

Care. For good.

Sustainability Report 2023



IHH Healthcare



Contents

Overview

About This Report	2
About IHH Healthcare	3
Highlights of 2023: Building From a Solid Foundation	4
Awards and Accreditations	5
A Message From Our Chairman and Group CEO	6
Our Approach to Sustainability	8
Our Sustainability Goals	10
Sustainability Governance	11
Stakeholder Engagement	14
Our Material Matters	17



Patients

Introduction	21
Quality of Care and Patient Stewardship	22
Healthcare Digitalisation	31
Data Privacy and Security	35
Patients Scorecard	37



People

Introduction	39
Employee Safety and Total Well-being	40
Diversity and Inclusion	43
People Engagement and Talent Development	46
People Scorecard	50



Public

Introduction	53
Antimicrobial Stewardship	54
Reducing Disease Burden; Corporate Responsibility	57



Planet

Introduction	63
Emissions Management	66
Waste and Water Management	71
Planet Scorecard	74

Appendix

GRI Content Index	75
Summary Performance Table	77

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 3rd 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).

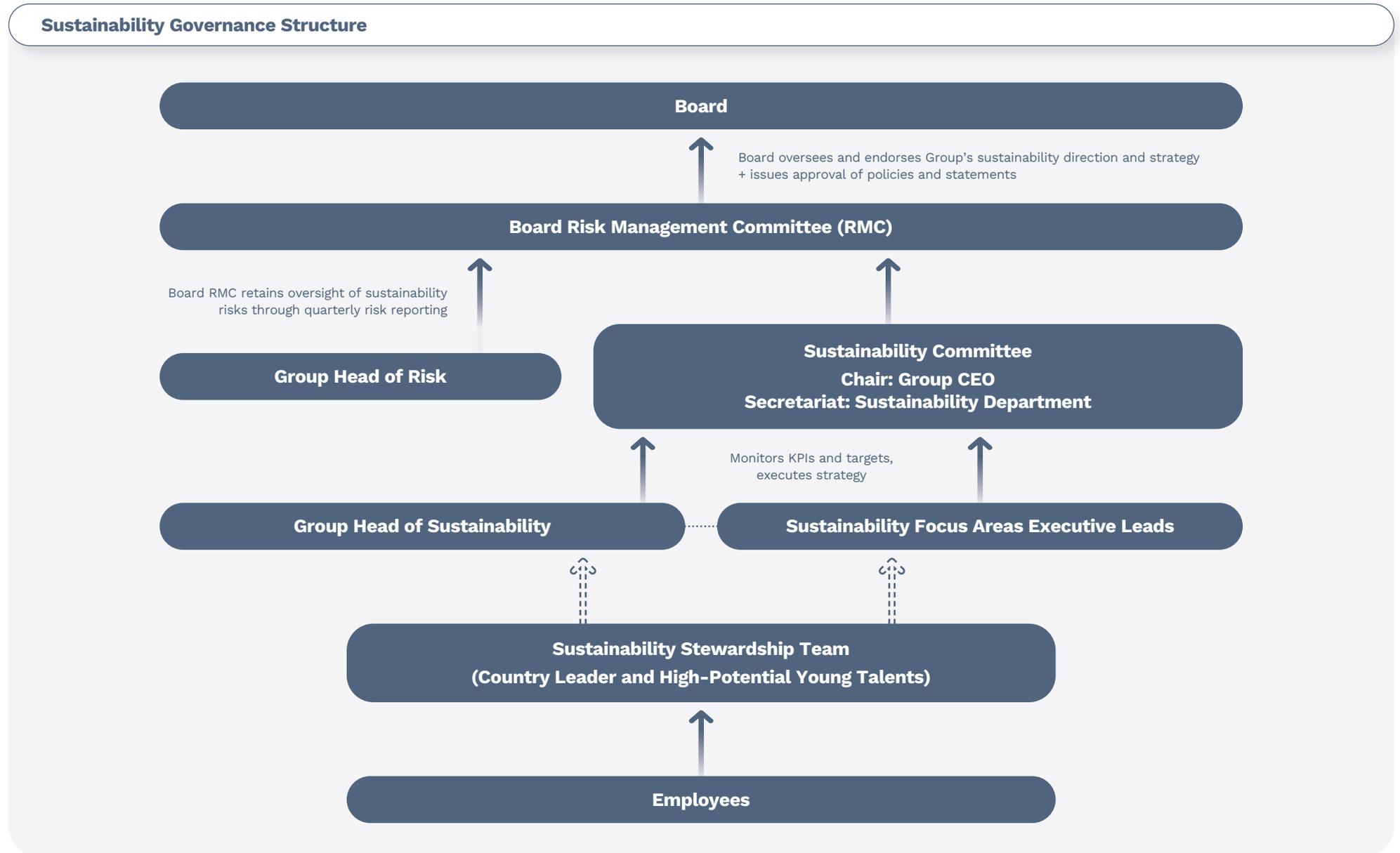
Governance within the Group is further bolstered by strong commitment from the Group's executive leaders. Clear support from senior leaders ensures that sustainability-related matters are taken into consideration when making strategic decisions.

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.

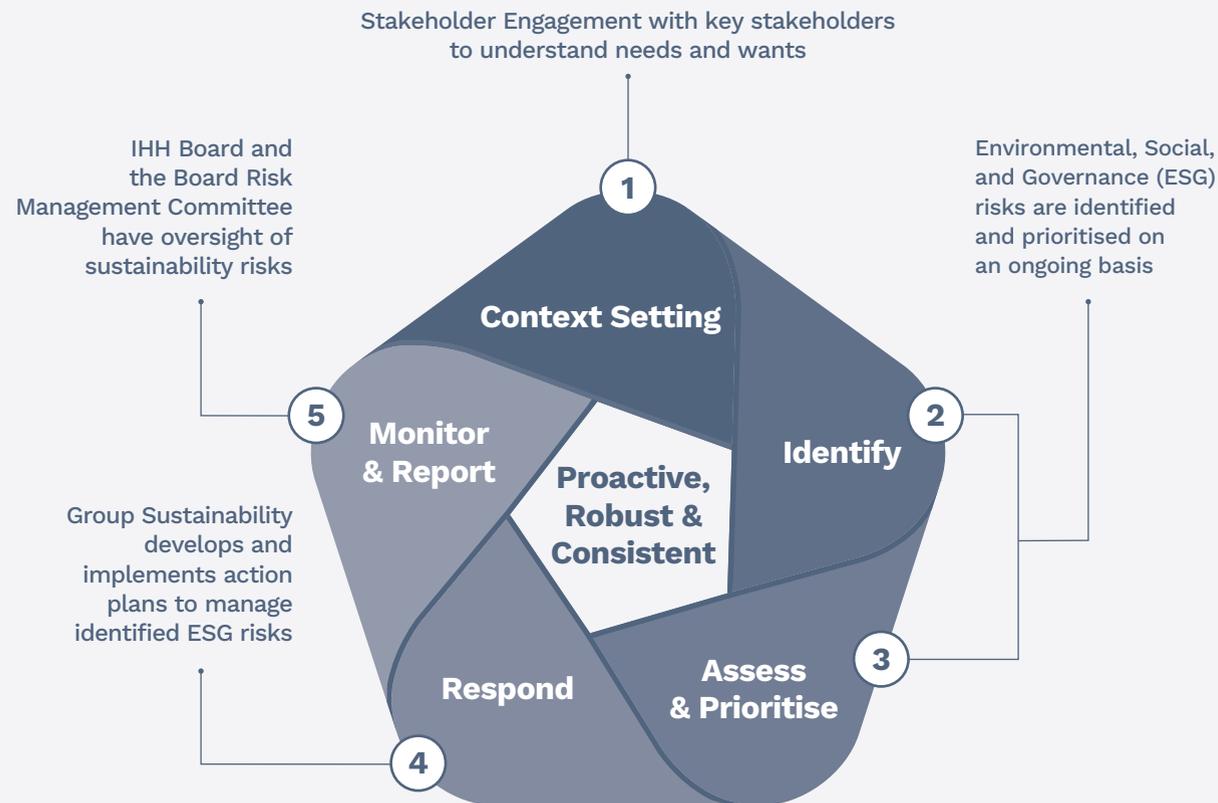
The BSC includes a range of key performance indicators (KPIs) determining performance-linked compensation. These KPIs are aligned to our sustainability commitments across the four pillars of Patients, People, Public, and Planet, with over 80% of non-financial targets linked to sustainability.



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%

Management
92%

Executive
94%

Non-Executive
91%

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.



Percentage of operations assessed for corruption-related risks
100%



Confirmed incidents of corruption and action taken
3 confirmed incidents²

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.

Question:
Rank the leading causes of death worldwide (from most to least deadly).

Answer:
*Antimicrobial resistance (AMR)

- A. AMR, HIV/AIDS, Malaria
- B. Malaria, HIV/AIDS, AMR
- C. HIV/AIDS, Malaria, AMR
- D. HIV/AIDS, AMR, Malaria

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 (days per year)	14%	37%	2.6X WORSE
SEA-ICE-FREE ARCTIC Number of days with sea-ice-free Arctic (days per year)	AT LEAST 100 YEARS	AT LEAST 10 YEARS	10X WORSE
SEA LEVEL RISE Number of people with sea level rise (billions)	0.40 METERS	0.46 METERS	0.06M MORE

SPECIES LOSS	1.5°C	2°C	2°C IMPACTS
SPECIES LOSS: MAMMALS Number of mammal species lost (millions)	4%	8%	2X WORSE
SPECIES LOSS: PLANTS Number of plant species lost (millions)	8%	16%	2X WORSE
SPECIES LOSS: INSECTS Number of insect species lost (millions)	6%	18%	3X WORSE

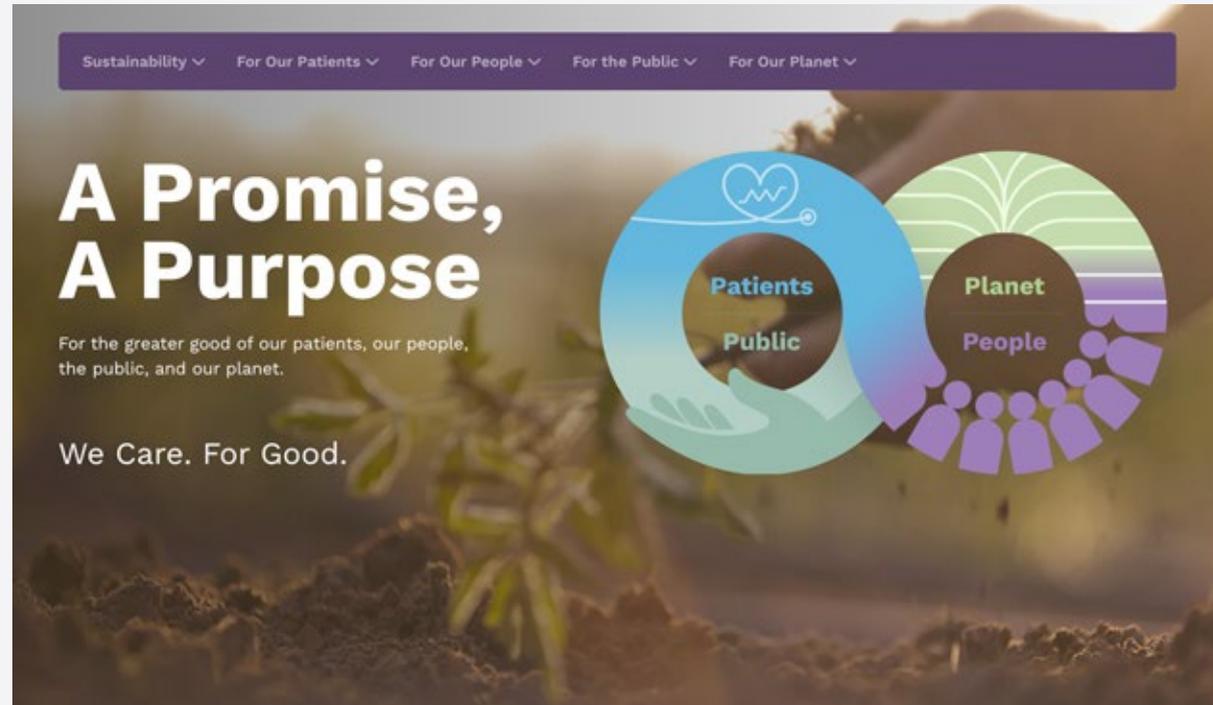
In our **Planet** module, it was imperative for us to educate our employees on the significance of climate change and inspire them to take action. After all, knowledge is our biggest weapon to fight climate change. The module covered foundational topics related to climate change, such as the Paris Agreement, 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.

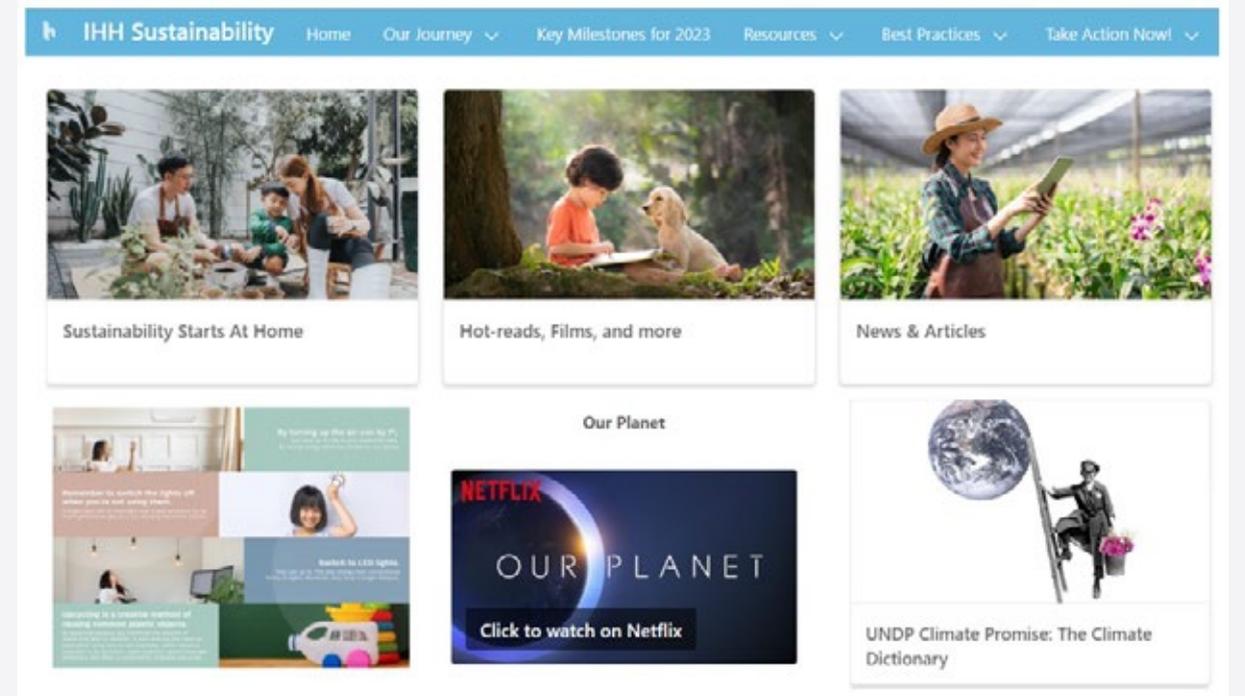
To learn more, scan the QR code or visit <https://www.ihhhealthcare.com/sustainability>



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

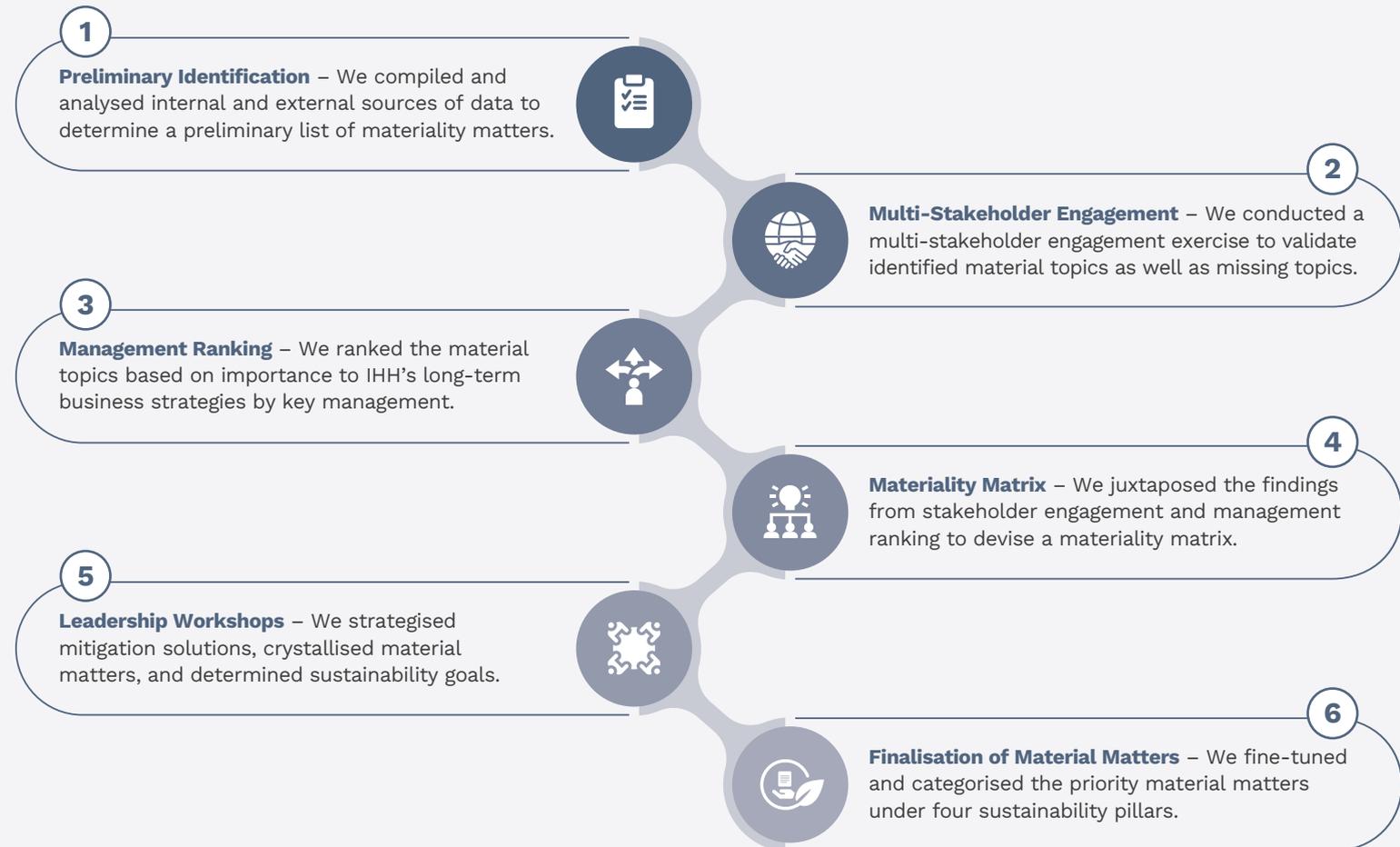
Materiality assessment guides us in identifying, prioritising, and managing the sustainability matters that most impact our business and stakeholders.

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

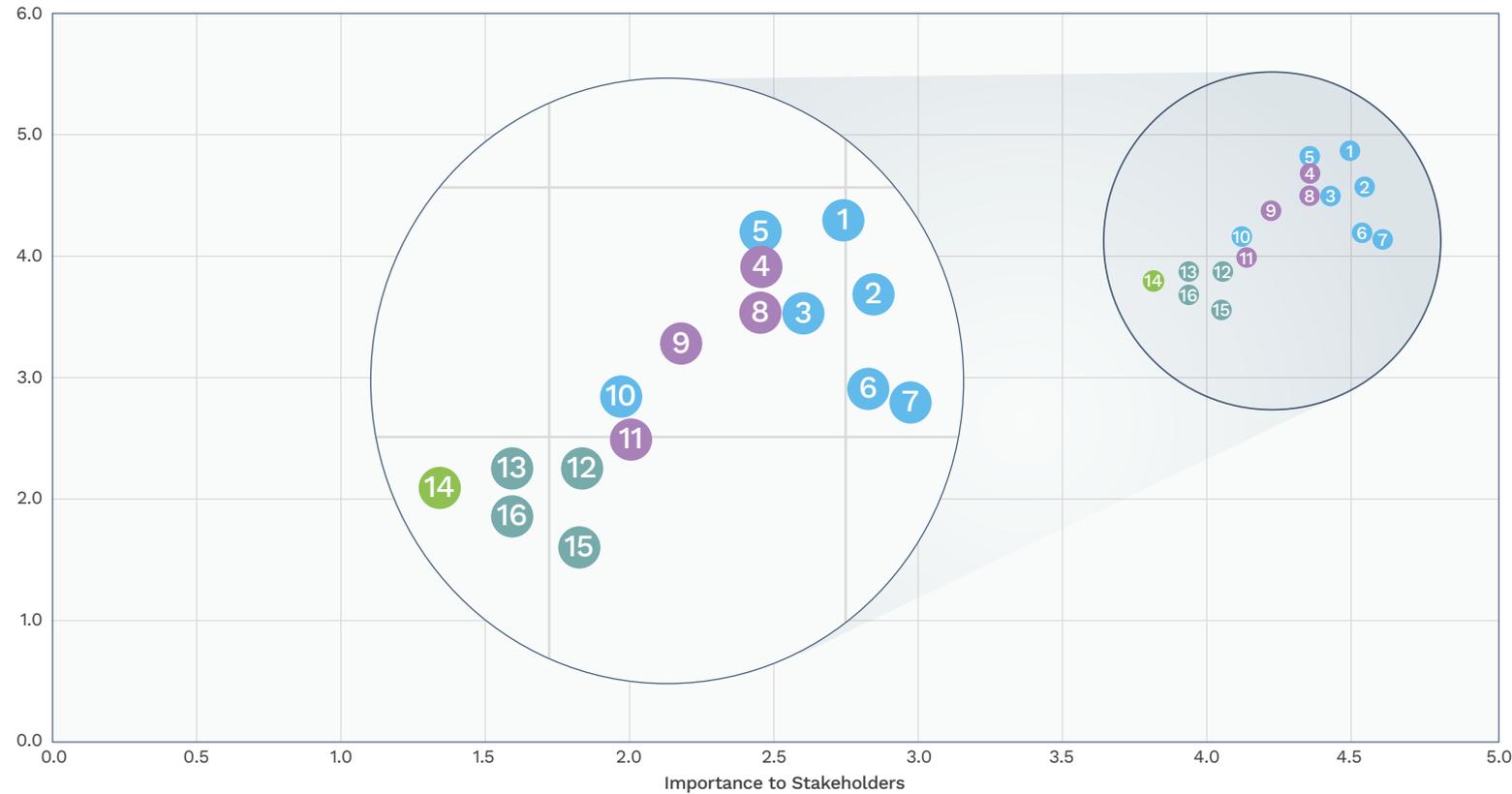
The following steps outline the processes we underwent in 2022 to arrive at our current set of 11 material matters. We plan to conduct our next materiality assessment exercise in 2024.



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.



Introduction	21
Quality of Care and Patient Stewardship	22
Healthcare Digitalisation	31
Data Privacy and Security	35
Patients Scorecard	37

Patients

Empowering Our Patients

Introduction



Our Material Matters

- Quality of Care and Patient Stewardship
- Healthcare Digitalisation
- Data Privacy and Security

Our patients are the reason we exist and our number one priority. 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' expectations and to ensure they receive the highest quality of care, we continually engage with them while keeping up with healthcare developments and lifestyle trends. We also regularly review feedback to improve care standards as well as align our sustainability strategies with patients' needs through materiality assessment exercises.

Recognising that our patients have placed a great deal of trust in us, we are resolved to keep delivering better, faster, more accessible and transparent care. We also endeavour to protect sensitive patient data by ensuring that our hospitals, clinics, and laboratories operate in a secure manner.

Empowering Our Patients

Quality of Care and Patient Stewardship

At IHH Healthcare we take a Patients First approach, listening to our patients, continuously improving through

training and knowledge sharing, while meeting global standards for excellence.

To ensure that our patients receive the best care and treatment, we stay laser-focused on Quality of Care and Patient Stewardship. To bring clarity to the terms Quality of Care and Patient Stewardship, we have further broken them down into five material matters: Clinical Excellence, Operational Excellence, Service Excellence, Transparency, and Value-Driven Outcomes.

[See page 22 to learn more.](#)

Healthcare Digitalisation

Patients today demand higher standards of care than ever before. They are also better informed, with a strong desire to take an active role in the management of their own health. All of these are evidenced by the growth of telemedicine, as well as healthcare related apps and technology.

To meet our patients' expectations and to stay aligned with the shift towards preventive medicine, we need to leverage technology to help us enhance care and take service delivery to a new level of convenience and quality.

Data Privacy and Security

Healthcare is a highly data-intensive business. Any data breach of sensitive patient information would not only erode our patients' trust in us and compromise our reputation, it would, more critically, also affect our ability to deliver quality care.

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.

Our Goal

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

How We Will Get There

2023 Progress Highlights



Quality of Care and Patient Stewardship

- Clinical Excellence**
By providing quality and safe care with highly consistent clinical outcomes for our patients
- Value-Driven Outcomes (VDO)**
By using data to improve quality and outcomes while ensuring cost effectiveness
- Operational Excellence**
By delivering quality and seamless patient experience through operational efficiency and improvement projects
- Service Excellence**
By having a patient-centric service culture to increase patient satisfaction systematically through the use of patient feedback
- Transparency**
By giving patients peace of mind and helping them feel more prepared, involved and informed

- Comprehensively reviewed our existing 17 clinical quality indicators and undertook a crosswalk analysis to align them with international indicators
- Increased number of VDO quality indicators tracked from 113 to 157 to improve value-based care
- Net Promoter Score increased by up to 10% in our core markets
- Increased billing estimate accuracy from 85% to 87% in Malaysia and Singapore



Healthcare Digitalisation

By enabling our patients to enjoy greater accessibility and convenience through innovative partnerships and digital transformation

- Over 7.4 million patients have access to their medical records online
- Established three new innovative partnerships with Annalise, Airdoc, and Intellect



Data Privacy and Security

Putting in place stringent safeguards to secure data privacy and bolster security

- Data Protection Officers received training on operationalising ESG and conducting Data Flow Analysis
- Employees trained on in-depth information security topics such as healthcare cyberthreats, managing sensitive information, mobile security, and threat simulations

Quality of Care and Patient Stewardship

Our Approach

At IHH Healthcare, we enhance quality of care and patient stewardship through the following focus areas:

Clinical Excellence

What It Means

Providing patients with evidence-based and high-quality clinical care that is guided by compassion and empathy.

How We Deliver

We adopt an evidence based, data-driven, and multidisciplinary approach towards achieving superior outcomes for our patients.

- Track and measure clinical performance and outcomes via clinical quality indicators
- Provide continuous training for our healthcare workers
- 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

We also ensure stringent assessment for medical staff and hospitals, while emphasising that nurses and doctors are properly certified and accredited against global benchmarks and accreditation standards including:

- Centers for Disease Control and Prevention (CDC)
- US Centers for Medicare & Medicaid Services
- National Health Service UK

[See development of Clinical Quality Indicators on page 23.](#)

Operational Excellence

What It Means

Improving day to day processes through optimised efficiency and costing.

How We Deliver

We emphasise organisational efficiency and productivity by equipping all employees with the requisite knowledge and skills training.

Our training programme leverages Lean Six Sigma training modules to help streamline processes and reduce errors.

Service Excellence

What It Means

Being attentive to the needs of patients and incorporating patient feedback.

How We Deliver

We create a patient-centric culture rooted in our service values. This is achieved by actively listening to the voices of our patients through various feedback channels and mechanisms, which we use to identify service improvement projects and action plans.

We diligently track a range of patient satisfaction metrics including Net Promoter Score (NPS) – our ultimate measure of patient satisfaction. We are also working towards establishing country-level NPS benchmarks to better assess our service performance against our peers.

By recognising employees who go the extra mile for our patients, and by conducting regular service training for our staff, we ensure patients feel valued and cared for at every touchpoint.

Transparency

What It Means

Providing healthcare information to patients in an open and respectful way.

How We Deliver

We make patients feel more prepared, involved, and informed. Transparency in treatment care and treatment cost is essential to patients. Patients want to know how well they will be treated, the expected outcome of their treatment and the cost of their treatment. We deliver transparent care through:

- Giving our patients peace of mind by offering accurate billing estimates using artificial intelligence
- Providing transparent medical and cost information at the point of decision-making
- Being consistent, transparent and patient-centric in communicating clinical outcomes to patients

Value-Driven Outcomes (VDO)

What It Means

Using data to improve quality and effectiveness while ensuring cost effectiveness.

How We Deliver

We optimise the balance between patient outcomes and healthcare costs. VDO is important to our patients because it leads to improved outcomes and care while ensuring cost effectiveness through continual clinician-led improvements. We achieve this through:

- A robust VDO framework to review and analyse data
- Partnering with clinicians to achieve VDO commitments
- Monitoring of VDO indicators to improve value-based care
- Aiming to foster long-term partnerships with insurers and payers to deliver superior patient value

Clinical Quality Indicators to Improve Patient Care

To identify areas for improvement, we have put in place 17 existing clinical quality indicators (CQIs), which are evidence-based measures of healthcare quality that help us measure and track clinical outcomes in areas such as surgical site infections, hospital-acquired infections, inpatient falls, and management of diabetes and hypertension.

Individual indicators are managed by process owners to ensure managerial responsibility over clinical quality and patient safety.

To mitigate against related risks, we have a clinical risk assurance framework that pre-emptively deals with high-incidence risks through robust risk controls.

In 2023, a Patient Safety Culture Survey was also conducted across the markets. These findings were shared with the various markets to formulate action plans for improving patient safety.

The Patient Safety Culture Survey is a tool by the AHRQ (Agency for Healthcare Research and Quality) used to assess the safety culture within healthcare organisations. It gathers feedback from staff regarding various aspects of patient safety, such as communication, teamwork, leadership, and organisational learning. The survey aims to identify strengths and areas for improvement in patient safety practices, ultimately helping organisations enhance their overall safety culture and improve patient outcomes.

Our Clinical Quality Indicators are Developed Through a 3-Step Process

Step
1

Ensuring the relevancy of identified indicators

Indicators undergo vigorous review to ensure that they are up-to-date, maintain standardised terminology, and align with definitions and measurements which are logical and accurately reflect country differences.

Step
2

Stakeholder engagement on implementation of relevant indicators

Stakeholder engagement with healthcare professionals and hospital administrators to ensure CQIs are measured in accordance to standardised definition.

Step
3

Review

Post implementation, CQIs are regularly evaluated to determine if they should be included, retained, revised, or retired.

Monthly

Results of CQIs are reviewed at both the group and country level

Quarterly

Results of CQIs are reviewed at the board level

Biennially

All CQIs are relooked at as part of a deep dive to ensure relevancy

Clinical Risk Assurance Framework

We regularly and systematically assess and refine our CQIs through the development of a clinical risk assurance framework that ensures continuous quality improvement, enhanced patient safety, outcome measurement, transparency, and accountability. This framework covers:

- Ensuring the implementation of current policies and procedures to **uphold clinical quality standards** and **promote patient safety**
- Investigation and implementation of **corrective actions for CQIs** that do not meet expectations
- **Horizon scanning and literature review** of internationally reported CQIs and crosswalk analysis using indicators from countries such as the US, UK, Australia, and Singapore
- **External audits** from the Ministry of Health and other local and international quality assurance bodies

Enabling Positive Clinical Outcomes Through Value-Driven Outcomes

Since the implementation of our value-driven outcomes (VDO) strategy in Q4 2020, we have already doubled our number of VDO procedures from four to eight. This number reflects the high volume of medical procedures, and conditions of significant health importance that are being handled across IHH Healthcare.

Progressively, we expect more and more countries to be adopting and implementing VDO for the procedures that are applicable to their market.

In terms of figures, we established the baseline for clinical quality indicators (CQI) at 113 in 2022. By 2025, we expect this number to increase two-fold to 226. This is an encouraging trend since the more indicators we have, the more accurately we will be able to track and monitor clinical performance and outcomes.

It is, however, important to note that as we increase the number of indicators, the widened base will also make it more challenging for us to maintain our outcome percentage. Nevertheless, we will continue to push forward to achieve and maintain our target percentage figure of 90% by 2025.

Peer Learning and Best Practice Sharing

Sharing of key learnings and best practices is crucial for an organisation of our size to achieve excellence in all that we do. At the Group and country level, we actively encourage and facilitate knowledge sharing both across and within our markets. By learning from each other’s successes and experiences, we can better improve the efficiency, effectiveness, and performance of the entire organisation.

IHH Quality Summit

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.

This year, IHH Healthcare hosted its 8th IHH Quality Summit. The two-day event saw delegates from across the IHH global network gather physically to discuss about the theme of “Future of Care”. In addition to our employees, academics, and industry experts were also present to share their learnings and insights on how medical innovation and improvements can enhance the entire 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.

[Read more about the IHH Quality Summit 2023 on page 29.](#)

Central Quality Improvement Forum (CQIF)

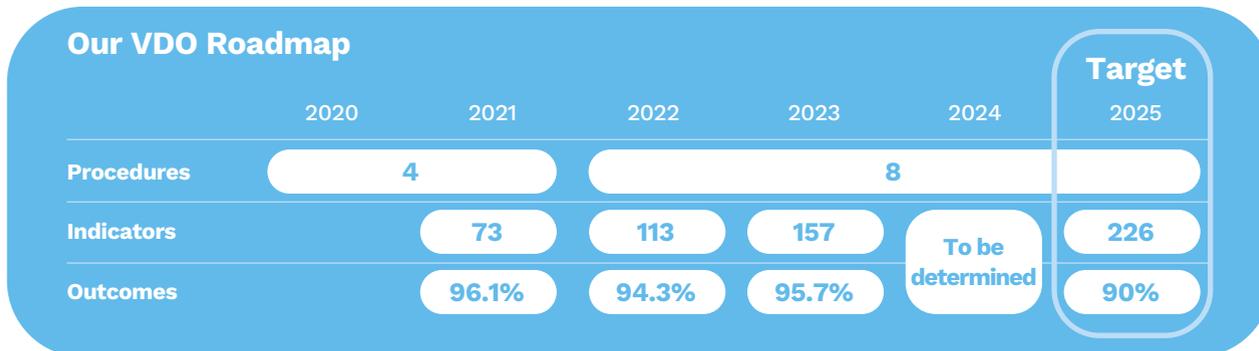
Every month, we run CQIF with country CEOs and medical affairs leads across all our markets. This forum helps us communicate information on quality issues and share best practices.

Customer Experience Leadership Meeting

Regular customer experience meetings are conducted by all business units and markets. At the Group level, we organise bimonthly collaborative learning sessions, set service standards, and identify opportunities and initiatives to improve patient experience.

Value-Driven Care Meetings

Each business unit and market conduct regular value-driven care meetings. At the Group level, we organise quarterly collaboration sessions to learn from each other, share results, and identify areas to improve outcomes and cost effectiveness.



Our Progress in 2023

We made great strides in improving **value-driven outcomes** by maintaining the outcome percentage above 90% despite a 39% increase in indicator base.

[Refer to page 24 for an in-depth look into our VDO efforts.](#)

Through our commitment to **transparency**, we have improved billing estimate accuracy in several markets including Singapore and Malaysia. Our hospitals in India and Türkiye conducted technical evaluations of billing estimate tool for future implementation.

In terms of **operational excellence**, we have focused on establishing a robust framework to accurately measure and report on progress towards our goal of having 100% of A&E cases to be admitted within one hour of doctors' instructions in our core markets by 2025. In 2023, we established the baseline for this metric at 54.6%.

In terms of **service excellence**, we saw an overall increase in Net Promoter Score by up to 10% across our core markets. We appointed a third party survey company to conduct NPS benchmarks for our core markets. Results for NPS will be available from 2024, starting with Singapore.



Targets and Metrics¹

Targets	Metrics	2022	2023
Achieve 90% of Value-Driven Outcomes (VDO) at or above international benchmarks¹ for 226 indicators² across 8 VDO procedures by 2025	Percentage of value-driven outcomes at or above international benchmarks	Established baseline of 94.3% for 113 outcome indicators ³	Achieved 95.7% for 157 outcome indicators ³
Billing estimates to be 90% accurate in our core markets⁴ by 2025	Percentage of billing estimate accuracy ⁵ in our core markets	85% in Malaysia and Singapore	Increased to 87% in Malaysia and Singapore
Admission for A&E cases to be within one hour of doctors' instructions in our core markets⁴ by 2025	Percentage of A&E admissions achieved within one hour of doctors' instructions in our core markets	Put in place plans to establish baseline in 2023	Baseline established at 54.6%
Be in the top quartile in Net Promoter Score⁶ (NPS) in our core markets⁴ by 2025	Number of core markets in top quartile of NPS	Establishing country benchmarks against other healthcare providers	Appointed a third party survey company to establish NPS benchmarks



¹ International benchmarks are derived from published medical literature in peer-reviewed journals.
² Projected 226 indicators based on country capability to collect relevant data.
³ Based on VDO procedures that business units have currently implemented.
⁴ Our core markets refer to Malaysia, Singapore, India, and Türkiye.
⁵ Accuracy rate based on percentage of elective surgical admissions with matching procedures, length of stay (equal or less), and bed type (equal value or less), and within the upper bound of bill estimate.
⁶ 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

Our journey towards excellence in quality care and patient stewardship requires us to continually drive improvements in processes, introduce cutting-edge therapies to better treat medical conditions, increase value for our patients, and invest in game-changing medical innovation and technology.

2023 was an exciting year for us with many highlights. We continued to push the boundaries with complex surgeries including the removal of two mirror-image brain tumours in Gleneagles HealthCity Chennai and achieved 800 liver, intestines, and pancreas transplants for Gleneagles Hospital Mumbai. We also opened numerous new medical facilities.

Here are some of the highlights in 2023 that showcase our commitment towards quality care and patient stewardship.

Exciting Expansions at IHH Healthcare

2023 saw us continuing our mission to deliver more high-quality care through expansions of our facilities and capabilities across our various markets.



New S\$78 Million Proton Therapy Centre at Mt Elizabeth Novena Hospital

After five years in the planning, we officially launched the highly-anticipated Proton Therapy Centre at Mount Elizabeth Novena Hospital. The S\$78 million state-of-the-art facility is the first such facility among private hospitals in Southeast Asia. This is IHH Healthcare's largest single investment in medical technology, representing our commitment to providing the best possible care for our patients.

Proton therapy, which utilises proton beams to destroy cancerous cells, is a painless and precise method for targeting complex tumours. The technology allows doctors to target specific areas more precisely, which lessens the impact on healthy tissue, resulting in fewer associated side effects compared to conventional radiation therapy. With this new centre, we will not only be able to provide hope for patients and their families, but also improve patients' quality of life, during and after treatment.

New High-Quality Refractory Cancer Centre at Parkway Shanghai Hospital

Through a strategic partnership with Professor Ding Gang, China's leading oncologist from Xuanhe Medical Group, we launched the Parkway International Refractory Oncology Consultation Center at Parkway Shanghai Hospital. By unifying the unique expertise and resources of both our healthcare organisations, cancer patients can now benefit from better oncology diagnosis and treatment.

What makes the launch of this new centre especially significant is the fact that refractory cancer, which refers to cancers resistant to standard treatment, represents a segment in the private healthcare space that has huge potential.

This new development signals a great start to IHH China's plans to innovate clinical practices, foster multidisciplinary cooperation, and prioritise holistic patient care to improve outcomes for cancer patients in Shanghai and beyond.

New Gynaecology Oncology Centre at Gleneagles Hospital Hong Kong

Gynaecology Oncology Centre at Gleneagles Hospital Hong Kong is a landmark treatment facility that offers gynaecological cancer patients a new level of precise and personalised diagnostic and treatment.

This precision comes in the form of a state-of-the-art robotic and endoscopic system that enhances surgical precision, reduces blood loss and postoperative pain, and facilitates faster recovery.

The facility also offers highly personalised and comprehensive treatment options made possible by their world-class multi-disciplinary team. This team is supported by the Gynaecological Oncology Tumour Board, which discusses every patient case to ensure that the best and most effective targeted care is provided.

First Veno-Venous Extracorporeal Membrane Oxygenation Treatment in Sabah, Malaysia

Gleneagles Hospital Kota Kinabalu is the first hospital in Sabah to conduct a Veno-Venous Extracorporeal Membrane Oxygenation treatment (VV ECMO).

VV ECMO is a modified heart-lung bypass machine used in patients with life-threatening respiratory failure who are not responsive to conventional mechanical ventilation support and therapy. During VV ECMO treatment, the ECMO machine takes over the function of the lungs and provides time for the lungs to rest and recover.



A New Lease of Life through 'Robot' Therapy in Istanbul

Due to severe back pain, 67-year-old Kuwaiti patient Roqaya S Wojdni had to undergo herniated disc surgery four times in 13 years. But her last operation left her unable to walk and completely bedridden. Left with mobility in a few toes, Wojdni felt devastated and had started to lose hope of being able to move independently again.

The medical team at Acıbadem Taksim Hospital used robotic rehabilitation technology to help Wojdni regain her mobility independence. Physical Therapy and Rehabilitation Specialist Assoc. Prof. Dr. Mustafa Çorum said the medical team decided to switch to robotic rehabilitation therapy after three months of physiotherapy yielded little improvement in Wojdni's walking and muscle strength.

Through a combination of using robotic devices, electrotherapy, fitness cycling, standing walking exercises, and physiotherapy for a total of four to five hours a day, Wojdni saw rapid progress in her recovery journey; starting with walk-with-assistance within two months and has since fully regained her mobility independence.



India's First Complex Brain Surgery

Gleneagles HealthCity Chennai successfully performed India's first complex brain surgery and set a new standard in medical excellence.

Over 10 hours, with exceptional expertise and support from the latest cutting-edge technology, the surgical team performed a challenging excision of two mirror-image tumors that affected vision, from the brain of a 38-year-old patient. The patient has since recovered, retaining about 80% to 90% of his vision in both eyes and free from complications.

This medical triumph exemplifies our team's dedication and commitment to clinical excellence and pioneering healthcare solutions to deliver groundbreaking care for our patients.



Gleneagles Hospital Mumbai Completes 800 Organ Transplants



Gleneagles Hospital Mumbai made the news when it became the first hospital in Western India to achieve 800 liver, pancreas, and intestine transplants. In addition to this, it has also performed over 600 solid organ transplants for the kidney, heart, lungs and hand.

This record-fee established Gleneagles Hospital as the region's foremost multi-organ transplant centre. As the largest and most comprehensive facility of its kind in the region, Gleneagles Hospital has been setting the standard for excellence in numerous transplant procedures, including Living Donor (Adult, Paediatric, Auxiliary, Dual Lobe and ABO-incompatible), Cadaver, Laparoscopic, and Robotic Transplant.

Underpinning the success of Gleneagles Hospital is a team of dedicated medical professionals who recognise the value of collaboration, as well as the need to keep pushing the boundaries of medical science to provide the best possible care. Supported by the latest medical facilities and advanced surgical systems, they provide patients with a renewed hope to overcome their illness and continue living life to the fullest.

"Passionately Caring" at IHH Service Week 2023



Held from 24 to 28 April, the 2023 IHH Service Week exemplifies our culture of service excellence in everything we do and for every patient we care for.

As a healthcare provider that advocates *Care. For Good.*, we recognise the importance of bringing empathy to life at scale so that we can leave a lasting impact on our patients. That was why the key conversation at the IHH Service Week 2023 was themed "Passionately Caring".

With *Patients First* being one of our core values, Service Week serves as a platform to acknowledge and celebrate the exemplary service and care our people provide to our patients and their loved ones every single day as we reaffirm our commitment to service excellence.

Over the course of the week, Service Week Committees across the business units put together creative presentations that highlighted inspirational acts of service. The keynote address on "Operationalising Empathy" also struck a chord with leaders and staff across the IHH network, who gained practical insights into embedding empathy within our patient journeys.

IHH Quality Summit 2023

2023 saw IHH Healthcare hosting its eighth Quality Summit in Singapore. Themed The Future of Care, the two-day event united 500 delegates from IHH's network of 80 hospitals across 10 countries, to explore the challenges and opportunities that shape the healthcare sector.

On the first day, attendees were treated to sharing sessions by academics and industry experts on how innovation and improvements to the delivery and quality of care can enhance the patient experience. These learnings were then brought to life as delegates went on site visits to Jewel Changi Airport and the Centre for Healthcare Innovation on the second day of the Summit. These visits gave them a first-hand experience of what it takes to build a culture of service excellence and at the same time witness how innovation can be used to improve productivity and patient experience.

For the first time, the third IHH Medical Symposium was held in conjunction with the Summit. The Symposium gathered physicians and surgeons to share insights on cutting-edge treatments, personalised care, and innovative research in cancer therapy. Clinicians also had the opportunity to visit the Proton Therapy Centre at Mount Elizabeth Novena Hospital. The state-of-the-art facility is IHH's single largest investment in medical technology and offers one of the most advanced forms of precision cancer treatments.

In recognition of our staffs' tenacity and drive to deliver the best service and care for our patients, the IHH Quality awards were also presented during the Summit. These accolades serve as a testament to our unwavering commitment to excellence, pushing the boundaries of what is possible in the field of healthcare as we journey on to Care. For Good.



Enhancements to Our Lean Six Sigma Training



In 2023, we made enhancements to our Lean Six Sigma training programme. For our Yellow Belt course, we added a total of five new modules, with a focus on more complex tools.

We also started providing the more advanced Green Belt training course to more than 350 staff across the group, including the pioneer batch of staff leaders from our operations in India.

Several improvement projects were also identified in 2023, most notably with regards to the "accident and emergency 1-hour admission" initiative. To date, our Lean Six Sigma training initiatives have benefited more than 10,000 staff across the group.

Providing Greater Peace of Mind Through Transparency



We successfully deployed FeeAdvisor.ai in Singapore, Malaysia, and Hong Kong to provide more accurate bill estimates.

Extending across three of our markets, FeeAdvisor.ai has shown itself to be adaptable and effective across diverse healthcare environments.

So far, FeeAdvisor.ai has demonstrated a high accuracy rate of over 75% on elective surgeries. This high rate enhances transparency and fosters trust between IHH and our patients, by empowering the latter to plan their finances more effectively.

To complement FeeAdvisor.ai, we have also launched PackageOptimiser.ai which optimises healthcare package design, allowing for creation of tailored healthcare packages that meet the specific needs of patients, ultimately leading to a more efficient and effective healthcare system.

Looking Ahead

When it comes to improving the quality of care for patients, there's always more to be done.

In our relentless pursuit of **clinical excellence**, we will continuously review our clinical quality indicators to ensure they are relevant and appropriately benchmarked.

To further boost **value-driven outcomes** for our patients, we will continue to expand the scope of value-driven outcomes programmes to include more procedures and treatments.

To inspire our people towards **service excellence**, we will continue to equip our leaders with the skills and knowledge necessary to lead and inspire their teams to service excellence. We will also continue to use patient feedback to initiate projects to improve patient experience.

As part of our aim to increase **transparency** on outcomes and costs, we will continue to invest in technology that can provide our patients with data to make more informed decisions relating to their treatments.

Operational excellence is a perpetual pursuit which involves fostering a culture of continuous improvement. To this end, we are building up a critical mass of internal Lean Six Sigma experts to ensure that improvement initiatives are effective and sustainable.

We will continue to train staff leaders in advanced Lean Six Sigma methodologies, and enhance the general Lean Six Sigma e-Learning platform for the general staff population. At the Group level, we will continue to develop Target Operating Models and ensure their spread across our key markets, in the core domains of A&E, Operating Theatres, and Bed Management.

In 2024, we will also be welcoming NurseShift.ai, an AI-powered workforce optimiser that seeks to transform nurse scheduling to prioritise patient care. Beginning with the Singapore market, NurseShift.ai will, progressively, amplify operational efficiencies across the entire IHH Healthcare landscape.

Even as we strive to achieve new heights of excellence, we are equally mindful about strengthening the relationships with our patients. Hence, we will continue to leverage our assets – our people, size, and network to further enhance our position as a trusted global healthcare provider.

Healthcare Digitalisation

Our Approach

We seek to continually improve our digital capabilities to provide our patients with greater convenience, accessibility, and value for all of their health needs.

Our strategy for digital transformation revolves around deepening our in-house capabilities to enhance our

hospital operations and patient services, as well as building strategic partnerships and investments with innovative companies to expand service offerings.

To ensure the success of our ongoing digital transformation, we have categorised our focus areas into the following three pillars:



Technology-Driven Quality of Care

Digitalisation enables our hospitals to run more efficiently, leading to enhanced operational efficiencies, reduced waiting time, and improved healthcare decision-making by clinicians. It also provides a more seamless online to offline experience for our patients, while enhancing the way we manage data across internal and external systems.

[See how our proprietary in-house Hospital Information System/Electronic Medical Record \(HIS/EMR\) – Cerebral Plus \(C+\) – is enhancing quality of care on page 32.](#)



Patient Engagement and Empowerment

Across all our markets, we are embracing digitalisation to meet the evolving needs of our patients. These innovations allow our patients to enjoy personalised, holistic, and cost-effective care. Digitalisation also empowers patients to be more involved in managing their own health, as well as improves transparency, thereby strengthening trust between us and our patients.

[Read more about IHH Healthcare's digital healthcare apps on page 34.](#)



Intelligence Mining

Gathering and converting data into insights allow us to drive operational and clinical excellence, support patient volume growth, and build new businesses. As such, we will continue to come up with new intelligence mining initiatives.



Our Progress in 2023

Healthcare Digitalisation

- 1. Cerebral Plus (C+)** – In August 2023, Gleneagles Hospital Singapore started using the C+ electronic medical record (EMR) module with the plan to eventually replace the legacy EMR system. C+ is our proprietary in-house Hospital Information System/Electronic Medical Record (HIS/EMR) solution used in Acibadem hospitals in Türkiye, and Gleneagles and Pantai hospitals in Malaysia. Best practices and knowledge across IHH countries can be incorporated into C+ and deployed into each country for the benefit of our patients who can enjoy a seamless experience from arrival to discharge.
- 2. MyHealth360** – The MyHealth360 app and web portal in Malaysia, based on the same platform as Acibadem Online and integrated with C+, was first piloted in Gleneagles Kuala Lumpur Hospital in 2022. It has been progressively rolled out to hospitals across the IHH Healthcare Malaysia network. By the end of 2023, patients from 14 out of 16 of our hospitals in Malaysia have access to their health data via MyHealth360.
- 3. TELIS and Project Tuntas** – Premier Integrated Labs (PIL) in Malaysia kicked off two exciting new initiatives. The first, TELIS, is a laboratory information system that helps PIL’s 30 laboratories improve operational efficiency and optimise their lab processes. The second, Project Tuntas, is an e-ordering platform that helps doctors and clinics outside our hospital premises streamline and improve the way they order lab tests.

Innovative Partnerships and Investments

- 1. Intellect** – IHH Healthcare became digital mental health company Intellect’s first strategic healthcare investor. Intellect offers end-to-end digital mental health and wellness services ranging from cognitive behavioural therapy content to coaching to clinical therapy.

This partnership paves the way for IHH Healthcare to deliver holistic care and extend its continuum of care to include both mental and physical health, ultimately building a seamless healthcare ecosystem for the millions of people who require support and care.

As part of a pilot initiative, maternity patients from Gleneagles Hospital Singapore have access to the Intellect content and coaching, to help them obtain mental health support as they navigate the post-partum journey.
- 2. Us2.ai** – In 2022, we invested in Us2.ai, an AI-based echocardiography software that uses machine learning to deliver faster and more accurate cardiac measurements. In 2023, Us2.ai was launched in Malaysia and Hong Kong.



Targets and Metrics

Targets	Metrics	2022	2023
Increase the number of patients who have access to their medical records online	Number of our patients who have access to their medical records online	6.5 million	7.49 million



Highlights

Leveraging Partnerships to Deliver Greater Value to Stakeholders

As part of our mission to continually enhance patient experience and improve clinical outcomes, we forge partnerships with innovative and like-minded companies who desire to make a real difference in changing the landscape of healthcare.

New Partnerships Formed in 2023



Annalise – An AI-based imaging platform that helps address radiology imaging challenges based on volume and criticality, giving clinicians vital support to act decisively with peace of mind.



Airdoc – Airdoc Technology is the company behind the recently-launched Artificial Intelligence Retinal Image Analysis which is able to screen up to 35 retinal diseases, as well as provide health assessments for various chronic diseases.



Intellect – We became the first strategic healthcare investor in digital mental health company, Intellect, which offers end-to-end mental health services via their Intellect platform and in-person at their clinic.

Ongoing Partnerships



DA – Our ongoing investment in and collaboration with regional digital healthcare platform Doctor Anywhere enables us to provide more cost-effective, convenient and seamless care to our patients.



Lucence – Through our investment in precision oncology company Lucence Health, we are able to provide our patients with access to cutting-edge cancer diagnostics tools.



Us2.AI – Our investment with Us2.ai, which develops AI-based echocardiography software, helps us to provide better and faster treatment to our heart patients.

Receiving Validation Through Awards and Accolades

While awards and accolades are not the driving force for us to improve patient care, they play an important role in affirming that we are on the right track and that our digitalisation efforts are in line with international best practices.



Healthcare Asia MedTech Awards –

In 2023, we scored our first win at Healthcare Asia MedTech Awards for Singapore's MyHealth360 platform.



World's Best Hospitals –

Newsweek ranked Gleneagles Hospital Singapore and Mount Elizabeth Hospital Singapore as among 2023's World's Best Specialised Hospitals and World's Best Smart Hospitals respectively.



Tech Brands Turkey –

Acibadem Healthcare Group was ranked first in Healthcare sector.

Parkway Radiology Launches First A.I. powered Digital Radiology Ordering Platform to Enhance Clinic and Patient Convenience

Parkway Radiology, a division under IHH Singapore, in collaboration with the local health technology startup Bot MD, introduced its inaugural Digital Radiology Ordering platform in 2023.

This innovative system facilitates IHH Singapore hospitals and clinics in scheduling radiology exams without the need to contact the Parkway call centre.



The Digital Parkway Radiology Ordering system enables instantaneous and real-time appointment scheduling across all of Parkway Radiology Centres. Clinics now have the capability to reserve appointments for various exams such as MRI, CT, X-Ray, Mammogram, Ultrasound, and more. Following each new booking, Bot MD promptly dispatches a confirmation message, complete with a digital radiology order form and preparation instructions for the upcoming exam, directly to patients via WhatsApp.

Furthermore, clinics can effortlessly modify or cancel exam bookings online, eliminating the need to contact the Radiology call centre. Bot MD plays a crucial role by instantly informing the clinic and the attending doctor when a radiology report and scan are ready for viewing. Additionally, doctors and clinic staff can utilise Bot MD to inquire about information pertaining to Parkway's Radiology test catalogue, as well as obtain preparation instructions for various radiology exams.

The utilisation of the new Digital Radiology Ordering system has witnessed substantial growth in 2023, with over 8,000 radiology orders processed on the platform to date. Patients have expressed positive feedback, highlighting the convenience of receiving appointment reminders and exam preparation information seamlessly through WhatsApp.

Acibadem Command Center Launched in Türkiye



This past year, Acibadem Healthcare Group and GE Healthcare signed a partnership agreement to bring GE's Command Center solution to Türkiye. This is the first real-time clinical command centre to be established in Türkiye, offering real-time analysis in healthcare, and enabling the orchestration of patient care through actionable information accessible everywhere.

The solution works by building on C+ as a foundation and augmenting it with data from various digital applications to provide leaders and caregivers with actionable insights for decision-making, problem-solving, and forward planning.

Acibadem Command Center, which is situated at the group's Ataşehir Hospital in Istanbul, will also serve and manage the clinical and operational processes of the other Acibadem hospitals in Istanbul.

The implementation of this innovative platform will provide Acibadem hospitals in Istanbul with an enterprise-level, 360-degree view of all their services. With this enhanced operational overview, it is envisioned that hospitals will be able to reduce the overall length of stay of patients, while at the same time increase their comfort during hospital stays.

IHH Healthcare's Suite of Digital Healthcare Apps

As part of IHH Healthcare's commitment towards enhancing patients' accessibility to their healthcare records and services, we have been introducing relevant healthcare apps for our different markets. These include MyHealth360 in Malaysia and Singapore, Acibadem Online in Türkiye and My Gleneagles SmartHealth in Hong Kong.

The common benefits of these apps include easier access to our hospitals, doctors, and services.



Available in Malaysia and Singapore



Available in Türkiye and Europe



Available in Hong Kong

MyHealth360: Empowering Our Patients

The MyHealth360 mobile app 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.

With MyHealth360, patients in Malaysia and Singapore can have instant access to their medical records, enjoy speedy appointment booking, view itemised bills, among many other benefits.

An additional feature launched since mid-2023 in the MyHealth360 Singapore app is the ability to for patients to access Radiology's diagnostic quality images (e.g., x-rays, CT scans and MRI scans) – in addition to health reports – over the app.

This contributes to reduced wait time as patients no longer have to wait for hardcopy radiology reports and images to be couriered physically. Additionally, patients can also help to lessen environmental impact by sharing reports and images online.

Looking Ahead

The nature of digital transformation is that it is dynamic and ever-changing. This means that we need to stay on our toes, keeping track of the latest trends and technological developments that can help us in our journey to improve patient care.

Even though we have made significant progress in introducing digitalisation and integrating innovation at IHH Healthcare, we need to continue pushing forward to positively impact healthcare in our existing markets and beyond.

A distinct advantage that we have as a healthcare network that spreads across 10 countries is that we can take the knowledge that we have gained in one market to benefit our other markets.

We will continue to enhance C+ using experience from across IHH. In the coming year, we intend to expand the use of C+ in Malaysia to include the Electronic Medical Record (EMR) module. At the same time, TELIS and Project Tuntas which has already been kicked off at Malaysia Premier Integrated Labs, will now be introduced to Singapore's Parkway Laboratories.

To ensure that our apps (MyHealth360, Acibadem Online, and My Gleneagles SmartHealth) continue to empower and make quality healthcare more accessible to our patients, we will keep upgrading them with new features and functionalities such as the inclusion of AI and Bot related tools. We will also further enhance our apps to include more customised and personalised experiences through Customer Relationship Management and consent management.

No matter what lies ahead, we are ready to shape the future of healthcare by fully embracing digitalisation and innovation.

Data Privacy and Security

Our Approach

We take cybersecurity and patient confidentiality seriously and have put in place stringent Data Privacy and Security measures. To ensure the effectiveness of these measures, we have adopted a strategy that is represented by the following three pillars:



Strength in Internal Mechanisms

To protect the smooth running of our operations, we leverage cyber defence software and hardware, conduct frequent tests through our internal assurance and verification programme, and implement data protection risk and incident response management processes.

A key highlight of our cyber security system is our Central Security Operations Centre which oversees our defence technologies and monitors our IT systems to quickly detect and isolate hacking attempts.



Regular Data Privacy and Cybersecurity Training

We conduct targeted Data Privacy and Cyber Security trainings to keep our employees prepared for situations relevant to their scope of work. In addition to imparting theoretical knowledge, our training also consists of breach simulation and cyber crisis response exercises.



Guided by International Frameworks

To ensure we are ready to handle and respond to all levels of security threats in protecting data, we align ourselves with international cybersecurity standards and frameworks, many of which help organisations such as IHH Healthcare meet data protection requirements. These include:

- **ISO27001:2013** – The international standard for information security that sets out the specifications for an Information Security Management System (ISMS) to manage risks related to the security of data
- **MITRE ATT&CK** – a globally-accessible knowledge base of adversary tactics and techniques based on real-world observation
- **National Institute of Standards and Technology (NIST)** – A cybersecurity framework specifically created for healthcare institutions to reduce cyber risk

Our Progress in 2023

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.

Over the past year, we conceptualised a data transfer legal framework within IHH Healthcare to better govern cross-border transfer of personal data. We also started analysing data flow to improve the way we account for processing of personal data.

To bolster our cybersecurity, we developed a more intuitive and inclusive platform that enables us to conduct deeper and more specific cybersecurity awareness training. We also increased security coverage of our assets and environments by adopting more proactive solutions for enhanced monitoring and early detection.

Metrics

Metrics	2022	2023
Number of substantiated complaints concerning breach of customer privacy and loss of patient data	NIL	NIL



Highlights

Gleneagles Hospital Hong Kong received Privacy-Friendly Awards 2023



In 2023, Gleneagles Hospital Hong Kong was one of only eight organisations to receive the prestigious Gold Award at Privacy-Friendly Awards.

Organised by the Office of the Privacy Commissioner for Personal Data, Hong Kong (PCPD), Privacy-Friendly Awards was first introduced in 2021 to recognise efforts made by organisations in protecting personal data privacy.

The Gold Award received by Gleneagles Hospital Hong Kong is the highest award type. It signifies that the hospital has in place all five of the privacy protection measures identified by the awards committee as crucial for ensuring personal data privacy.

Inaugural CyberSmart October Campaign



In conjunction with National CyberSecurity Awareness Month, IHH Healthcare Singapore launched its first-ever CyberSmart October Campaign.

The campaign kicked off with a seminar conducted by the Singapore Police Force's Anti-Scam Investigation Branch, which covered useful facts and case studies of scams in Singapore, as well as ways in which individuals and organisations can be better protected against personal scams and cyberattacks.

As part of the month-long campaign, cyber wellness roadshows were also organised at various IHH Healthcare hospitals and offices around Singapore. These roadshows served as a good reminder to the organisation that as a healthcare provider we are a prime target, and that cybersecurity should not be taken for granted no matter how well-protected we think we are. It also reinforced the need to continue prioritising cyber risks as an important business risk and adhere to good cyber hygiene practices.

Looking Ahead

We will continue to take a proactive stance in managing data privacy and security. This means going beyond compliance to actively ensuring that our safeguards are adequate to mitigate ever-evolving risks.

As part of our commitment to keep pace with industry data protection standards, we are working towards substantially aligning ourselves with international data privacy credentialing such as the APEC Cross-Border Privacy Rules system.

Our goal moving forward is to also reinforce our Personal Data Protection Policy across the IHH Healthcare Group. To do this, we aim to induct more supporting data protection personnel, as well as provide continuing support for appointed Data Protection Officers to upskill themselves with data privacy proficiency accreditations.

We will also continue to exercise vigilance by refreshing and strengthening our cybersecurity framework. This means increasing the coverage, depth (in terms of test cases) and frequency of our IT security assessment exercises, as well as keeping our security policies across the group aligned with ISO27001 principles.

To prepare for any potential cyber threats, we will work closely with communities to ensure that we get relevant and timely intelligence to address attacks before they happen. We will also endeavour to strengthen our Group-wide Cyber Centre of Excellence by adopting new and relevant technologies that can help us address the dynamically changing threat landscape.

Patients Scorecard

Quality of Care and Patient Stewardship	FY2022	FY2023
Percentage of Value-Driven Outcomes (VDO) at or above international benchmarks ¹	Established baseline of 94.3% for 113 outcome indicators across 8 VDO procedures ²	Achieved 95.7% for 157 outcome indicators across 8 VDO procedures
Percentage of billing estimate accuracy ³ in our core markets ⁴	85% in Malaysia and Singapore	Increased to 87% in Malaysia and Singapore
Percentage of A&E admissions achieved within one hour of doctors' instructions in our core markets ⁴	Put in place plans to establish baseline in 2023	Baseline established at 54.6%
Number of core markets ⁴ in top quartile of NPS	Establishing country benchmarks against other healthcare providers	Appointed a third party survey company to establish NPS benchmarks

Healthcare Digitalisation	FY2022	FY2023
Number of our patients who have access to their medical records online	6.5 million	7.49 million

Data Privacy and Security	FY2022	FY2023
Number of substantiated complaints concerning breach of customer privacy and loss of patient data	Nil	Nil

¹ International benchmarks are derived from published medical literature in peer-reviewed journals.

² Based on VDO procedures that BUs have currently implemented.

³ Baselined bill estimate accuracy rate for our hospitals in Singapore and Malaysia. Accuracy rate based on percentage of elective surgical admissions with matching procedures, length of stay (equal or less), and bed type (equal value or less), and within the upper bound of bill estimate.

⁴ Our core markets refer to Malaysia, Singapore, India, and Türkiye.

Introduction	39
Employee Safety and Total Well-being	40
Diversity and Inclusion	43
People Engagement and Talent Development	46
People Scorecard	50



People

Shaping the Best Place to Work

Introduction



Our Material Matters

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

At IHH Healthcare, people are our heartbeat, and we are committed to creating the best work environment where employee growth, well-being and contributions are valued and supported.

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.

This means providing our people with opportunities for training, self-development and contributing to the goals of the organisation. It also means listening closely to their needs, and caring for their safety and well-being. Above all, it means treating our employees with compassion, dignity and respect.

Shaping the Best Place to Work

Employee Safety and Total Well-Being

At IHH, our dedicated workforce is instrumental in providing quality care to our patients. By prioritising employee safety and wellness, we establish a culture of commitment and ownership, where our people can flourish physically, mentally, emotionally and purposefully.

By providing our employees with the right culture, support and work environment, they will feel safe and be able to be better equipped to deal with stressful situations. Furthermore, it will give them a sense of belonging knowing that they are valued and heard.

Diversity and Inclusion

Healthcare studies have shown that diverse and inclusive hospital teams provide culturally-empathetic care, improve communication and enhance risk assessment, all of which are vital for improving patient outcomes.

Fostering inclusion and diversity is not just vital for delivering quality patient care, it also increases staff productivity and employee retention. Hence by building up a healthy and supportive environment, we are empowering our employees to reach their full potential, and building a foundation for long-term success.

People Engagement and Talent Development

Engaged employees are a critical part of our strategy for driving patient-centred excellence and better health outcomes. By giving our people a sense of purpose, we foster innovation and adaptability among our employees, both of which are key skillsets necessary for keeping on top of ever-evolving healthcare needs. Furthermore, engaged employees are also more likely to feel a strong sense of passion and ownership over their work, thereby improving retention rates.

An important part of People Engagement encompasses Learning & Development. By building up a strong learning culture, we are able to help our people strengthen their existing capabilities, as well as develop new skillsets as they progress through their career with us. Learning & Development are also crucial for attracting new talent and ensuring a continuous pipeline of multi-skilled professionals for IHH Healthcare.

Our Goal

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

How We Will Get There

2023 Progress Highlights



Employee Safety and Total Well-Being

By fostering a caring and safe work environment that empowers our employees and supports the consistent delivery of quality healthcare services to our patients

- 77%¹ of employees felt positive about their overall well-being (new EES question introduced)
- Partnered with Intellect to provide comprehensive mental well-being services for employees
- Zero workplace fatalities



Diversity and Inclusion

By creating diverse and inclusive workforces that mirror the populations we serve, to ensure best treatment practices for our patients while fostering equity and acceptance within our organisation

- Expanded definition of leadership roles and established baseline of 42.5% women in leadership roles



People Engagement and Talent Development

By cultivating a purpose-driven team passionate about making a positive impact in healthcare, and building up a strong talent pool to ensure high-quality patient care amidst the challenges of the current practitioner shortage

- Over 1 million training hours achieved to foster a culture of Learning & Development across IHH
- Moved up 10 places to rank 250 in Forbes World's Best Employers list for 2023
- 2% above Global Healthcare benchmarking score for the different employee listening and engagement drivers that we used to design our Employee Experience programme
- 81% of employees felt that there were opportunities for personal development and growth, an overall increase of 3% from the previous year¹
- 86% of our employees felt that we collaborate well, and 85% of our employees trust their immediate manager, an increase of 2% from the previous year¹

¹ Through our Employee Engagement Survey

Employee Safety and Total Well-being

Our Approach

Across the Group, both management and employees demonstrate their deep commitment to employee safety and total well-being by making workplace safety and health a priority.

Employees are provided with a caring and safe work environment so that they can wholeheartedly commit to bringing more energy, passion, and professionalism to their work. By integrating safety and risk management into our

daily operations, we ensure that the culture of safety first is firmly embedded within the organisation.

Beyond safety, we also aim to provide our employees with the necessary resources to take ownership of their personal well-being. To encourage a more holistic attitude, we have aligned our definition of well-being with that of the World Health Organization Well-Being Index. This definition encompasses the following five dimensions:



Our Progress in 2023

We believe that all injuries at the workplace are preventable and will continue to put in place new measures and strengthen existing ones to ensure minimal safety incidents

and employee downtime. 2022 saw us establishing the necessary framework to ensure that we have clear and measurable goals for our journey forward. In 2023, we remained well on track.

Targets and Metrics

Targets	Metrics	2022	2023
To reduce lost time injuries across the Group	Lost time incident rate ¹	Established a consistent framework to track this metric across all our markets, in adherence to market guidelines and local regulatory frameworks	13.4
To have zero workplace fatalities across the Group	Number of work-related fatalities	0	0



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).

Highlights

Putting employee safety first

Over the course of the year, we conducted several initiatives and events aimed at raising awareness of safety at the workplace.



Workplace Safety and Health Forum for Healthcare 2023

In February 2023, we participated in the Workplace Safety and Health Forum for Healthcare, which focused on caring for the well-being, safety, and health of our healthcare workers. Representing us at the event was IHH Healthcare Group CEO, Dr Prem Kumar Nair, who together with representatives from 12 other healthcare institutions, pledged our collective commitment to the Vision Zero movement – embracing a mindset that every injury at work is preventable, and a belief that zero harm is possible.



Medical Gas Authorised Person Programme

IHH Healthcare Malaysia participated in the Medical Gas Authorised Person programme, which seeks to equip healthcare professionals with the essential skills and knowledge for safe management of medical gas systems.

Our participation in this initiative outlines our dedication towards upholding the highest level of safety standards at the workplace.



Gleneagles Hospital Hong Kong (GHK) Received Safety Award

At the 22nd Hong Kong Occupational Safety and Health Award, GHK received a Merit Award, in recognition of their outstanding effort and achievement in promoting a safe and healthy workplace.

Partnering With Intellect to Promote Mental Well-being



On World Mental Health Day on 10 October 2023, Dr Prem Kumar Nair, our Group CEO at IHH Healthcare announced the provision of a free comprehensive mental well-being service in partnership with Intellect for more than 20,000 of our employees. This marks a significant milestone in IHH’s journey towards fostering a healthier workplace and caring for our people. In line with IHH’s sustainability pillar to Care for People, Dr Prem emphasised the need to provide a safe space for our employees to seek help and support when things get tough.

The Intellect app is a comprehensive mental health solution that offers online services such as clinical therapy, helplines, and telehealth coaching while providing a safe space for our employees to receive self-care and support. This will be progressively rolled out across the various markets in 2024.

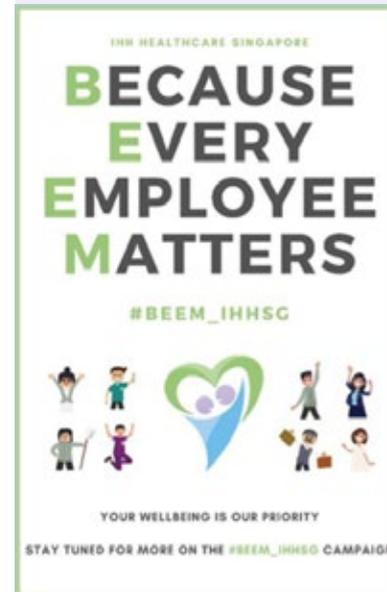
Safeguarding Psychological and Physical Safety

According to findings from the Tripartite Workgroup for the Prevention of Abuse and Harassment of Healthcare Workers, almost one in three healthcare workers witness or experience abuse at least once a week¹.

To address this issue of abuse among healthcare workers, IHH Healthcare Singapore came up with an initiative entitled Because Every Employee Matters (BEEM). BEEM seeks to promote physical and psychological safety for all IHH Healthcare employees by creating a safe environment, maintaining zero tolerance for any form of harassment, and creating awareness and support for victims of abuse.

As part of this BEEM initiative, several workshops were held in Singapore in 2023 to promote anti-bullying and anti-harassment. These included:

- Anti-Harassment Workshop – Targeted at supervisors, managers and HR professionals
- Workplace Self Defence – A practical course to equip staff with basic self-defence skills
- Management of Aggressive Behaviour – Designed especially for frontline staff



¹ <https://www.straitstimes.com/singapore/punches-slaps-and-vulgarity-healthcare-workers-recall-how-they-were-abused>

Wellness Programmes at Gleneagles Hospital Hong Kong (GHK)

To promote physical and mental health, GHK organised various wellness-related workshops and activities in 2023:



Tea Exploration Workshop

Held in April 2023, the aim of this workshop was to showcase tea drinking as a simple yet effective activity that promotes good health.

As part of the workshop, a tea expert introduced the various health benefits of different types of teas. These include reducing stress and anxiety, countering depression, and aiding in sleep.



Dried Fruit Day

Healthcare professionals often have busy and erratic time schedules. One way for them to maintain healthy eating habits is by eating dried fruit on the go.

In October 2023, GHK distributed 1,600 cans of nutritious and delicious dried fruit to staff. These dried fruit were made using a low-temperature freeze-drying method that enables most of the fruit's vitamins and minerals to be retained.

Caring for the Physical, Mental, and Emotional Well-Being of IHH Singapore Staff



Johor-Singapore Shuttle Bus Service

Mental and emotional well-being are two key elements that allow staff to perform at their best. Across the four IHH Healthcare hospitals in Singapore, many nursing staff commute daily from their home in Johor Bahru, Malaysia to their workplace in Singapore. This can often be a tiring and dreary experience for them.

As a way to show care for our nurses, IHH Singapore began a pilot project to shuttle employees from Johor Bahru to Parkway East Hospital. This initiative was met with overwhelming positive response, as employees feedbacked that they were able to spend more quality time with loved ones at home as well as catch up on much-needed rest during the bus journey.

This shuttle bus service has since been extended to all four IHH Singapore hospitals.

Looking Ahead

Healthcare provider burnout and compassion fatigue are two very real issues that contribute to attrition, poor engagement, and sickness among our workforce. As such, we will focus on building up a supportive and caring work environment to alleviate the emotional stress felt by our people.

Mental wellness is another issue that has been brought into prominence over the last couple of years. Even as we seek to provide care for patients, we too need to ensure that our staff are well taken care of. Our partnership with Intellect to provide our staff with mental health services was an important step, and moving forward we will explore more ways in which to champion for good mental health.

At the same time, we will continue to prioritise employee safety. A good safety record does not give us a reason to be less vigilant, and so we will need to keep working to ensure safe working spaces for all our employees.

Finally, to nurture our staff to be the best that they can be, we will invest in holistic well-being initiatives that cater for every aspect of their health. This will put them in the best position to deliver the best care to our patients.

Diversity and Inclusion

The BEAD Model



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

Our Approach

To ensure a diverse and inclusive environment at the workplace, we have incorporated the DEIB (Diversity, Equity, Inclusion and Belonging) agenda into the way we do business. This is executed by incorporating DEIB metrics into our Balanced Scorecard, which is used across the group as a measurement of key performance indicators.

Our approach to DEIB comprises two key frameworks – BEAD and five Dimensions of Diversity.

BEAD or Belonging, Equity, Acceptance, and Diversity is a framework that helps to define workplace culture, at the individual, organisational, team, and workforce level. The BEAD model values diversity and inclusion and also actively works to create a sense of belonging, individuality, and fairness.

The 5 Dimensions of Diversity refers to Gender, Generational, Differently Abled, Skillset, and Cultural, which are the five areas where we pursue diversity and inclusion at IHH. Starting from global level strategies surrounding these five dimensions, we then distil it down to market-specific initiatives that take into account local, social, economic, and cultural nuances. We call this approach Glocal (Global + Local).

Pursuing diversity and inclusion not only helps to provide a more positive work environment for all our employees, but is also essential to better serving our patients and their families.

Beyond the workplace, we are also committed to engaging with the wider public and integrating with our local communities. This is done by encouraging our employees to actively participate in CSR programmes in their market.

Our Progress in 2023

We are well on our way to building a strong foundation base of women in leadership roles across IHH Healthcare, as evident from our gender diversity baseline of 42.5% of women leaders across IHH in 2023.

In several of our key markets like Türkiye, Malaysia, and India, we already have strong female representation in key business roles such as Heads of Hospital Units. Our Türkiye business has women in 51% of leadership roles.

This is a reflection of the strong foundation of an inclusive culture in our markets, where processes like recruitment, development, and promotion are based on an employee’s skills, experience, and expertise rather than age or gender factors.

In 2023, a structured review of leadership roles was undertaken to refresh our baseline definition of leadership roles. As a result, our expanded definition of leadership roles is comprehensive and holistic, including not only senior roles within our organisation like Group-level

Business Critical Roles (IHH GCEO, GCHRO, GCFO, etc.), Group Function Heads, and Market- CEOs, but also all hospital CEOs as well as critical function leadership roles in our markets. Disclosure for 2022 has been restated accordingly, with 2023 marked as the baseline for our gender diversity target of achieving 50% of women in leadership roles by end of 2025.

With our continued focus on developing women leaders from within, by design we have achieved 50% gender representation in our flagship Hospital Leadership programme “I.GLOBE”. In addition to having a balanced mix of men and women, the programme included participants from diverse cultures and regions to promote inclusion through a rich diversity of perspectives and ideas.

Finally, as a way to build and strengthen our internal nursing talent and leadership pipeline, and provide women to grow and lead our key business function of Nursing, we conducted all-women talent development programmes for our Nurse Leaders and Managers.

Targets and Metrics

Targets	Metrics	2022	2023
50:50 ratio of male to female leaders in our organisation by 2025	Percentage of women in leadership roles	Thorough review of leadership definition and baseline	42.5%



Highlights

Partnership With Para-Athletics Singapore (PAS)



In recognition that para-athletes may not always receive the same kind of attention as other athletes, IHH Singapore decided to channel some of its resources towards supporting its local heroes reach their full sporting potential. This was done as part of IHH's flagship Corporate Responsibility programme, Life Renewed, which saw IHH Singapore making a two-year commitment to support para-athletes in Singapore.

As part of the partnership, beneficiaries benefit from free access to healthcare services such as nutrition consultancy, physiotherapy, medical assessment, investigations, and treatments, worth about S\$200,000 annually.

[Read more about our partnership with PAS in our feature in the Public Pillar section of this report.](#)

Advocating for Gender Equality

In conjunction with International Women's Day, IHH Healthcare launched its own month-long campaign "#EmbraceEquity" to recognise the efforts and achievements of the women in our organisation.

Across the group, 771 employees participated in the campaign. We also saw active engagement in the online space with campaign posts achieving more than 9,000 page views and over 400 interactions (replies and comments).

Over the month of March, various other celebrations and talks championing and celebrating gender equality were also held across all of our markets.



Finance colleagues (top), and Marketing colleagues (bottom) from Gleneagles Hospital Hong Kong celebrating International Women's Day.

Building a Culture of Inclusiveness and Togetherness Through Sports



One way of celebrating diversity and inclusiveness is through sports. IHH Malaysia has been doing this annually through their Malaysia Sports Carnival, which was held over two days in June.

Organised by IHH Malaysia's HR team, the event saw 1,300 employees representing diverse age groups, cultures, religions, genders, and abilities come together to build bonds through sports. As a way of demonstrating diversity and openness towards our younger generation colleagues, we added a new category of e-sports as one of the eight categories of sports in the carnival. This was especially well-received by many of our avid gamer young colleagues.

Overcoming Gender Stereotypes in Acibadem



The field of engineering has long been dominated by men, but times are changing and there are increasingly more women choosing to break down boundaries and make their mark in this exciting profession.

The Acibadem Health Group Technical Services Department, which comprises 500 technicians and engineers, embarked on a project to promote and increase the number of female engineers within the group. There are now 13 female engineers and six technicians who are working in operations every day.

Acibadem is proud to employ more women in the technical services department and is determined to keep enabling women to take up technical roles in the workforce. By defying gender stereotypes, women engineers and technicians inspire future generations of girls to pursue their passions and careers in engineering.

Looking Ahead

We will continue to instil a culture of inclusion by developing initiatives that are in line with the four aspects of BEAD.

- B**elonging – leadership training on inclusiveness and creating a culture of belonging
- E**quity – regularly reviewing key HR policies and processes to minimise bias
- A**ceptance – training for all line managers on creating an environment of psychological safety and inclusion
- D**iversity – monitoring and tracking diversity patterns in each market

We will also be launching our Inclusive Leaders structured development programme in 2024. This comprehensive programme, which includes facilitated sessions, self-directed learning, and social interactive

elements, has been specially designed for all of our top leaders across our markets, and will focus on reinforcing the mindset and culture of inclusion. We expect over 200 leaders across the IHH Healthcare network to benefit from this programme.

Even as we have made headways in creating a more robust tracking and monitoring system for our DEI metrics, we will continue to enhance and expand our efforts to make sure that none of our employees fall through the net.

We are also encouraged by how our markets are taking the initiative to launch their own diversity and inclusiveness programmes. One fine example is IHH India, which plans to launch an “Inspiring Excellence” programme aimed at all female employees in IHH India. The programme will cover patient etiquette, communication skills, and relationship building in its syllabus.



People Engagement and Talent Development

Our Approach

We have put in place structured initiatives at the Group, country and operating unit level that cover the three prongs of Boosting Recruitment, Strengthening our Internal Talent Pipeline and Enhancing Employee Experience.

These initiatives are further bolstered by data and analytics, which seek to identify and address gaps in the system. For example, through a pilot Exit Survey for Nurses initiative that was launched in several of our markets, we were able to gain valuable insights on nurse attrition, such as new nurses feeling a lack of transition support. This subsequently led us to design a programme to provide specialised mentoring support for these new nurse joiners.

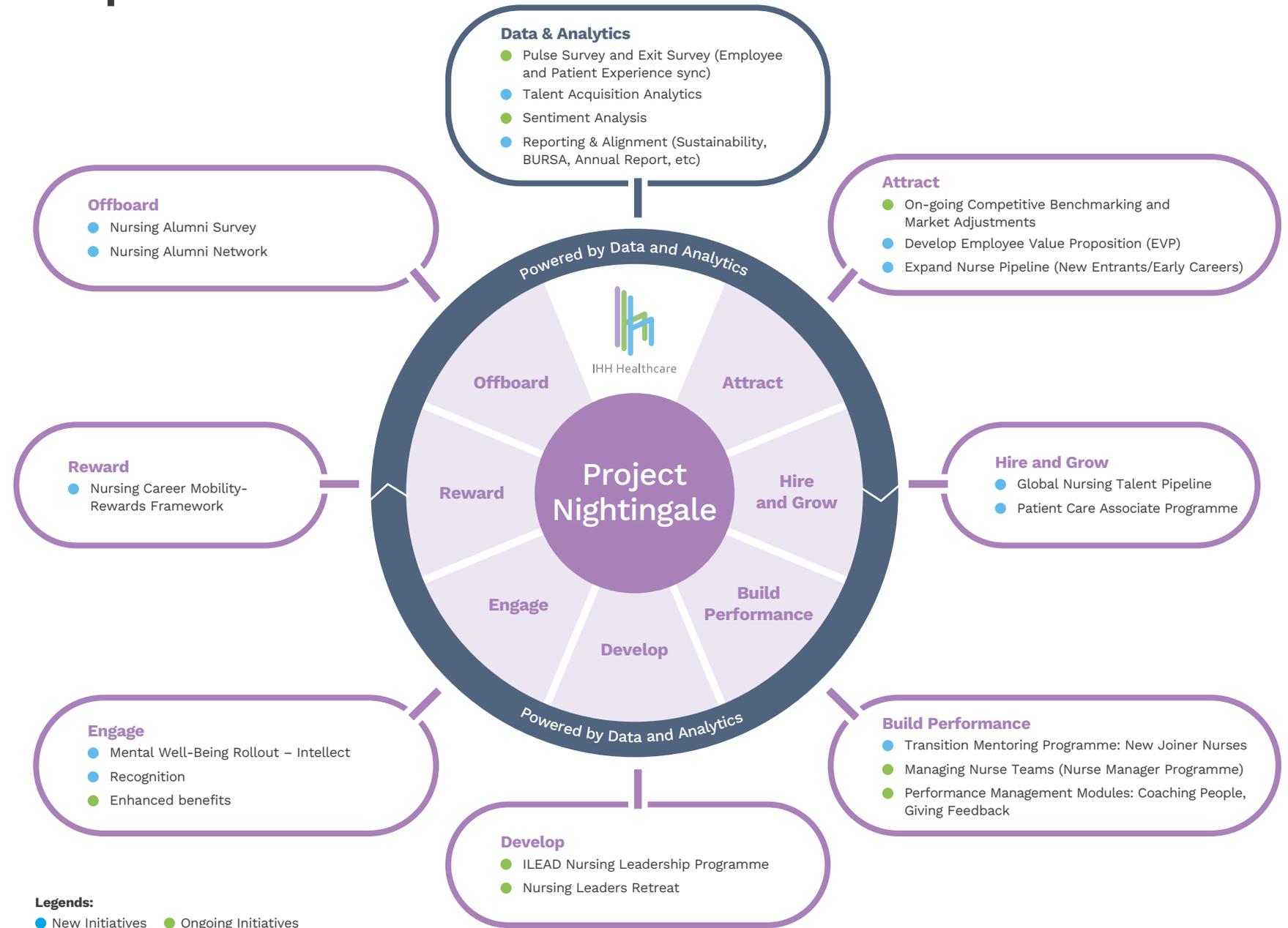
Recognising the seriousness of the ongoing global nursing talent shortage, we also have in place a comprehensive multipronged approach centred on the nurse employee experience. Titled “Project Nightingale”, actions and initiatives have been developed for every part of the nursing lifecycle to attract, hire, engage, retain, develop and promote our internal talent.

In terms of Enhancing Employee Experience, it is vital that we first listen closely to the voices of our people. This is done through various channels such as:

- Employee Engagement Survey
- 360 feedback
- Regular town halls

Such platforms enable us to better understand our employees’ needs and aspirations, and to create for them an elevated employee experience that is marked by “Moments That Matter”.

Ultimately, by creating a positive experience for all our employees, we are not only ensuring a stable pipeline of healthcare practitioners but setting the foundation for us to achieve our vision of becoming the world’s most trusted healthcare provider.





Our Progress in 2023

To ensure our employees remain engaged and actively growing, we closely measure key indicators at various stages of their employee lifecycle, from sourcing and selection recruitment to performance management, development, and growth.

Our commitment to investing and growing our people is reflected by the scores in our 2023 employee Pulse survey, where 81% of our employees feel they have opportunities for their personal growth and development within the company.

In 2023, we continued to have a strong and engaged workforce as demonstrated by our Employee Engagement Score (EES) which saw us sitting at two per cent above the global healthcare benchmarking score¹.

Targets and Metrics

Targets	Metrics	2022	2023
Increase global nursing talent pool by 10% from 2025	Percentage increase in nursing talent roles	Established baseline	5.6%
EES score on employment engagement that is above Global Healthcare scores in EES by 2025	EES score on employee engagement	Established baseline	2% above Global Healthcare benchmarking score



Highlights

4th IHH Nursing Symposium



On 27 and 28 September 2023, our 4th IHH Nursing Symposium saw more than 2,500 nurses across our global network renew their commitment to deliver greater impact. Through this networking platform, they were also able to harmonise nursing practices, share knowledge, and further their professional development.

This annual event highlights IHH Healthcare’s commitment to invest and empower our nurses by synergising nursing practices through innovation, research, and knowledge. It also reflects our commitment to showcase nursing as a dynamic and influential force in healthcare.

¹ Source: Pulse Survey 2023 and Qualtrics global healthcare benchmarks and EX25 Qualtrics methodology.

IHH Global Leadership of Business Enterprise (I.GLOBE) Programme

In 2023, we rolled out the I.GLOBE programme to strengthen the professional capabilities and mindset of our business leaders across the Group. The programme centres around the key themes of Patient Centricity, Business Growth Mindset, and Building Ecosystem Partnerships.

To date, we have welcomed 102 participants, comprising of an almost even mix of Hospital CEOs, COOs, and Enterprise Leaders versus Functional Heads attending. Gender representation for the programme was also equally distributed with a 50:50 ratio.

The programme has been very well received, and boasts an 85% NPS¹ rating, one of the highest for a leadership development programme.

Our programme vendor also won the Silver Award for Best Corporate Leadership Development provider, awarded by HRM Asia in November 2023².



I.GLOBE Cohort 4 in Singapore.

¹ Net Promoter Score is a key metric that measures customer loyalty and satisfaction.

² <https://hrmasia.com/best-corporate-leadership-development-provider-silver-3/>.

People Engagement Awards and Accolades



Outstanding Employee Engagement Programme Merit Award

At the Institute of Public Relations of Singapore's (IPRS) PRISM Awards 2023, IHH Healthcare received a Merit Award for its 2022 "Care. For Good." campaign.

Launched in conjunction with IHH Healthcare's 10th anniversary of being dual-listed in both Malaysia and Singapore, the campaign celebrated our achievements over the last 10 years, as well as served as a platform to unveil upcoming sustainability goals and targets.

The campaign, which garnered over two million views, featured a multi-channel approach involving a digital pledge wall, appreciation e-cards, online team bonding games, and an emotive brand video showcasing our diverse talent pool.

PwC Malaysia's Building Trust Awards 2023

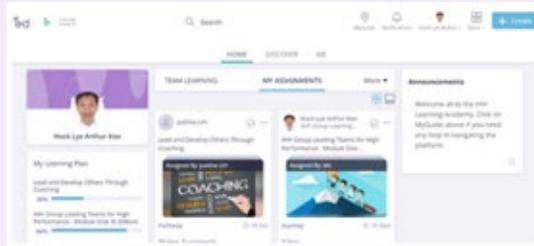
We were selected as a finalist for PwC Malaysia's Building Trust Awards 2023. This accolade reaffirms our commitment to fostering a culture where every employee feels valued, heard, and empowered to excel in their roles.

Most Desirable Employer (Private Hospitals) Award

Across our markets, we are making in strides in achieving our goals of being the employer of choice. Our latest achievement saw Acibadem Sistina Hospital in Macedonia bagging an award for The Most Desirable Employer under the private hospitals category. This was part of a list that was compiled by online job portal vработување.com.mk.



Introduction and Rollout of IHH Learning Academy



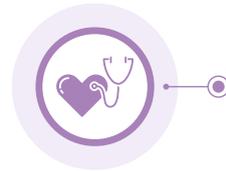
As part of learning transformation, we launched a unified learning experience platform – IHH Learning Academy – to provide learning, skilling, and career mobility support, across the IHH Healthcare employee journey.

Targeted to benefit over 2,000 of our leaders and employees, from businesses across the Group, IHH Learning Academy leverages social learning to share best practices and operational efficiency between learners and subject matter experts. The effectiveness of this platform relies on its ability to provide personalised curated learning pathways, gamify the learning experience, and host different digital learning resources.

Looking Ahead

At IHH Healthcare, our commitment to our people is aligned with the recommendations of WHO's Fifth Global Forum on Human Resources for Health, to prioritise investments and action that tackle the health and care workforce shortage.

We have translated these recommendations into three specific action areas:



The first is to “**Prioritise health and care workforce investments to restore health systems**”. This will be achieved through a comprehensive employee lifecycle management initiative for Nursing – Project Nightingale – to provide specialised programmes in 2024 for New Joiner Nurses and Nurse Managers.



The second is to “**Invest in and build workforce governance and leadership capacity**”. We will do this by investing in our business leaders and critical functional leaders across our hospitals, labs, and allied health services. For this area, we will launch I.ELEVATE in 2024 to support building up the next generation of leaders. I.ELEVATE is a leadership programme for our rising leaders to practice leading teams into the future while gaining business acumen in an engaging manner.



The third is to “**Support smarter, blended, and long-term investments in education and employment**”. In this area, we have committed to providing nursing education scholarships and continued education opportunities to help our employees upgrade and maintain their employability.

In addition to investing in our people, we also recognise the importance of continuous listening through Employee Engagement Surveys and other initiatives. From now till 2025, we have in place a STEPS framework (**S**urvey, **T**ech, **E**xplore, **P**resent and **S**olutions) which is a series of engagement measures and processes that will guide us towards improved employee engagement and listening.

We will also integrate relevant global and country benchmarks into our HR practices to ensure that we continue to maintain our position as a preferred employer in all our markets.

Finally, we will develop better insight capabilities within our markets. Using both in-depth and ad-hoc action plans, our aim is to be able to respond quicker and take more proactive action in aligning employee experience across all segments and levels.

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

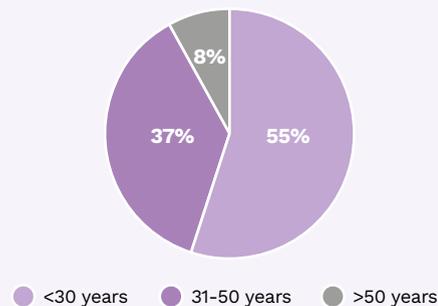
Workforce

Employee Turnover

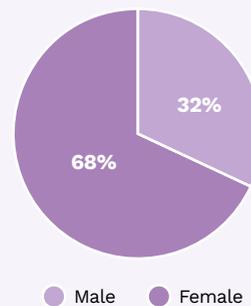
Number and percentage of employee turnover by employee category ¹	Total Turnover	Total %
Senior management	108	0.2%
Management	539	1.1%
Executive	2,796	6.0%
Non-executive	6,630	14.1%
Total	10,073	21.5%

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 leave³

	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

Introduction	53
Antimicrobial Stewardship	54
Reducing Disease Burden; Corporate Responsibility	57

Public

Nurturing a Healthier Society

Introduction



Our Material Matters

- Antimicrobial Stewardship
- Reducing Disease Burden
- Corporate Responsibility

as support causes outside healthcare in areas such as environmental awareness, diversity, and inclusion.

By working as one IHH Healthcare family, we can be a positive force to build healthier communities across the globe.

Nurturing a Healthier Society

Robust antimicrobial stewardship (AMS), reducing disease burden, and corporate responsibility are essential pieces of the puzzle for being a trusted provider of safe and quality care.

Antimicrobials are an indispensable part of healthcare, crucial in surgery, treating infectious diseases, and managing immunocompromised patients. Unfortunately, inappropriate and overuse of antimicrobials, as well as climate change¹ has resulted in growing resistance to antimicrobials. If left unchecked, AMR will significantly impact upon our ability to deliver the highest possible standard of care to our patients.

At the same time, we also recognise how nurturing a healthier community through our corporate responsibility programmes can help us to reduce disease burden where we operate. Contributing to lower prevalence of disease incidence also helps lessen the load on the acute healthcare system, freeing up precious resources to enable patients to receive the care they require.

More than just reducing disease burden, however, our corporate responsibility initiatives also play an equally important role in creating positive social impact and fostering a strong sense of community.

With the people, size, and reach of our network, we have a responsibility to improve the health of our communities. Specifically, we want to tackle the issue of antimicrobial resistance (AMR) and reduce disease burden in the regions that we operate in, as well as engage in corporate responsibility initiatives to better serve the public.

In the area of AMR, all our hospitals are enhancing their antimicrobial stewardship programmes as part of our ongoing efforts to build healthier and stronger communities.

To reduce disease burden, we are committed to enhancing the health literacy, health screening, and disease management programmes (focusing on cancer and cardiovascular diseases) that we provide to the public. We also aim to make quality healthcare available to underserved communities by offering free or subsidised treatment, as well

Our Goal

To touch five million lives² for healthier communities by 2025.

How We Will Get There

2023 Progress Highlights



Antimicrobial Stewardship

By implementing antimicrobial resistance interventions, in line with guidelines set by the Centers for Disease Control and Prevention, World Health Organization, and national health bodies, across all our hospitals by 2025

As part of our Antimicrobial Stewardship (AMS) Programme, 100% of our markets established relevant committees and guidelines for common infections and procedures. These guidelines are evidence-based, regularly reviewed, and follow local susceptibility patterns.



Reducing Disease Burden

By enhancing the health literacy, health screening, and disease management programmes (focusing on cancer and cardiovascular diseases) that we provide to the public

- Facilitated 297,049 screenings for breast, cervical, and colorectal cancers
- Facilitated 667,560 health screenings



Corporate Responsibility

By widening access to and making available quality healthcare to underserved communities through free or subsidised initiatives

- Donated close to USD\$5 million in aid of earthquake victims in Türkiye and Syria
- Expanded our flagship Life Renewed corporate responsibility programme from Malaysia to Singapore via a two-year partnership with Para Athletics (Singapore)

¹ Wong C. Antibiotic resistance is a growing threat — is climate change making it worse? *Nature*. Published online January 8, 2024. <https://www.nature.com/articles/d41586-023-04077-0>.

² Number of lives touched includes cumulative number of patients utilising IHH services targeted at reducing antimicrobial resistance and disease burden, and number of beneficiaries reached through our public corporate responsibility programmes.

Antimicrobial Stewardship

What is Antimicrobial Resistance (AMR)?

Antimicrobials – including antibiotics, antivirals, antifungals, and antiparasitics – are a cornerstone of modern medicine that treat, prevent, or control the spread of infectious diseases. Unfortunately, as microbes evolve and become resistant, antimicrobial treatments become less effective, giving rise to AMR.

Why Is It Important?

AMR is a top 10 global public health threat. In 2019, it was estimated that bacterial AMR was linked with 4.95 million deaths and directly responsible for 1.27 million deaths globally¹. To put this into perspective, AMR causes more deaths than HIV/AIDS or malaria annually, or close to the combined COVID-19 death toll in 2020 and 2021.

As a leading global healthcare provider, we recognise the importance of robust antimicrobial stewardship to provide safe and quality care, be it in performing surgery, treating infectious disease, or managing immunocompromised patients. The effectiveness of our success in treating infections severely diminishes without effective antimicrobials. The scarcity of new antibiotics underscores the importance of preserving the efficacy of existing ones.



People killed annually
by AMR infections



AMR-associated
deaths in children
under age 5



Estimated annual
AMR deaths in 2050

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

Our Approach

Through our Antimicrobial Stewardship (AMS) programme, we promote the responsible use of antimicrobials to reduce microbial resistance, decrease the spread of infections caused by drug-resistant superbugs, and improve patient outcomes.

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.

At the same time, we also believe in empowering our hospitals to come up with effective AMS protocols. To ensure the AMS programmes across our global hospitals adhere to the same standards and meet the same targets, we have adopted Centers for Disease Control and Prevention's (CDC) guidelines. CDC's Core Elements of Antibiotic Stewardship offer providers and facilities a set of key principles to guide efforts to improve antibiotic use and, therefore, advance patient safety and improve outcomes. This is in addition to adhering to local requirements of 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.

To ensure smooth execution of our AMS strategy, we have developed a 3-phase implementation roadmap to guide us in reaching our targets:

Phase	Implementation Target	Status
Pre-implementation (2022)	Create Antimicrobial Stewardship Programme (ASP) Framework – Including implementation timelines for all markets	✓
1 (2023)	Set Up Country ASP Committee – A leader to be appointed to coordinate the programme	✓
	Guideline Adoption – All facilities to be provided with evidence-based guidelines for common infections and procedures	
	Continuous AMR Education – For patients and healthcare workers	
2 (2024)	Guideline Monitoring – Compliance monitoring through audits on antimicrobial use	⚙️
	Post-Prescription Feedback – Regular evaluation and sharing of antimicrobial use	
	Antibiogram² – Regularly update aggregate antibiogram	
	Infection Monitoring – Of key resistance organisms and hospital acquired infections	
	Continuous AMR Education – For patients and healthcare workers	
3 (2025)	Implementation of Preauthorisation Requirement – For certain antimicrobials	⚙️
	Infection-Based Interventions – For infections such as community acquired pneumonia, urinary tract infection, etc.	
	Antimicrobial Timeout – Review of antimicrobials within 48-72 hours to ascertain appropriateness of therapy	
	Continuous AMR Education – For patients and healthcare workers	

² A chart or table that shows which antibiotics are effective against specific bacteria or pathogens. It provides information on the susceptibility of bacteria to various antibiotics, helping healthcare professionals choose the most appropriate and effective treatment for infections.

✓ Completed ⚙️ In progress

¹ World Health Organization. Antimicrobial resistance. World Health Organization. Published November 21, 2023. <https://www.who.int/news-room/fact-sheets/detail/antimicrobial-resistance>.

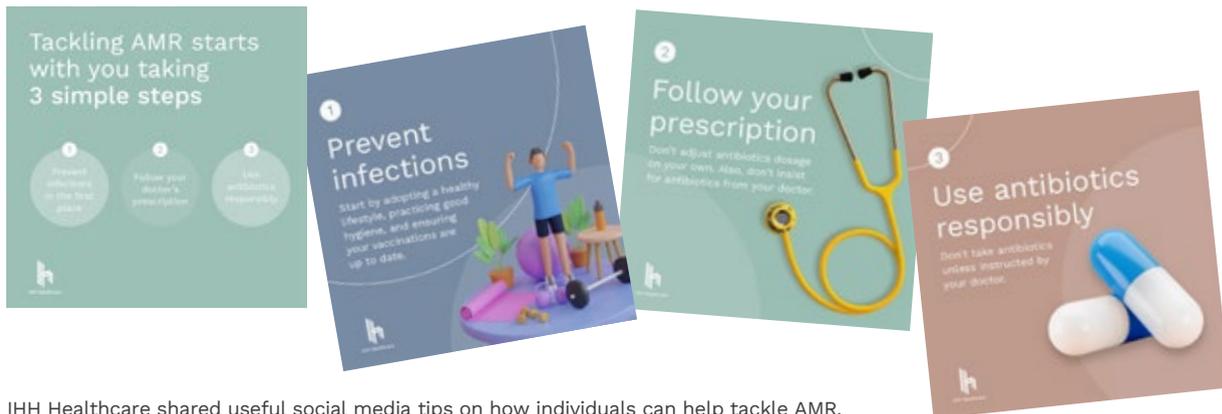
Our Progress in 2023

In 2022, we gained valuable insights into the current state of AMS across our markets and established an overarching ASP framework, complete with a 3-phase implementation timeline.

We have made considerable strides towards reaching our Phase 1 goal with 100% of our hospitals and markets achieving the targets set out for 2023. This includes AMR education for healthcare workers and patients alike, delivered through a combination of internal sustainability training modules and external public health campaigns rolled out across online and physical touchpoints.

Targets and Metrics

Targets	Metrics	2022	2023
To have 100% of hospitals enhance AMR interventions in line with CDC, WHO and national guidelines by 2025	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	100% of our hospitals established ASP committees and developed country-specific guidelines, covering common infections and common procedures



IHH Healthcare shared useful social media tips on how individuals can help tackle AMR.

Highlights

World AMR Awareness Week 2023



Every year, in November, World AMR Awareness Week (WAAW) is observed across the globe. The campaign seeks 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.

In conjunction with this year's WAAW, IHH Healthcare launched its new sustainability webpage which includes a dedicated section on AMR to educate our internal and external stakeholders on antimicrobial stewardship. It explains what AMR is, what the organisation is doing to tackle AMR as well as how everyone can be part of the solution.

As part of our ongoing AMR education efforts, various posts about the seriousness of AMR, and what individuals can do to make a difference in building a healthier future for generations to come were also shared on online social media platforms.

Highlights

Antimicrobial Stewardship Center of Excellence (CoE) Day Symposium



In conjunction with World AMR Awareness Week (WAAW) and in partnership with bioMérieux and Premier Integrated Labs (PIL), IHH Malaysia hosted the landmark Antimicrobial Stewardship (CoE) Day Symposium at Pantai Hospital Kuala Lumpur on 22 November 2023.

Launched by Malaysia's Deputy Minister of Health, YB Dato' Lukanisman bin Awang Sauni with the theme "A Multisectoral Collaborative Approach in the Fight Against AMR", the event was attended by more than 90 local and international participants. Experts from bioMérieux, PIL, Malaysia's Ministry of Health and IHH Malaysia provided their insights about understanding AMR as a global threat, challenges in patient management and implementing initiatives for controlling AMR.

Also present at the event was Jean-François Naa, CEO of IHH Malaysia, who expressed his commitment stating, "At IHH Malaysia, combating AMR is ingrained in our global sustainability goals. Our active AMS committee strategically spearheads initiatives. In this battle, knowledge is our strongest ally. The exchange of insights between global experts, local healthcare leaders, and private providers is crucial as we navigate uncharted waters. Moving forward, strategic collaboration is paramount to combat resistance instead of working in silos."



Looking Ahead

IHH Healthcare is committed to promoting the responsible use of antimicrobials, by continuing to raise awareness and encouraging action to address the pressing issue of AMR.

Over the next two years, we will be ramping up our efforts through phase 2 and 3 of our 3-phase ASP implementation roadmap. This will see us introduce guideline monitoring, increase AMR education for both patients and healthcare workers, and conduct regular evaluation and audits to ensure the effectiveness of our programme.

We will also be implementing more safeguards and specific interventions to ensure the best use of antimicrobials in delivering safe and quality patient care. These includes preauthorisation requirements for certain antimicrobials, as well as antimicrobial timeout to ensure appropriateness of antimicrobial therapies.

Sustained collaboration with healthcare professionals is essential to address AMR at its core. Combating AMR require ambitious and synergistic partnerships among diverse stakeholders for effective and holistic solutions.

Reducing Disease Burden; Corporate Responsibility

Our Approach

We reduce disease burden by focusing on the top two causes of mortality – cancer and cardiovascular diseases (CVDs). We employ a holistic approach that focuses on early detection and increased public awareness, which are manifested in the form of regular health screenings as well as online and offline healthy lifestyle campaigns.

Because we believe in empowering every individual to take charge of their own health, we also strive to equip the public with useful knowledge about cancer and CVD risk factors so that they can take appropriate preventive measures to reduce their risk of such diseases.

Working hand in hand with our mission to reduce disease burden are our corporate responsibility (CR) initiatives, which act as a conduit for quality healthcare to reach underserved communities. Examples of such initiatives include our “Life Renewed” collaboration with the Ministry of Health in Malaysia to provide free radiotherapy and radiosurgery to patients from government hospitals, and Gleneagles Hospital Kuala Lumpur’s “A Heart for a Heart” programme, which treats congenital heart conditions for free.

Even as we strive to reduce disease burden, we are equally cognisant about the importance of building up strong and vibrant communities, as well as fostering a strong sense of belonging and purpose among our employees, doctors, patients and other stakeholders. Ultimately, this is what binds us together and reminds us why we do the things we do.



Cardiovascular diseases are the leading cause of death globally, taking an estimated 17.9 million lives each year¹.

Cancer is the second leading cause of death globally, accounting for nearly 10 million deaths in 2020, or nearly one in six deaths².

¹ Cardiovascular diseases. World Health Organization. Accessed February 19, 2024. https://www.who.int/health-topics/cardiovascular-diseases#tab=tab_1.

² Cancer. World Health Organization. Accessed February 29, 2024. <https://www.who.int/news-room/fact-sheets/detail/cancer>.

Our Flagship Life Renewed Corporate Responsibility Programme

Established since 2012, IHH Malaysia’s flagship Life Renewed corporate responsibility programme for underprivileged communities aims to reduce the burden of disease. A decade later, the programme expanded to include cancer treatments with the signing of a Memorandum of Understanding with the Malaysian Ministry of Health in September 2022.

Since the inception of the Life Renewed programme, over 2,600 underserved Malaysians have received free medical treatment from our network of 16 hospitals including Gleneagles Hospitals, Pantai Hospitals and Prince Court Medical Centre. Amongst others, patients receive free medical treatment and surgery sponsorships for hole in heart treatments, cataract, and total knee replacement while 500 cancer patients undergoing treatments at government hospitals are fully sponsored for radiotherapy and radiosurgery treatments.



RM5 million committed yearly



Top treatments provided:

- Cardiology (Ventricular septal defect)
- Total knee replacement
- Anterior cruciate ligament
- Cataract

Our Progress in 2023

1. Reducing Disease Burden

We continued to facilitate regular cancer tests and health screenings in 2023. These included 297,049 cancer screenings, and 667,560 health screenings (with blood pressure checks).

Early Screening Saves Lives

Regular cancer screening is vital for early detection, saving lives, and reducing treatment costs. At IHH, the cancer tests we monitor as part of our efforts to reduce disease burden cover a range of cancers with the largest prevalence globally.



Mammograms: Every year, roughly 2.3 million women are diagnosed with **breast cancer** globally, making it the world's most prevalent cancer.

<https://www.who.int/news-room/fact-sheets/detail/breast-cancer>



Fecal Occult Blood Tests: Accounting for approximately 10% of all cancer cases, **colorectal cancer** is the third most common cancer worldwide.

<https://www.who.int/news-room/fact-sheets/detail/colorectal-cancer>



Pap Smears/HPV Tests: Globally, **cervical cancer** is the fourth most common cancer in women. In 2020 alone, 604,000 new cases were discovered.

<https://www.who.int/news-room/fact-sheets/detail/cervical-cancer>

2. Corporate Responsibility

IHH achieved our goal to establish corporate responsibility (CR) programmes in two markets by 2023 with the relaunch of our flagship Life Renewed CR programme in Singapore.

As part of this latest expansion of the CR initiative into Singapore, IHH Singapore is working with Para Athletics (Singapore) to provide para-athletes with complimentary nutrition consultancy, medical assessment, investigation, and treatment.

[See page 60 to learn more.](#)

Our Life Renewed programme in Malaysia also picked up steam in 2023 by fully sponsoring radiotherapy and radiosurgery for 481 patients who were undergoing treatment at government hospitals. This forms part of a partnership forged between IHH Malaysia and Malaysia's Ministry of Health in 2022, which was renewed in February 2024 for another 500 cancer patients (upon the fulfillment of the first 500 cancer patients).

The Life Renewed programme also offers free medical treatment and surgery sponsorships for hole in heart treatments, cataract, and total knee replacement.

Targets and Metrics

Targets	Metrics	2022 ²	2023
To touch five million lives¹ for healthier communities by 2025	Number of lives touched ¹	Annual	1,223,198
		Cumulative	2,516,468
	Total amount invested in the community where the target beneficiaries are external to the listed issuer	Not reported	35,635,131 MYR
	Total number of beneficiaries of the investment in communities	Not reported	328,661
To widen access for and make available quality healthcare to the underserved in at least two of our core markets by 2023	Flagship corporate responsibility programme established in number of markets	One core market: Malaysia	2 core markets: Malaysia and Singapore



¹ Number of lives touched includes cumulative number of patients utilising IHH services targeted at reducing antimicrobial resistance and disease burden, and number of beneficiaries reached through our public corporate responsibility programmes.

² Number of lives touched has been restated to exclude digital touchpoint numbers, as management has deemed this medium too volatile to meaningfully measure progress.



Highlights

Aiding Victims of the Türkiye and Syria Earthquakes



Since the devastating earthquakes which hit Türkiye and Syria in February 2023, our Acibadem staff have tirelessly aided the wounded and displaced. To date, we have served more than 300,000 earthquake victims, and the wider IHH Group has collectively contributed close to US\$5 million to aid in disaster relief.

Acibadem Adana Hospital and Acibadem Ortopedia Hospitals, which are located within the earthquake zone, were also activated to receive survivors, while ambulances and healthcare trailer truckers were mobilised to provide on-site medical care.

Beyond medical support, our Acibadem team as well as colleagues from Malaysia, Singapore, and Hong Kong also provided humanitarian aid in the form of hot meals, warm clothes, and cash.

Acibadem Healthcare Group subsequently constructed a housing quarter for displaced victims of the quake. Aptly named Solidarity Quarter, the 40,000-square-metre housing project consists of 260 self-contained houses which were shipped from Istanbul to Malatya.

Solidarity Quarter comes complete with healthcare services, laundry facilities, a dining hall, gardening plots, and social areas, as well as a playground, classroom and library for the children.

This project provided much-needed respite for the residents of Solidarity Quarter, many of whom had been living on the streets after the quake. You can learn more about the Solidarity Quarter Project through the QR code.



Life Renewed Malaysia

In 2022, IHH Malaysia and the Ministry of Health, Malaysia (MOH) established a partnership to alleviate the cancer care burden in the country. The partnership aimed to provide free care and treatment to cancer patients in Malaysia through IHH Malaysia's medical network comprising Pantai Hospitals, Gleneagles Hospitals, and Prince Court Medical Centre.

Based on the commitment to fully sponsor radiotherapy and radiosurgery for 500 cancer patients undergoing treatments at government hospitals, the Life Renewed programme in Malaysia reached 481 beneficiaries by the end of 2023, with the remaining beneficiaries reached in February 2024.

More than 50 neurosurgeons and oncologists from government hospitals were actively involved, using IHH Malaysia's hospitals and equipments to provide care to cancer patients.

In February 2024, IHH Malaysia reinforced its commitment to reducing disease burden associated with cancer by renewing its partnership with the Ministry of Health. This will benefit an additional 500 patients.



Highlights

Life Renewed Singapore

In Singapore, the Life Renewed programme is represented by a two-year collaboration between IHH Singapore and Para Athletics (Singapore) (PAS).

Signed in November 2023, this is the first-ever such partnership between a para-sports organisation and a healthcare provider to offer complimentary healthcare services for para-athletes. The partnership is estimated to be worth around S\$200,000 per year.

These sponsored services, which cover 60 physiotherapy sessions, 24 occupational therapy sessions, 12 podiatry sessions, diagnostic imaging and blood tests each year, will allow PAS athletes to significantly enhance their fitness, recovery, and competition readiness.

While the primary objective of this programme is to support Singapore's para-athletes in maximising their sporting potential, IHH Singapore also hopes that the programme can serve as a motivator for other members of the community to come forward and support para-athletes and differently-abled individuals.



Healthier SG with Parkway Shenton



The Singapore government has embarked on the journey of preventive care in the community through Healthier SG. This is a national programme that aims to right-site care from the tertiary acute hospitals to primary care. The longer term objective is to leverage on community resources to drive preventive and holistic care, thereby reducing the incidence and severity of chronic diseases that will strain national healthcare systems.

Parkway Shenton is one of the early supporters of this initiative, being an active member of the Primary Care Network (PCN) council and operating more than 35 clinics in our own PCN. Our clinics in the PCN joined the Healthier SG programme since its launch in July 2023, and have enrolled about 17,000 residents by February 2024.

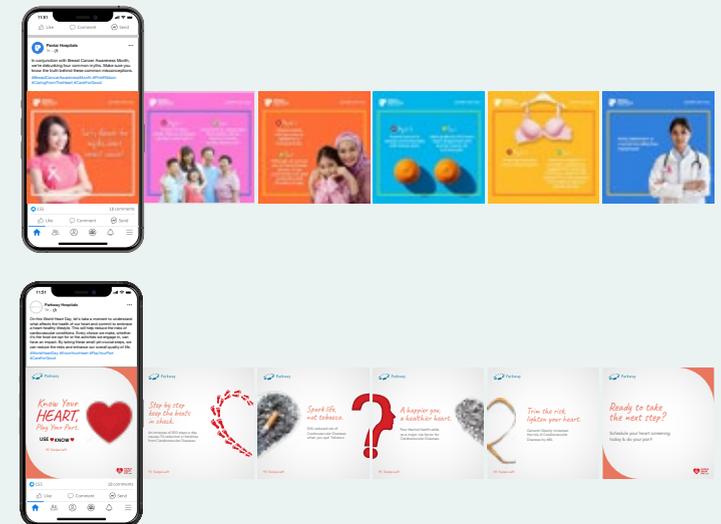
Our family physicians develop individualised health plans for each enrolled resident and encourage them to take up nationally recommended screenings and vaccinations. In addition to a Family Medicine Clinic, we operate as a dedicated chronic disease management centre. Some of our clinics also introduced screening services for common chronic conditions like diabetes, which provides convenience and accessibility to our patients, thereby encouraging compliance. These efforts contribute to the lowering of the burden of chronic diseases on the national healthcare systems in the long run.

Raising Virtual Awareness of Cancer and Heart Health

As part of our commitment to build a healthier society, we regularly promote awareness of cardiovascular diseases and cancer by leveraging calendar moments like World Heart Day and Breast Cancer Awareness Month.

Our leading brands roll out a range of social media campaigns that focus on educating the public about the importance of lifestyle choices, regular check-ups, and early detection. Engaging content, including expert advice and success stories, aim to empower individuals to take charge of their physical well-being.

By capitalising on the momentum of key calendar moments and embracing social media to generate mass awareness, we are contributing towards a healthier, more informed society. After all, awareness is the first step towards a healthier and more resilient community.



More Highlights on How We Cared for Our Communities in 2023



IHH Malaysia embarked on the “Ready for You” campaign to equip everyday people with lifesaving skills. Through the campaign, 1,000 people were trained in cardiopulmonary resuscitation (CPR) and the use of the automated external defibrillator (AED). A free first aid eBook, containing vital tips for handling basic medical emergencies, was also launched.



Gleneagles Hospital Hong Kong collaborated with Children’s Palliative Care Foundation (CPCF) under the Children’s Cancer Foundation by supporting the “Hats On for Children’s Palliative Care Day”. They then brought festive cheer to children suffering from life-threatening diseases by taking on the role of Secret Santa and extended blessings to the children and their families with handwritten messages and gifts.



Gleneagles JPMC partnered with the Brunei Health Ministry to reduce disease burden by promoting programmes that encourage healthy lifestyles at the workplace and in schools. A donation of B\$250,000 was made by Gleneagles JPMC to fund and enhance these programmes.



Parkway College joined forces with Singapore’s Breast Cancer Foundation to host an event aimed at raising awareness on breast cancer. Over 60 of our IHH Singapore staff as well as invited guests from neighbouring offices attended got to learn about the importance of breast health and screening.



Gleneagles Hospital Bengaluru, India set a new Guinness World Record for “Most people sanitising their hands simultaneously”, where this record was set with 9,860 participants. This remarkable event, part of our “Clean Hands Save Lives” initiative, was held in Bengaluru, India. With the participation of 55 schools, over 80,000 students were educated on six vital hand hygiene practices.



Acibadem City Clinic University Hospital Tokuda conducted free skin cancer screenings in May as part of the Euromelanoma 2023 campaign. The public awareness campaign aims to promote understanding of skin cancer, its prevention, early detection, and treatment. This activity culminates in public screenings during an annual “Euromelanoma Screening Day”.

Looking Ahead

Our goal is to nurture healthier societies by championing health literacy, promoting healthy lifestyles, and giving back to our communities.

We will continue to raise public awareness on cancer and cardiovascular diseases by leveraging key calendar events such as World Heart Day and Breast Cancer Awareness Month, and by coming up with initiatives that empower the public to take charge of their own health and well-being.

As part of our commitment to corporate responsibility, we will also continue to focus on market-driven initiatives that widen access for and make available quality healthcare to patients in underserved communities. In 2024, IHH Malaysia will continue its commitment in reducing disease burden associated with cancer by renewing its partnership with the Ministry of Health. This is set to benefit an additional 500 patients.

Finally, to make full use of our global reach, we will look for more opportunities to enter into meaningful collaboration with governments, civil societies and NGOs to reduce disease burden and spark positive social impact. Only by joining hands and working together can we effect meaningful change at scale.

Introduction	63
Emissions Management	66
Waste and Water Management	71
Planet Scorecard	74

Planet

Protecting Our Planet



Introduction



Our Material Matters

- Emissions Management
- Waste and Water Management

At COP28 UN Climate Change Conference, Dr Tedros Adhanom Ghebreyesus, Director-General World Health Organization, noted that the “climate crisis is a health crisis”. As one of Asia’s largest healthcare networks, we hold a significant responsibility in protecting the planet due to its direct impact on people’s health and its considerable environmental footprint.

The very ethos of healthcare which centers on “doing no harm” and the preservation of human life, aligns intrinsically with environmental stewardship. Environmental degradation, such as pollution and climate change, directly contributes to a range of health problems, which places additional strain on healthcare systems. Moreover, the healthcare sector, being a major consumer of energy and producer of waste, has a moral and practical imperative to adopt sustainable practices.

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.

Protecting Our Planet

Today, the healthcare industry is one of the largest sources for greenhouse gases, accounting for almost 5% of global CO₂ emissions¹.

At the same time, 15% of the waste being generated by healthcare activities are hazardous materials that may be infectious, toxic, or radioactive². Outside of this 15%, the industry is also a contributor towards plastic waste which, if not disposed of responsibly, could potentially become microplastics that leech into our food systems.

As for water, we are cognisant of how important it is to minimise water waste, especially in water-stressed regions, to ensure a healthy future.



By reducing our carbon footprint, minimising waste and water consumption, we strive to contribute to a sustainable future where we continue to provide quality care.

Given the scale of our operations, tracking and reducing energy consumption and carbon emissions, as well as managing our waste and water can be challenging. However, our size also gives us an advantage, as it allows us to leverage learnings within our global network and develop deep in-house expertise while driving continuous improvement in our environmental stewardship efforts.

Climate Risks and Opportunities

To ensure we are prepared and well-positioned to handle future challenges as well as leverage opportunities brought about by climate change, we are committed to aligning our climate-related disclosures with the recommendations set out by the Task Force on Climate-Related Financial Disclosures (TCFD) by 2025. Such alignment marks us not only as a responsible corporate citizen, but also a proactive organisation ready to adapt and succeed in a climate-conscious, and climate-impacted business world.

Across our organisation, we are increasingly aware of how healthcare services contributes to the problem and our role in serving our patients against climate-related health issues. We are gaining insights into the relevant physical and transition risks and opportunities across our operations and markets. In addition, we plan to incorporate short to long term climate-related risks and opportunities into our operational decision-making, strategic planning, and risk management processes.

While we have been focusing on climate mitigation through efforts to reduce our greenhouse gas emissions, we also recognise how crucial climate adaptation is to be ready for the negative physical impacts of climate change.

In 2023, we began to chart our TCFD roadmap by undertaking a TCFD screening and benchmarking exercise to understand our current maturity level in identifying and managing climate risks and opportunities across the four TCFD pillars including its 11 disclosure categories.

¹ Rodríguez-Jiménez L, Macarena Romero-Martín, Spruell T, Steley Z, Gómez-Salgado J. The carbon footprint of healthcare settings: A systematic review. Journal of Advanced Nursing. 2023;79(8). Published May 17, 2023. doi:https://doi.org/10.1111/jan.15671.

² World Health Organization. Health-care waste. WHO. Published February 8, 2018. Accessed March 1, 2024. https://www.who.int/news-room/fact-sheets/detail/health-care-waste.

Protecting Our Planet: Milestones and Ambitions

- Launched ‘Care. For Good.’ aspiration and global sustainability framework
- Revised IHH Group Sustainability Policy
- Announced inaugural sustainability goals
- Established baseline for Scope 1 and 2 GHG emissions, waste, and water data
- Added sustainability KPIs to the Group’s Balanced Scorecard, linking it to management’s performance and remuneration
- First healthcare provider to join the World Wide Fund for Nature Plastic ACTION (WWF PACT) partnership



- Reported Scope 1 and 2 GHG emissions for the first time in our 2022 Sustainability Report
- Reduced 99% and 79% single-use virgin plastics in non-clinical areas in Singapore and in Malaysia respectively
- Achieved over 90% completion in Group-wide sustainability awareness training
- Expanded Group’s Balanced Scorecard to include anaesthetic gas emissions reduction targets
- Achieved 3.9% year-on-year reduction in emissions intensity per patient-bed-day*

- Develop Scope 3 emissions reporting roadmap, with two of 15 Scope 3 categories reported for the first time in our 2023 Sustainability Report
- Establish robust waste and water management strategy
- Roll out sustainability data management platform
- Enhance global procurement policy and processes

- Cap Scope 1 and 2 emissions at 2022 baseline (inclusive of our growth)
- Publish TCFD-aligned disclosures
- Expand Scope 3 GHG emissions reporting categories
- Be SBTi (Science Based Targets initiative) ready

- Announce new sustainability goals
- Explore further green building practices

- Target to launch Net-Zero roadmap
- Prepare for Taskforce on Nature-related Financial Disclosures (TNFD)

* The year-on-year reduction target is for time-period 2023-2025.

Our Goal

We are committed to protecting our planet by capping our carbon emissions growth by 2025, improving our waste and water management processes, and achieving Net-Zero by 2050.

How We Will Get There

2023 Progress Highlights



Emissions Management

Reducing direct Scope 1 emissions

- Reducing environmentally harmful anaesthetic gas emissions across our core markets

Improving energy efficiency

- Ramping up with more energy efficiency measures, including increasing on-site renewable energy generation, closer monitoring on chiller performance, building energy efficiency, and LED light replacement
- Exploring collaborations in off-site renewable energy generation for direct reduction in scope 2 emissions

Understanding our Scope 3 emissions

- Implementing efforts to track and report Scope 3 emissions categories

- Reduced emissions per patient-bed-day by 3.9% across our operations
- Deployed rooftop solar panels in four of our 16 hospitals in IHH Malaysia, with plans to expand to all by 2025
- Replaced less efficient chiller systems and refrigerants that had high Global Warming Potential
- Expanded sustainability component of the Group's Balanced Scorecard to include anaesthetic gas emissions reduction targets
- Transitioning towards a cloud-based sustainability data management platform which allows for systematic, ongoing monitoring of sustainability data
- Began to develop our Scope 3 emissions management roadmap
- Established baseline data for Scope 3 categories of Employee Commute and Business Travel



Waste and Water Management

Reducing waste

- Reducing single-use virgin plastic in our markets
- Reviewing procurement guidelines and policies to include further sustainability considerations

Understanding our waste streams

- Refining waste classification, segregation, and strengthening data collection processes

Managing water stress

- Assessing our water conservation efforts, with prioritisation on operations within water stressed regions in order to develop more specific targets and conservation efforts

- Achieved reduction on single-use virgin plastic in non-clinical areas by 99% for IHH Singapore. IHH Malaysia ended 2023 with a commendable 79% reduction, including a 100% reduction in single-use plastic water bottles, and has since achieved the target
- Improved the waste data collection details across all markets
- Expanded internal targets on reducing single-use virgin plastic in non-clinical areas to other markets, and included these targets in the Group's Balanced Scorecard
- Identified regions that are water stressed for prioritisation in water efficiency efforts

Emissions Management

Our Approach

Whilst 2022 was focused on establishing baselines and setting preliminary targets, 2023 saw us shifting our efforts into ways to best achieve our Scope 1 and 2 emissions targets by 2025. To continue the progress towards our goals, key performance indicators related to climate change performance and greenhouse gas (GHG) emissions reduction targets were included in the Group's Balanced Scorecard, linking it to all our management and executive remuneration.

Our emissions measurement approach is largely based upon the guidance provided through the GHG Protocol. Scope 1 emissions would be calculated based on data on direct emission sources. The sources include on-site fuel use, anaesthetic gases, and refrigerant top-ups. Scope 2 emissions are calculated from data related to electricity use and district heating, where applicable. Emission factors used are based upon the latest available data from Intergovernmental Panel on Climate Change (IPCC), and GHG Protocol's cross sector tools. Grid emissions factors were obtained from the respective countries' published information and the Institute for Global Environment Strategies.

To further enhance the robustness of our GHG emissions reporting, we continue to perform limited assurance on our GHG emissions. For 2023, limited assurance was conducted for Scope 1 and Scope 2 emissions in two IHH Malaysia hospitals. This verification exercise gives confidence on our data and helps us refine our processes across our markets. The verification exercise is ongoing and the verification statement will be published on the IHH website (see page 75)

As part of our announced goal of strategising for Scope 3 emissions by 2023, we are developing a roadmap that enables a longer-term strategic approach to the calculation, reporting and management of Scope 3 emissions across our organisation.

Our Progress in 2023

Emissions management plays a pivotal role in mitigating environmental impact. In 2023, we made significant headways in the following areas:

1. Setting reduction targets for anaesthetic gas emissions

Emissions from anaesthetic gases account for 8.4% of our Scope 1 and 2 GHG emissions. Desflurane, in particular, has a significantly higher global warming potential (GWP) as compared to other anaesthetic gases¹. Our hospitals in our core markets have committed to reducing anaesthetic gas emissions and these targets have been added to the Group's Balanced Scorecard for 2024.

2. Improving energy efficiency and increasing renewable energy generation

We continue to optimise our operational processes and invest in technologies and equipment that reduce energy consumption. Some examples include replacement of energy-inefficient chillers, upgrading of fluorescent light tubes to LED lights, replacement of traditional ceiling fans to quieter and more efficient brushless direct current motor fans, and more.

By increasing our reliance on clean, on-site solar energy production, we seek to not only reduce our direct emissions but also contribute positively to the broader renewable energy landscape. Concurrently, we are actively exploring collaborations in off-site renewable energy generation that will reduce our Scope 2 emissions.

Anaesthetic gases and their environmental impact

Desflurane, an anaesthetic gas, stands out not only for its widespread use but also for its considerable environmental impact. It exhibits a greenhouse effect that is 20 to 50 times worse than its medical counterparts and 2,500 times more potent than carbon dioxide in warming our planet.

CO₂ Equivalent for 1 MAC*-hour of Common Anesthetic Gases in Kilometres Driven

Sevoflurane	6.5km
Isoflurane	14km
Nitrous Oxide	95km
Desflurane	320km

Source: Hanna M, Bryson GL. A long way to go: minimizing the carbon footprint from anesthetic gases. *Canadian Journal of Anesthesia/ Journal canadien d'anesthésie*. 2019;66(7):838-839. Published March 15, 2019. doi:https://doi.org/10.1007/s12630-019-01348-1.

* MAC: Minimum Alveolar Concentration

3. Charting our Scope 3 emissions management roadmap

We set the groundwork for disclosure of Scope 3 emissions by focusing on the following:

- Commenced measuring and disclosing Scope 3 emissions starting with Business Travel and Employee Commute
- Appointed an external climate consultant to support us in developing a wider Scope 3 emissions roadmap setting out our options for accounting methodology, assessment boundaries, and data sources across all 15 emissions categories as defined by the Greenhouse Gas Protocol (GHGP)
- Researched the significance of each emission category to prioritise where we shall establish our next Scope 3 emission inventories, likely disclosure goals, and action plans for emissions reduction

71%

of the global healthcare industry's carbon footprint is derived from the healthcare supply chain (Scope 3), including the production, transport, and disposal of goods and services, such as pharmaceuticals and other chemicals, food and agricultural products, medical devices, hospital equipment, and instruments².

¹ Smith et. al. The Earth's Energy Budget, Climate Feedbacks, and Climate Sensitivity Supplementary Material. Published August 9, 2021. <https://www.ipcc.ch>.

² Healthcare Without Harm and Arup. Health Care's Climate Footprint. Published September 23, 2019. Accessed March 1, 2024. <https://noharm-global.org>.

 See page 74: Planet Scorecard for more details.

To reflect our newly expanded scope and to enhance reporting clarity, 2022's emissions figures have been restated. These new figures include updated emissions factors, updated data from our hospitals, clinics, and laboratories. The restated 2022 figures includes estimates on anaesthetic gases used in Europe. The expanded reporting scope include emission data from all clinics, laboratories, and management offices across our markets, except Fortis hospitals, laboratories operating in India, and GJPMC in Brunei.

Restatement of historical figures are meant to provide consistency from year to year and does not change our targets set for 2025.

In 2023, our Scope 1 and Scope 2 emissions intensity per patient bed-day decreased by 3.8% while our total Scope 1 and 2 emissions increased by 5.1%. The increase in total emissions was mainly attributable to an increase in patient load and 2023 being recorded as the hottest year (See page 69 for more information). More electricity was used to maintain the hospitals at a comfortable ambient temperature. We remain committed to implement initiatives such as anaesthetic gas reduction and large scale renewable energy projects so that we can meet our 2025 emissions targets.

Targets and Metrics

Targets	Metrics	2022	2023
To cap Scope 1 and Scope 2 emissions at 2022 baseline level by 2025, inclusive of IHH's growth	Total Scope 1 and 2 emissions, metric tonnes CO ₂ e	276,883 Scope 1: 71,764 Scope 2: 205,119	290,639 Scope 1: 80,528 Scope 2: 210,111
To reduce year-on-year Scope 1 and Scope 2 carbon intensity per patient bed-day	Carbon intensity, metric tonnes CO ₂ e per patient bed-day	0.1508	0.1453
Long-Term Target: To achieve Net-Zero emissions by 2050	To be SBTi (Science Based Targets initiative) ready by 2025	Established Scope 1 and Scope 2 baseline	Reported on 2 of 15 Scope 3 categories*

* For more details, please refer to Planet Scorecard on page 74.



Responsible Sourcing

As part of our procurement process, we carefully consider how our actions can be used to positively impact our patients, employees, the environment, and the communities where we operate in. Working hand in hand with our suppliers, we aim to address a variety of complex and interconnected issues, including business ethics, health and safety, human rights and modern slavery, data protection and security, decarbonisation, and waste management.

The smooth operation of our hospitals, clinics, and pharmacies is heavily dependent on the global supply chain. Our suppliers play a pivotal role in providing us with a diverse array of goods and services, and are also crucial partners in our sustainability journey.

As part of responsible sourcing, we will progressively embed sustainability within our procurement processes

and ensure that our sustainability expectations extend to our suppliers, which include contractors, service providers, and consultants.

Our Performance

	2023
Proportion of spending on local suppliers**	98.7%

** Local suppliers refer to companies or persons that provide products or services to the reporting company, and that is based in the same geographic market as the reporting company (that is, no transnational payments are made to a local supplier).



Highlights

Advancing Green Practices in IHH Malaysia

Implementing the Building Efficiency Index (BEI)

IHH Malaysia has introduced a BEI across its 16 hospitals to better assess and manage its energy efficiency initiatives. The BEI has helped in identifying effective strategies for each hospital, including the optimisation of chiller settings and the installation of advanced refrigerant flow systems in operating theatres. These measures have contributed to a 12.5% reduction in energy intensity across the hospital network.

Solar Panel Installations

In addition to the BEI, IHH Malaysia has started implementing solar panel installations at all its 16 hospitals. As of November 2023, roof-top solar have been operationalised in our Pantai hospitals in Batu Pahat, Penang, Cheras, and Ampang. This initiative is part of the organisation's efforts to increase the use of renewable energy and improve energy self-sufficiency. The remaining hospitals in Malaysia are expected to have their solar systems operational by the end of 2025.

Greening Operating Theatres

Alongside these energy initiatives, IHH Malaysia is also working on making its operating theatres more environmentally friendly. As a start, they have commenced reducing their usage on desflurane, an environmentally harmful anaesthetic gas. These steps are aligned with IHH's broader goals of reducing environmental impact in healthcare and complement existing energy efficiency measures.

Mangrove Planting Initiative

IHH Malaysia has joined the country's national effort to plant 1 million mangrove trees by 2030, a project led by Malaysia's Environmental and Forestry Government Departments. In 2023, IHH Malaysia contributed to this goal by planting 2,827 mangrove saplings across various locations. In 2024, we plan to involve more hospitals in this initiative, continuing the effort to aid in the growth of mangrove ecosystems.



Drone imagery of our solar panels at Pantai Hospital Batu Pahat, IHH Malaysia.

Conserving Energy in Gleneagles Hong Kong



Gleneagles Hospital Hong Kong (GHK) has undertaken many energy efficiency measures over 2022 and 2023. In 2022, initiatives included introducing a food waste to energy system, implementing rooftop solar installations, and installing EV charging stations.

In 2023, the primary focus was placed on furthering energy efficiency efforts such as:

- Replaced over 4,000 fluorescent light tubes with energy efficient LED.
- Adjusted the Chilled Water System (CHWS) from 7°C to 9°C.
- Introduced an AI-augmented optimisation system to the hospital's chiller plant.

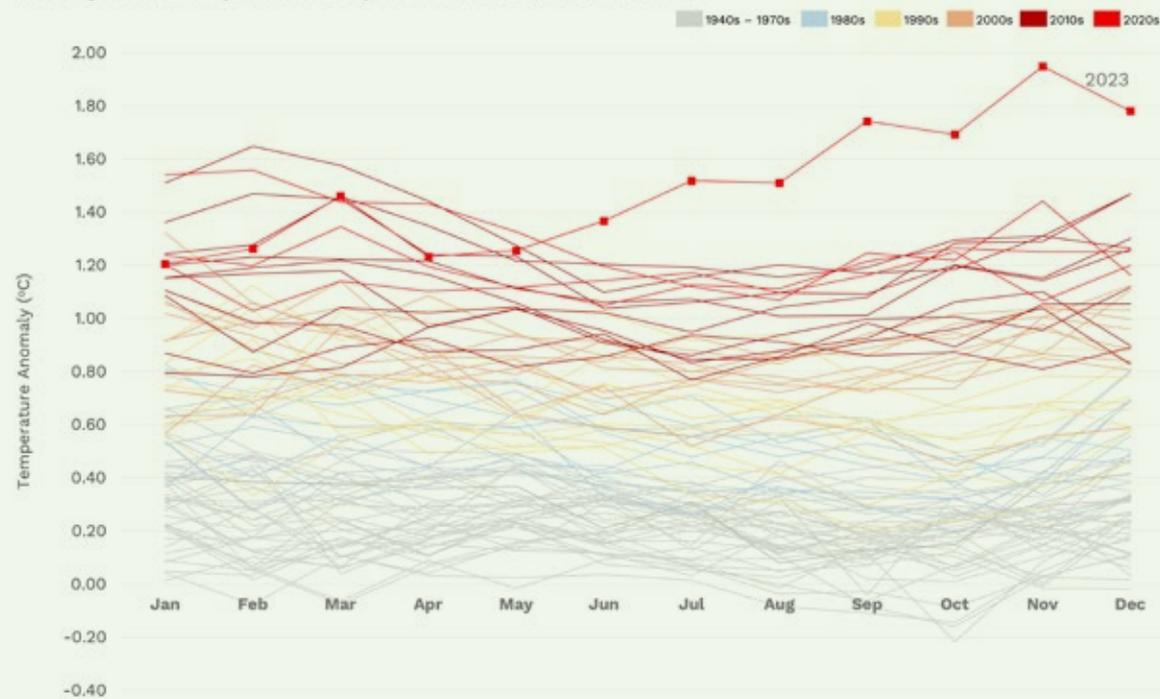
As a result of all the efforts, GHK was able to achieve a 15.1% reduction in energy intensity as compared to the 2022 baseline.

2023 – World's Hottest Calendar Year

2023 was the world's hottest calendar year in global temperature data records going back to 1850. Not only was it the warmest year on record;

- 2023 marked the first time that every day within a year has exceeded 1°C above the 1850-1900 pre-industrial levels.
- Close to 50% of days were more than 1.5°C warmer than the 1850-1900 levels.
- Each month from June to December in 2023 was warmer than the corresponding month in any previous year.

Monthly Global Temperature Compared with Pre-Industrial Levels



<https://www.ecmwf.int/en/about/media-centre/news/2024/2023-was-hottest-year-record-copernicus-data-show>

Adapting to a Warmer World with Innovation in Acıbadem

One of our core markets, Türkiye also saw the hottest summer on record. The prolonged hot season impacted our hospital operations as additional efforts were required to keep the buildings cool and comfortable. This shift towards hotter years is becoming the new normal, prompting Acıbadem to further enhance its sustainable practices and climate resilience measures.

In a forward-thinking move, Acıbadem introduced trigeneration systems at Altunizade Hospital and Maslak Hospital. This approach was especially beneficial during the unusually hot summer, where the systems' efficient use of boiled water and waste heat recovery played a pivotal role. By channelling recovered heat to absorption chillers, these systems have enabled more effective building cooling, showcasing Acıbadem's commitment to managing its carbon footprint responsibly.

Complementing this, Acıbadem has adopted several sustainable practices to enhance efficiency and minimise environmental impact. These include:

- Programmed operational times for lights and air handling units;
- Set fixed temperature ranges for common areas, chillers, and boilers to reduce energy wastage; and
- Upgraded air handling units in some hospitals to electronically commutated systems, which are 47% more efficient than traditional belt type systems.

Through such efforts and initiatives, Acıbadem aims to continue delivering top-tier healthcare while conscientiously managing its carbon footprint and enhancing resilience against the challenges posed by global climate change.



Looking Ahead

To create a better world for generations to come, we remain committed to achieving Net-Zero by 2050. This includes our plans to fully develop our TCFD roadmap in 2024, and to be SBTi (Science Based Targets initiative) ready by 2025, so that we may have a clear decarbonisation pathway in line with the latest climate science.



Reducing Scope 1 emissions

We will continue to encourage the use of alternative surgical anaesthesia options across our hospitals, such as switching from desflurane to lower emissions alternatives and being more efficient in our anesthetic gas usage approaches.



Improving sustainability data collection

We also expect the full implementation of our cloud-based environment data management platform by the end of 2024. This will allow us to have greater data accuracy with higher frequency which will allow us to decarbonise our business operations more readily.



Accelerating our shift to renewable energy

We are working towards full deployment of roof-top solar projects across all IHH Malaysia hospitals by the end of 2024. Beyond localised deployment, we are concurrently working renewable energy producers to lower our significant brown electricity usage through mechanisms such as Virtual Power Purchase Agreements, across all of our core markets.



Fostering a culture of continuous learning

At IHH, we believe that continuous learning is the bedrock to foster a greater sustainability culture. Building on the sustainability awareness training conducted in 2023, we will embark on segmented, more focused sustainability training based on our priorities. For 2024, we aim to mature our Scope 3 GHG emissions accounting, which requires a deeper analysis on our supply chains. We will start with sustainable procurement training for our procurement leads across our markets. This will empower them to enhance our procurement policies and processes with more sustainability considerations.



Waste and Water Management

Our Approach

Sustainable waste and water management is essential to protect public health and the environment, particularly in the healthcare sector. With our operations spread across various geographies, we work towards this commitment through an adherence to stringent waste management guidelines and continual efforts to improve water efficiency.

Our hospitals, clinics, and labs comply with the local waste management regulations, engaging only licensed contractors for clinical waste disposal. This compliance is complemented by an emphasis on reducing waste at the source, employing reuse and recycling strategies, and expanding waste reporting categories. Waste segregation at the point of disposal is a critical step in this process, allowing for more effective recycling and recovery activities to reduce the quantity of general waste destined for incineration or landfills.

In parallel, we are acutely aware of the challenges posed by water stress, particularly in regions susceptible to climate change-induced droughts. Recognising the critical role of

water in hospital operations, each of our markets will look into more water conservation efforts and we will develop a comprehensive water efficiency strategy to mitigate future risks associated with water scarcity.

Our Progress in 2023

In 2022, we set a target to reduce single-use virgin plastic by 90% in non-clinical areas in IHH Malaysia and IHH Singapore by 2023. IHH Malaysia ended 2023 with a commendable 79% reduction, including a 100% reduction in single-use plastic water bottles, and has since achieved the target.

We have expanded our waste reporting categories to include data on how much waste was incinerated, recycled, and sent to landfills, across the markets. In addition, we have identified the water stressed regions in which we operate in. This would allow us to prioritise resources and attention needed for the initiatives that we would undertake.

See also page 74: Planet Scorecard for more Waste and Water Management related data.

Expanding Efforts with Plastic ACTION (WWF PACT)

In 2022, IHH Healthcare was the first healthcare organisation to join the World Wide Fund for Nature Plastic ACTION (WWF PACT) initiative. Leveraging upon the tools provided by WWF PACT, we have been making more decisions on the alternatives to single-use virgin plastics in our non-clinical areas.



Targets and Metrics¹

Targets	Metrics		2022	2023
Reduce single-use virgin plastic by 90% in non-clinical areas in IHH Malaysia and IHH Singapore by 2023.	Percentage reduction of single-use virgin plastic ² in non-clinical areas (against 2021 baseline)	Malaysia	66%	79%
		Singapore	44%	99%



¹ We have expanded the entities that we are reporting on. Specifically, we have expanded to include all clinics, laboratories, and management offices across our markets, but does not include the Fortis hospitals and labs operating in India.

² Refers to plastic water bottles, cups, cutleries, bowls, straws and lunch boxes.

Highlights

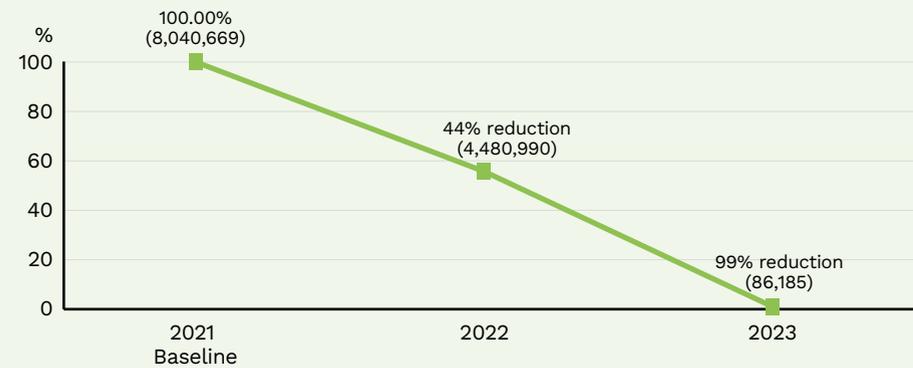
In 2023, our markets have undertaken commendable efforts to reduce waste sources, increase recycling, and improve water efficiency. Here are some of the initiatives in 2023 that showcase our commitment to protecting our planet.

Advancing Sustainable Waste Management in Singapore

Reducing Reliance on Single-Use Virgin Plastics

IHH Singapore’s hospitals made a significant stride as they worked towards the target to achieve at least 90% reduction in single-use virgin plastics in non-clinical areas by 2023. This effort involved replacing items like cups, bowls, and plastic water bottles with sustainable alternatives such as reusable metal utensils. Through diligent tracking, facility inspections, and collaboration with vendors, the hospitals achieved a 99% reduction in single-use virgin plastics by the end of 2023. A notable achievement was the complete substitution of plastic water bottles with water pitchers and ceramic mugs, realising a 100% reduction in this specific area.

IHH Singapore achieved over 90% reduction in single-use virgin plastics* in non-clinical areas



* Refers to number of pieces of plastic water bottles, cups, cutlery, bowls, straws and lunch boxes

Enhancing Biohazard Waste Segregation at Mount Elizabeth Novena

Looking beyond non-clinical areas, Mount Elizabeth Novena Hospital has been improving its biohazard waste segregation processes by focusing on upstream clinical waste segregation within the wards and operating theatres. Segregating correctly has led to a 36% reduction in biohazardous waste in Mount Elizabeth Novena Hospital. This has eased the burden and cost of managing biohazardous waste. Furthermore, it has also opened up potential avenues for greater recycling on general waste, reinforcing the hospital’s commitment to environmental responsibility and operational efficiency.



Leveraging Technology to Improve Water Conservation in IHH India



As part of our ongoing efforts to promote environmental stewardship, IHH India identified a critical need to upgrade its water treatment processes. The outdated Electrocoagulation technology no longer matched our sustainability ambitions, prompting us to seek a more efficient and innovative solution.

The solution came in the form of Membrane Bioreactor (MBR) technology, a cutting-edge replacement chosen for its superior water treatment, reduced sludge production, and better system design.

The effort has improved water quality and resulted in a net saving of 70,000 litres of water per day – equivalent to 10 Olympic-sized swimming pools annually. By adopting MBR technology, IHH India not only boosted operational efficiency but also made substantial contributions to water conservation.

Environmental Stewardship: From Beach Cleanups to Upcycling Efforts Across Malaysia and Singapore

As part of our ongoing efforts to reduce waste and encourage upcycling, IHH Healthcare spearheaded several initiatives throughout the year. These initiatives foster a collective sense of responsibility for the well-being of our oceans and the planet.



Beach cleanups

In Malaysia, the cleanup at Pantai Acheh, Selangor, led by the Group Procurement team and partnering organisations, resulted in 264kg of coastal waste collected, which was then recycled. Similarly, Pantai Hospital Penang has been holding monthly beach cleaning activities since November 2022.

In Singapore, IHH colleagues have participated in several beach cleanups throughout 2023, contributing to the efforts to reduce marine pollution.



Upcycling for a Greener Future

At Gleneagles Hospital Kota Kinabalu, an upcycling project converted 75kg of discarded linen sheets into tote bags.

This initiative not only helped divert waste from landfills but also provided employment opportunities to 15 skilled artisans, supporting their livelihoods. Additionally, for every tote bag sold, a tree was pledged to be planted, further extending the environmental benefits of this project.



Repurposing Furniture for Stronger Communities

Mount Elizabeth Hospital in Singapore embraced sustainability when one of their wards was undergoing renovations. Rather than disposing of old furniture, they chose to give these items a new lease on life. A total of 557 furniture pieces, including patient beds, geriatric chairs, tables, flasks, trolleys, and paintings, were upcycled and donated. The impact of this effort extended to 15 different local beneficiaries across Singapore, reducing waste and providing support to various communities.

Looking Ahead

Drawing on the successes and learnings of IHH Malaysia and IHH Singapore, we are expanding our targets to reduce single-use plastics in non-clinical areas across our core markets. To encourage progress against these targets, we have also added them to the Group's Balanced Scorecard. This step is a sign of commitment to significantly curbing plastic waste and enhancing sustainability across our global footprint. We are also exploring opportunities to reduce single-use virgin plastic in clinical areas within our operations, starting with IHH Malaysia.

Moreover, we are in the process of developing more nuanced waste management approaches. These approaches will focus on improving waste segregation in non-clinical waste, ensuring that our operations contribute to a more sustainable and waste-efficient future. This initiative reflects our deep understanding of the diverse waste management challenges and opportunities in our markets. Recognising the importance of sustainable water use, especially in water-stressed regions, we are exploring measures to improve water efficiency across our operations.

In our continuous effort to minimise our environmental impact, we will be looking into collaborations with vendors to retrofit sub-systems, prioritising this over full system replacements. This strategy will reduce our material footprint while extending the life of existing systems. Additionally, we are engaging with suppliers to explore sustainable alternatives for our consumables, underscoring our commitment to responsible resource use.

Planet Scorecard

Energy Use	FY2022 ¹	FY2023
Total energy consumed (Gigajoules)	2,136,705	2,227,572
– Grid electricity	NR	57.9%
– Natural gas & liquefied petroleum gas	NR	38.1%
– Petrol & diesel	NR	2.0%
– Renewable energy (rooftop solar, off-site renewable)	NR	2.0%
Energy consumption intensity (Megajoules/patient-bed-day)	1,166	1,113

Greenhouse Gas (GHG) Emissions	FY2022 ¹	FY2023
Total Scope 1 and 2 GHG emissions (tCO₂e)	276,883	290,639
– Scope 1 GHG emissions (tCO ₂ e)	71,764	80,528
– Scope 2 GHG emissions (tCO ₂ e)	205,119	210,111
Total Scope 1 and 2 GHG emissions intensity (tCO₂e/patient-bed-day)	0.1511	0.1453
Total Scope 3 emissions (tCO₂e)	NR	18,846
– Business travel	NR	2,747
– Employee commuting	NR	16,099

NR: Not Reported

Data in this scorecard excludes Fortis hospitals (India), Agilis laboratories (India), and GJPMC (Brunei)

Figures may not sum accurately due to rounding differences.

Waste	FY2022 ¹	FY2023
Total waste (metric tonnes)²	14,308	39,019
Total hazardous waste ³ (metric tonnes)	8,352	27,939
Total non-hazardous waste (metric tonnes)	5,956	11,079
– Recycled or Diverted from Landfill	NR	1,985 (17.9%)
– Incinerated	NR	4,572 (41.3%)
– Landfill	NR	4,522 (40.8%)

Water	FY2022 ¹	FY2023
Total amount of water used (megalitres)	3,123	3,553
Water usage intensity (litres/patient-bed-day)	1,704	1,776
Number of hospitals operating in water-stressed regions ⁴	NR	27

¹ All 2022's energy use, GHG emissions, waste, and water data are restated due to updated reporting scope, source data, and emission factors.

² Regulatory requirements on waste reporting differ between countries. Over 2023, waste data availability improved for IHH Malaysia and IHH India. Data does not include non-hazardous unsorted waste in Türkiye and Europe.

³ Hazardous waste includes medical waste. All hazardous waste are treated according to local regulatory requirements and are considered as diverted to disposal. For example, biohazard waste in Singapore undergo high temperature incineration and all bottom-ash from incineration would then be sent to landfill.

⁴ Defined as High and Extremely High on the Water Stress levels in the World Resources Institute's tool – Aqueduct Water Risk Atlas.

GRI Content Index

Statement of use: IHH Healthcare Berhad has reported with reference to the GRI Standards for the period 1 January 2023 to 31 December 2023

GRI 1 Used: GRI 1: Foundation 2021

Applicable GRI Sector Standard(s): None

SASB Code	GRI Standard	Disclosure Number	Disclosure Title	Page Reference
General Disclosures				
	GRI 2: General Disclosures 2021	2-1	Organisational details	3
		2-2	Entities included in the organisation's sustainability reporting	2
		2-3	Reporting period, frequency and contact point	2
		2-5	External assurance	The verification exercise is ongoing and the verification statement will be published on the IHH website – Planet Scorecard
		2-6	Activities, value chain and other business relationships	34-37 (Annual report)
		2-7	Employees	50
		2-9	Governance structure and composition	84 (Annual report)
		2-10	Nomination and selection of the highest governance body	101-105 (Annual report)
		2-11	Chair of the highest governance body	85 (Annual report)
		2-12	Role of the highest governance body in overseeing the management of impacts	11
		2-13	Delegation of responsibility for managing impacts	11
		2-14	Role of the highest governance body in sustainability reporting	2
		2-15	Conflicts of interest	71-83 (Annual report)
		2-16	Communication of critical concerns	48-51 (Annual report)
		2-17	Collective knowledge of the highest governance body	12
		2-18	Evaluation of the performance of the highest governance body	84-100 (Annual report)
		2-19	Remuneration policies	84-100 (Annual report)
		2-20	Process to determine remuneration	84-100 (Annual report)
		2-21	Annual total compensation ratio	84-100 (Annual report)
		2-22	Statement on sustainable development strategy	6-7
	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	84-100 (Annual report)	
	2-25	Processes to remediate negative impacts	111-118 (Annual report)	
	2-26	Mechanisms for seeking advice and raising concerns	111-118 (Annual report)	
	2-29	Approach to stakeholder engagement	48-51 (Annual report)	
Material Topics				
	GRI 3: Material Topics 2021	3-1	Process to determine material topics	17-19
		3-2	List of material topics	19

GRI Content Index

SASB Code	GRI Standard	Disclosure Number	Disclosure Title	Page Reference
Our Patients				
Transparency (Quality of Care and Patient Stewardship)				
HC-DY-270a.1			Pricing and billing transparency	30
Data Privacy and Security				
HC-DY-230a.2	GRI 3: Material Topics 2021	3-3	Management of material topics	21; 35-36
HC-DY-230a.3	GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	35
Our People				
Employee Safety and Total Well-Being				
	GRI 3: Material Topics 2021	3-3	Management of material topics	39-40
HC-DY-330a.1	GRI 403: Occupational Health and Safety 2018	401-1	New employee hires and employee turnover	51
		401-3	Parental leave	51
		403-5	Worker training on occupational health and safety	50
HC-DY-320a.1		403-9	Work-related injuries	50
People Engagement and Talent Development				
HC-DY-330a.2	GRI 3: Material Topics 2021	3-3	Management of material topics	39; 46-47
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	51
		404-2	Programmes for upgrading employee skills and transition assistance programmes	46-49
Diversity and Inclusion				
	GRI 3: Material Topics 2021	3-3	Management of material topics	39; 43
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	50
Our Planet				
Emissions Management				
	GRI 3: Material Topics 2021	3-3	Management of material topics	63-67
HC-DY-130a.1	GRI 302: Energy 2016	302-1	Energy consumption within the organisation	74
		302-3	Energy intensity	74
	GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	74
		305-2	Energy indirect (Scope 2) GHG emissions	74
		305-3	Other indirect (Scope 3) GHG emissions	74
		305-4	GHG emissions intensity	74
Waste and Water Management				
	GRI 3: Material Topics 2021	3-3	Management of material topics	63-65; 71
	GRI 303: Water and effluents 2018	303-5	Water consumption	74
	GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	74
		306-2	Management of significant waste-related impacts	71
HC-DY-150a.2		306-3	Waste generated	74
HC-DY-150a.2		306-4	Waste diverted from disposal	74
HC-DY-150a.2		306-5	Waste directed to disposal	74

Summary Performance Table

Indicator	Measurement Unit	2023
Bursa (Anti-corruption)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Senior Management	Percentage	81.00
Management	Percentage	92.00
Executive	Percentage	94.00
Non-Executive	Percentage	91.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	3
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	35,635,131.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	328,661
Bursa (Diversity)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Senior Management Under 30	Percentage	12.00
Senior Management Between 30-50	Percentage	52.00
Senior Management Above 50	Percentage	36.00
Management Under 30	Percentage	3.00
Management Between 30-50	Percentage	77.00
Management Above 50	Percentage	20.00
Executive Under 30	Percentage	29.00
Executive Between 30-50	Percentage	65.00
Executive Above 50	Percentage	6.00

Internal assurance

External assurance

No assurance

(*)Restated

Summary Performance Table

Indicator	Measurement Unit	2023
Non-Executive Under 30	Percentage	50.00
Non-Executive Between 30-50	Percentage	39.00
Non-Executive Above 50	Percentage	11.00
Gender Group by Employee Category		
Senior Management Male	Percentage	49.00
Senior Management Female	Percentage	51.00
Management Male	Percentage	40.00
Management Female	Percentage	60.00
Executive Male	Percentage	31.00
Executive Female	Percentage	69.00
Non-Executive Male	Percentage	31.00
Non-Executive Female	Percentage	69.00
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	80.00
Female	Percentage	20.00
40-49 years	Percentage	20.00
50-59 years	Percentage	20.00
60-69 years	Percentage	60.00
Bursa (Energy management)		
Bursa C4(a) Total energy consumption	Megawatt	70.64
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	13.40

Internal assurance

External assurance

No assurance

(*)Restated

Summary Performance Table

Indicator	Measurement Unit	2023
Bursa C5(c) Number of employees trained on health and safety standards	Number	40,252
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Senior Management	Hours	25,223
Management	Hours	48,990
Executive	Hours	147,636
Non-Executive	Hours	818,569
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	15.00
Bursa C6(c) Total number of employee turnover by employee category		
Senior Management	Number	108
Management	Number	539
Executive	Number	2,796
Non-Executive	Number	6,630
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
Bursa (Supply chain management)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	98.70
Bursa (Data privacy and security)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
Bursa (Water)		
Bursa C9(a) Total volume of water used	Megalitres	3,553.000000
Bursa (Waste management)		
Bursa C10(a) Total waste generated	Metric tonnes	39,019.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	1,985.00

Internal assurance

External assurance

No assurance

(*)Restated

Summary Performance Table

Indicator	Measurement Unit	2023
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	37,034.00
Bursa (Emissions management)		
Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	Metric tonnes	80,528.00
Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	Metric tonnes	210,111.00
Bursa C11(c) Scope 3 emissions in tonnes of CO ₂ e (at least for the categories of business travel and employee commuting)	Metric tonnes	18,846.00

Internal assurance

External assurance

No assurance

(*)Restated



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