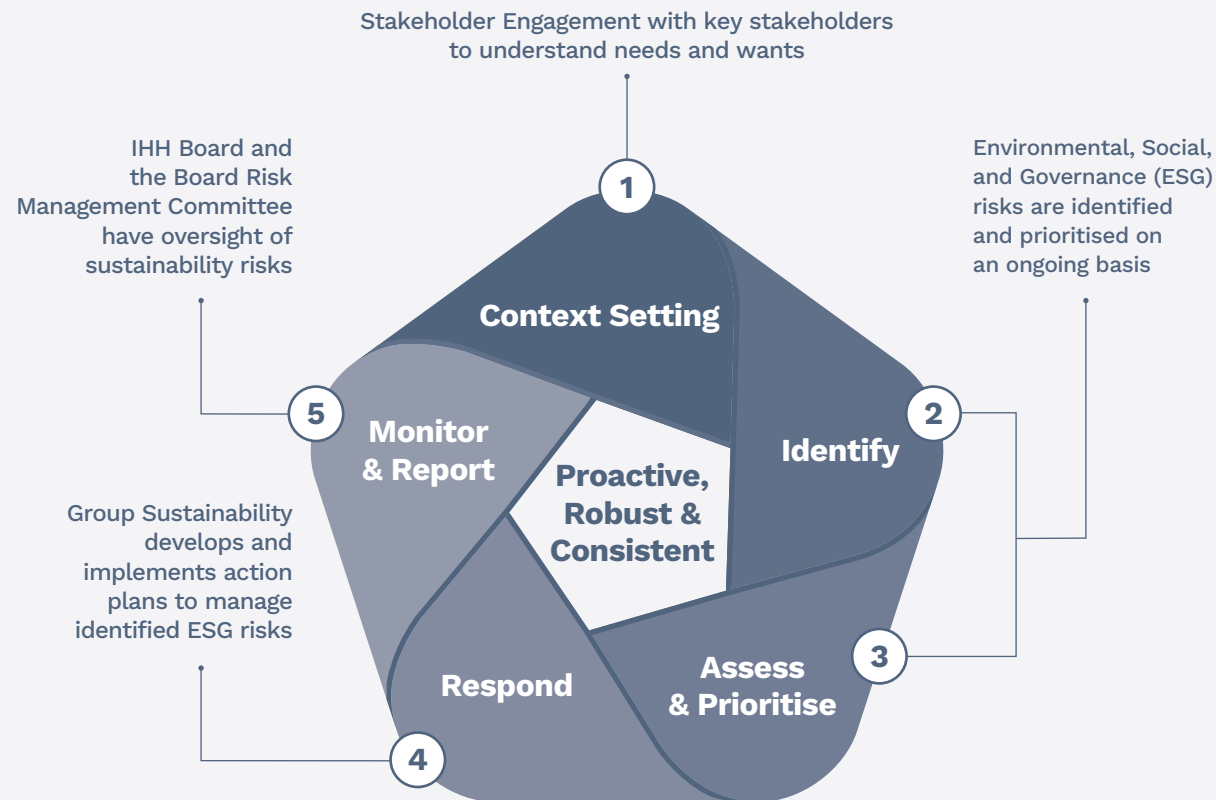
The BSC includes a range of key performance indicators (KPIs) determining performance-linked compensation. These KPIs are aligned to our sustainability commitments across the four pillars of Patients, People, Public, and Planet, with over 80% of non-financial targets linked to sustainability.



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, and is integrated into IHH’s risk management processes.

How ESG risks are managed at IHH Healthcare



[For more details, please refer to the Risk Management section in the IHH Healthcare Annual Report.](#)

Role of the Board and Committees	FY2023 Highlights
<p>IHH Healthcare Board</p> <p>Oversees and endorses our sustainability direction and strategy. Issues approval of policies and statements.</p>	<ul style="list-style-type: none"> Monitored patient experience, safety, and clinical quality outcomes Maintained oversight of strategic responses to workforce challenges RMC reviewed inaugural standalone Sustainability Report 2022 Board signed off on inaugural standalone Sustainability Report 2022 Received quarterly sustainability updates including progress against our 2023-2025 sustainability goals and other sustainability metrics Stayed up to date on evolving ESG reporting landscape, including launch of new sustainability disclosure standards by the International Sustainability Standards Board (ISSB)
<p>Board Risk Management Committee (RMC)</p> <p>Oversees environmental, social, and governance (ESG) risks.</p>	<ul style="list-style-type: none"> RMC monitored key ESG risks and progress of action plans in addressing said risks Board oversaw the Group’s Balanced Scorecard, which includes sustainability KPIs Kept abreast of overall sustainability short-, mid- and long-term strategy and action plans Board received climate training focusing on leveraging sustainability opportunities in the healthcare space at the annual Board Retreat. The training was conducted by an external consultant
<p>Sustainability Committee</p> <p>Monitors regulatory obligations, sustainability trends, ESG risks, sustainability KPIs, and strategy execution, ensuring the sound implementation of sustainability initiatives across our operations.</p>	<ul style="list-style-type: none"> Endorsed IHH Sustainability Roadmap which outlines short-, medium- and long-term sustainability milestones Monitored progress against our 2023-2025 sustainability goals and other regulatory metrics Endorsed sustainability training and communication plan to drive internal culture change within IHH Reviewed inaugural standalone Sustainability Report 2022 Stayed up to date on evolving ESG reporting landscape including launch of new sustainability disclosure standards by the ISSB Received COP28 UN Climate Conference updates from Group Head of Sustainability who attended the event

Sustainability Governance

Ethics and Integrity

At the heart of IHH Healthcare’s commitment to sustainability governance lies a dedication to upholding the utmost standard of ethical conduct and integrity.

To empower our workforce in making ethical and socially responsible decisions, we provide comprehensive training to all employees, covering group-wide policies related to ethics and integrity, as well as the Group’s Code of Conduct.

Regular updates on policy changes and the Code are communicated to ensure that employees remain well-informed, guiding them in embodying and actualising the standards set for ethics and integrity.

As part of our initiative to foster trust between IHH and key stakeholders, we place a strong emphasis on the stringent enforcement of policies related to ethics and integrity.

Ongoing reviews of these policies are conducted to ensure compliance with the latest regulations and standards in each of our markets.

In 2023, there were three confirmed incidents relating to Embezzlement, Theft, and Fraud. These incidents are included in the definition of bribery and corruption per IHH’s Anti-Bribery and Corruption (ABC) Policy.

In cases where there are allegations of bribery and corruption, complaints are investigated and where necessary, relevant consequence management is undertaken.

In performing their duties, all employees are required to observe and adhere to IHH ABC Policy and ensure compliance with all applicable laws, rules and regulations relating to ABC. Thus, ongoing and continuous efforts are put in place to ensure all IHH employees complete their ABC training.

Percentage of employees who have received training on anti-corruption by employee category¹



Senior Management
81%

Executive
94%

Management
92%

Non-Executive
91%



Percentage of operations assessed for corruption-related risks
100%



Confirmed incidents of corruption and action taken
3 confirmed incidents²

¹ The percentage of employees who had received the ABC training in all categories is inclusive of new employees still in probation period to complete the ABC training for FY2023 reporting.

² In reporting against this indicator, IHH has considered the provisions of the IHH ABC Policy, which is aligned to the Malaysian Anti-Corruption Commission Act 2009 and other local and international anti-corruption related laws and/or regulations.

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 our internal and external stakeholders. We rely on insights from our key stakeholders to identify the issues that most impact our business and stakeholders. We also draw from secondary research, including emerging and industry trends, to mould and develop our sustainability strategy accordingly.

To effectively engage our stakeholders, we create platforms that are conducive 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.

 For more details, please refer to the Stakeholder Engagement section in IHH Healthcare Annual Report 2023.

Snapshot of Stakeholder Engagement Events Conducted in 2023

8th IHH Quality Summit

On 21 and 22 September 2023, IHH Healthcare held its 8th IHH Quality Summit. Over 450 delegates from our network of over 80 hospitals across 10 countries attended the event in Singapore. The theme for this year's summit was "Future of Care".

The event was also attended by renowned academics and industry experts who shared practical learnings and insights on medical innovation and improvements on delivery, and quality of care that enhance patient experience. The Summit also hosted for the first time, the third IHH Medical Symposium. The Symposium gathered physicians and surgeons to share insights on cutting-edge treatments, personalised care, and innovative research in cancer therapy.

4th IHH Nursing Symposium

On 27 and 28 September 2023, the 4th IHH Nursing Symposium was held. The event themed "Nursing Forward: Empowering Care, Inspiring Change" was jointly organised by IHH Healthcare India and Fortis Healthcare. More than 2,500 nurses across our global network attended the event.

Through discussions on topics such as "best practices on critical issues such as disease prevention" and "innovation and advocacy", our nurses were provided with an opportunity to enhance their professional development through synergised knowledge sharing.

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. The 2023 event wrapped up on a high note with a moving rendition of "If We Hold On Together", in honour of International Nurses Day and to celebrate the resilience of Team IHH and the nursing community.

Despite the challenges faced globally, IHH leaders reassured the team of their continued strength and commitment to nurturing a supportive environment at IHH. This town hall united our colleagues in shaping a sustainable future, living out our mantra of #CareForGood by championing the well-being of our patients, people, public, and the planet.

HealthcareInsider

HealthcareInsider is IHH Healthcare's flagship expert roundtable series, which sees experts from in and outside of the organisation coming together to discuss the latest trends that impact healthcare.

In one such session titled, "Healthcare 2.0: Unleashing the Power of Disruptive Innovations", panellists broached the topic of the transformative power of AI and how disruptive technologies are impacting the continuum of care and enhancing patient outcomes.

HR Summits

Group HR organised a series of HR summits to build HR capability and knowledge among the Leaders, Nursing and HR professions across the Group.

1. **Talent and Learning and Development Summit – Growth: Reach for the stars.** Participants were invited to explore the various aspects of growth to aspire them to achieve greater heights.
2. **Total Rewards & Recognition Summit – Employee Moments that Matter.** This event enabled participants to gain valuable insights and explore ways to make the employee journey and overall employee experience in IHH memorable moments that matter.
3. **Talent Acquisition Summit – Come Join us.** Provided participants with insights on the recruitment journey while learning to avoid bias in the recruitment process for a more inclusive approach.

Stakeholder Engagement

Fostering Sustainability Culture Change

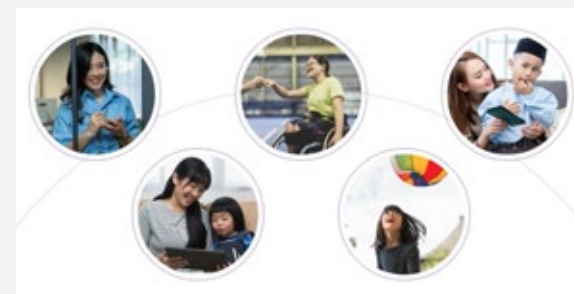
At IHH, we recognise that sustainability training and effective communication are crucial in enabling culture change as it builds trust among our stakeholders and the wider community. It also enables us to showcase our commitment to responsible business practices and serves as a tool for educating and raising awareness, empowering individuals and communities to make informed choices that contribute to a more sustainable future. That is why we have deployed a wide range of sustainability communication initiatives in 2023.

Over 90% of IHH Employees Completed a Sustainability Training Programme In 2023

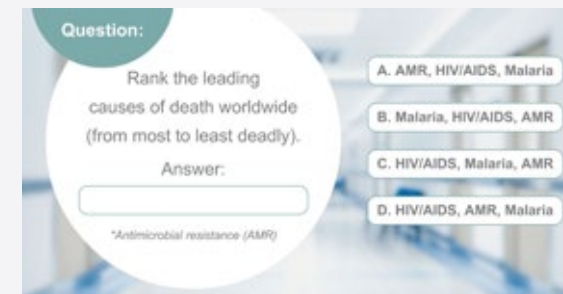
We launched sustainability awareness training modules to educate our people on what sustainability means to IHH, how we are approaching our sustainability focus areas, and why we deem it important. More importantly, these training modules helped participants unpack complex sustainability topics, enabling them to gain an in-depth appreciation and understanding of our sustainability focus areas:



Under the **Patients** module, participants could deep-dive into the focus areas that made up “Quality of Care and Patient Stewardship”. Seemingly complex topics such as value-driven outcomes were simplified to help audiences understand what IHH is doing to improve quality of care while optimising costs.



The **People** module highlighted our focus in creating a safe, healthy and nurturing environment for our employees to thrive in. It helped learners get acquainted with the five dimensions of diversity which IHH focuses on. Understanding this is the first step towards removing unconscious bias in the workplace.



Our **Public** module highlighted our aim to contribute to a healthier society by tackling antimicrobial resistance (AMR), reducing disease burden and aiding underserved communities. AMR in particular, can be a difficult concept to grasp, so explaining AMR and its implications in a simple manner was key to driving home the importance of IHH’s antimicrobial stewardship efforts.

DIRECT IMPACTS	1.5°C	2°C	2°C IMPACTS
EXTREME HEAT Number of days with extreme heat (at least 35°C) per year	14%	37%	2.6X WORSE
SEA-ICE-FREE ARCTIC Number of days with sea-ice-free Arctic (at least 100 years)	AT LEAST 100 YEARS	AT LEAST 10 YEARS	10X WORSE
SEA LEVEL RISE Number of people with sea level rise (SLR)	0.40 METERS	0.46 METERS	0.06M MORE

SPECIES	1.5°C	2°C	2°C IMPACTS
SPECIES LOSS: MAMMALS Number of mammal species at least 10% smaller	4%	8%	2X WORSE
SPECIES LOSS: PLANTS Number of plant species at least 10% smaller	8%	16%	2X WORSE
SPECIES LOSS: INSECTS Number of insect species at least 10% smaller	6%	18%	3X WORSE

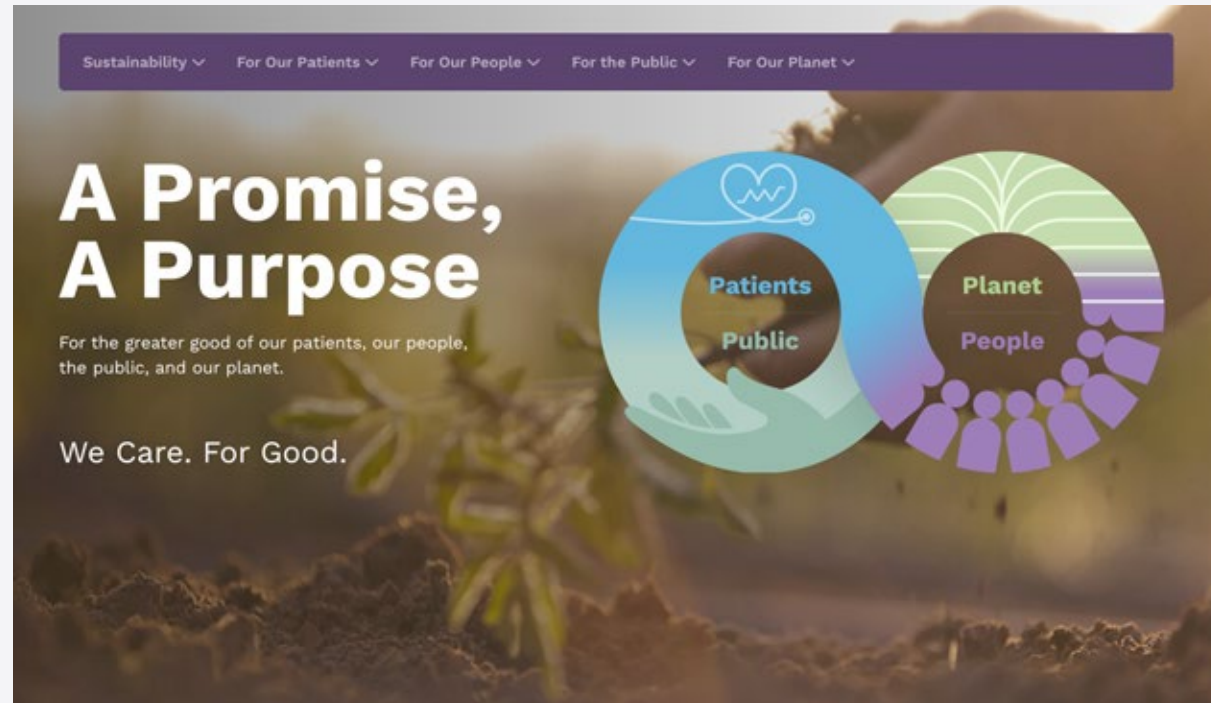
In our **Planet** module, it was imperative for us to educate our employees on the significance of climate change and inspire them to take action. After all, knowledge is our biggest weapon to fight climate change. The module covered foundational topics related to climate change, such as the Paris Agreement, the link between planet health and human health, and climate tipping points under different temperature scenarios.

Stakeholder Engagement

Revamped Sustainability Website

Our revamped sustainability website serves as a gateway to all things external stakeholders need to know about sustainability at IHH Healthcare, including our approach, focus areas, goals, highlighted stories, and more.

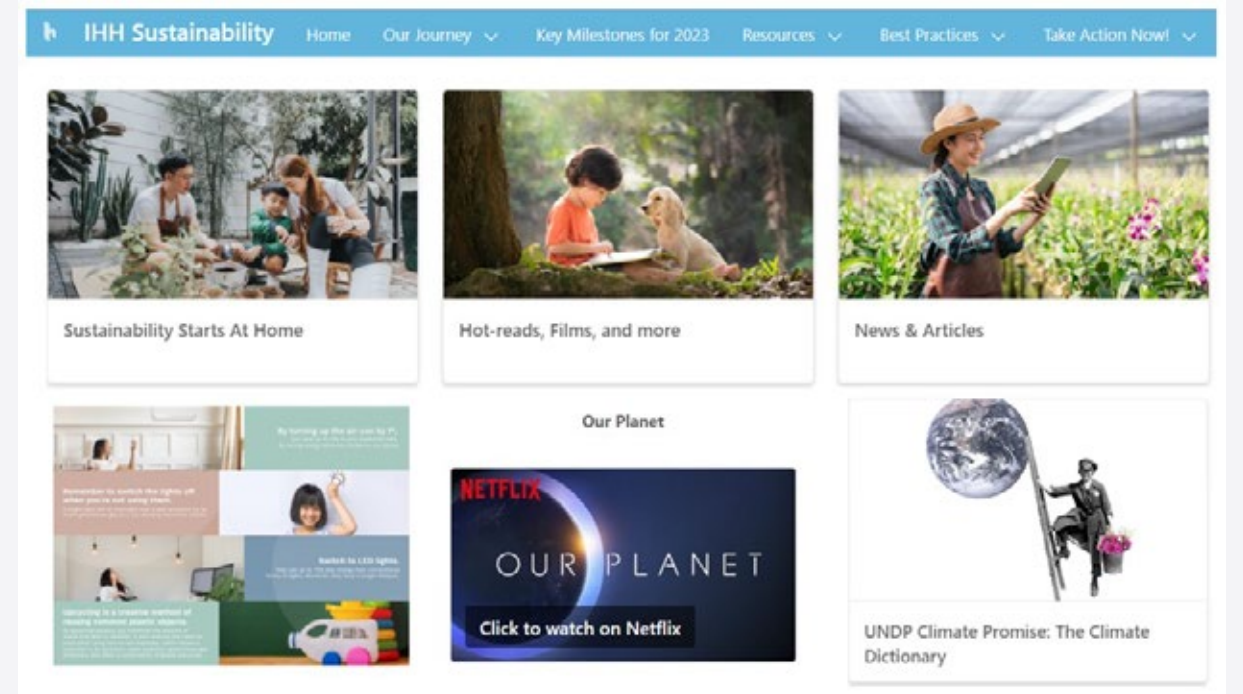
To learn more, scan the QR code or visit <https://www.ihhhealthcare.com/sustainability>



Sustainability Knowledge Hub

Complementing our sustainability website is our sustainability intranet, which is a one-stop site for knowledge sharing and team collaboration. The internal portal provides easy access to resources such as a sustainability communication toolkit, introductory ESG slides, case studies, best practices, ESG glossary, and more.

The intranet also includes a section called “Take Action Now!”, where we share the latest sustainability related documentaries, books, and articles to read. This section is geared towards educating employees on the actions they can take as individuals to contribute to a greener and healthier planet.



Our Material Matters

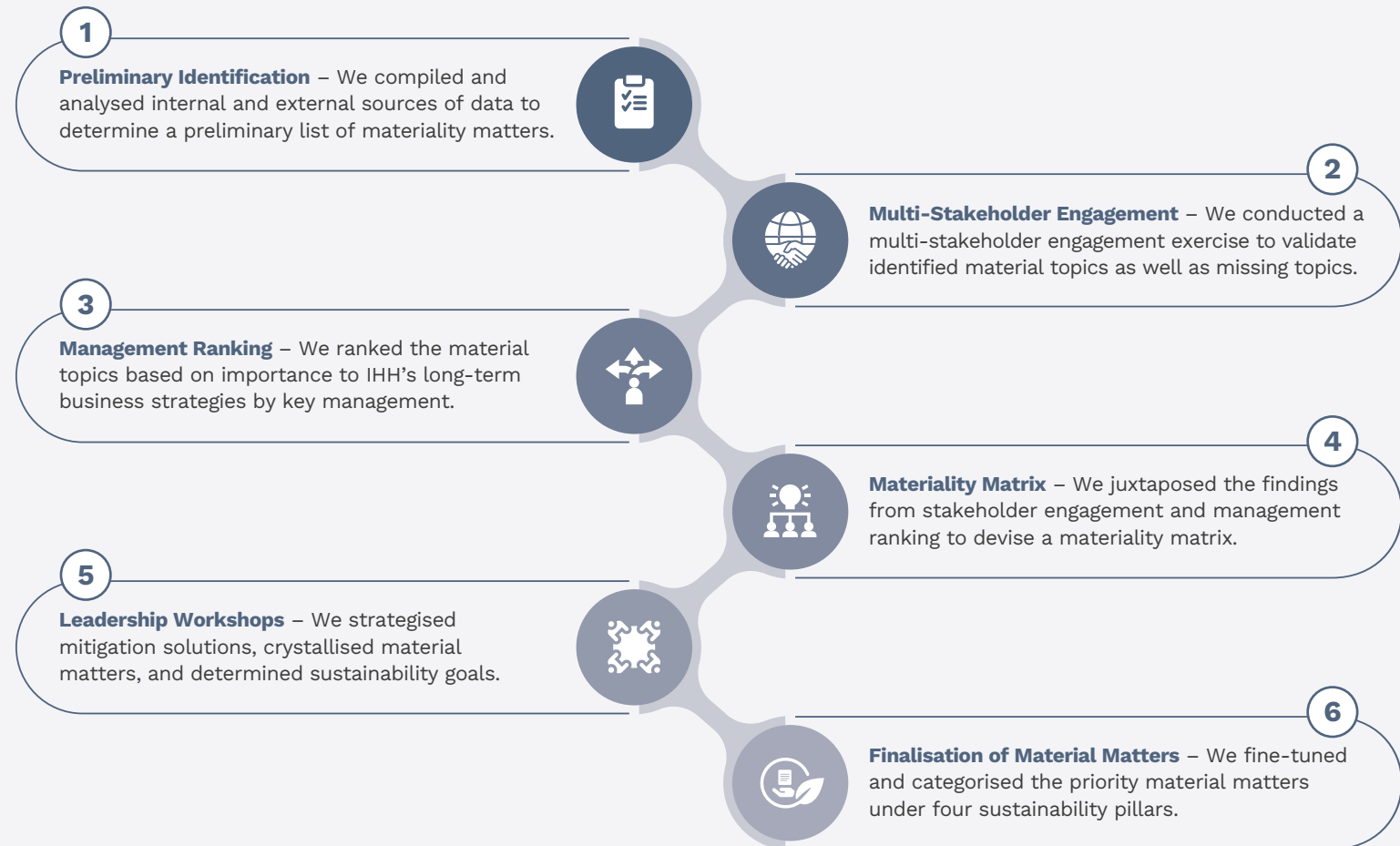
Materiality assessment guides us in identifying, prioritising, and managing the sustainability matters that most impact our business and stakeholders.

By closely engaging our diverse stakeholders across the many geographies we operate in, we are able to align our sustainability strategy to the needs and expectations of our stakeholders in the sustainability space. At the same time, we regularly keep abreast of published literature and industry news to inform our materiality assessment exercise.

We are constantly monitoring our list of material issues and aim to conduct a materiality assessment every two years.

Materiality Assessment Exercise

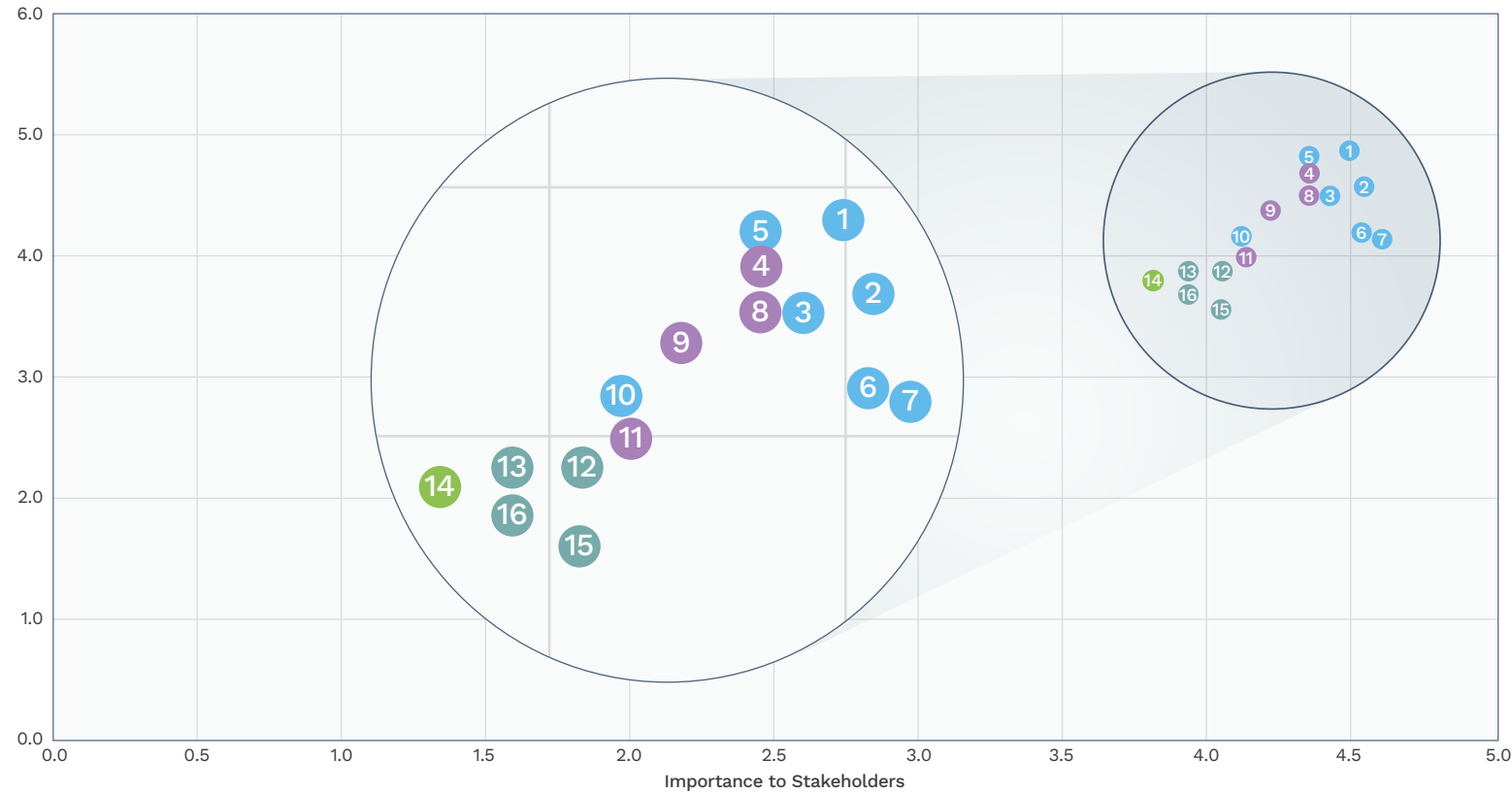
The following steps outline the processes we underwent in 2022 to arrive at our current set of 11 material matters. We plan to conduct our next materiality assessment exercise in 2024.



Our Material Matters

Materiality Matrix Based on 2022 Materiality Assessment

Importance to IHH Healthcare



- | | | |
|--|--|---|
| 1 Clinical Excellence | 7 Transparency | 12 Antimicrobial Stewardship |
| 2 Operational Excellence | 8 People Engagement | 13 Corporate Responsibility |
| 3 Service Excellence | 9 Talent Development | 14 Carbon Footprint + Environmental Stewardship |
| 4 Employee Safety and Total Well-Being | 10 Healthcare Digitalisation (Accessibility/Convenience) | 15 Reducing Disease Burden |
| 5 Data Privacy and Security | 11 Diversity | 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.

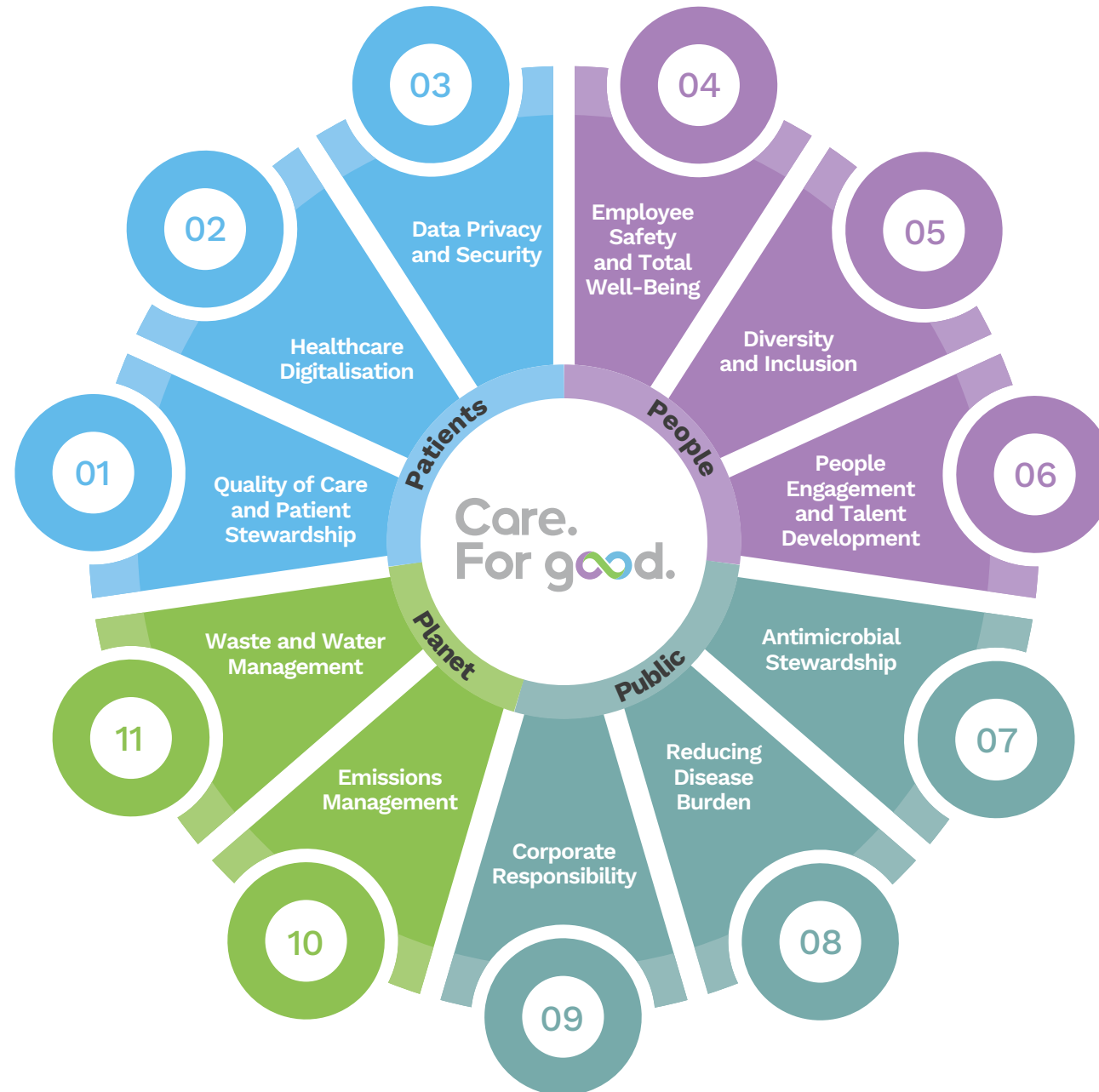
Planet Pillar

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

- Energy Management
- Waste Management

* For this year's report, we have re-categorised the material matters for our Planet Pillar to accommodate a wider reporting scope. Energy Management is now Emissions Management, while Waste Management has been renamed to Waste and Water Management.

Our Material Matters



Our Contribution to the United Nations Sustainable Development Goals

Our material matters are aligned with the UN Sustainability Development Goals (SDGs) – a global blueprint that seeks to transform the world. Our framework reflects the goals that are most relevant to us, with a particularly strong focus on SDG 3: Good Health and Well-Being, where we can make the greatest contribution.

