IHH Healthcare

Care. For good.

Sustainability Report 2024

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About This Report

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

This sustainability report seeks 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 2024 to 31 December 2024.

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.

In preparation for disclosing ISSB-compliant information, we have begun to assess our sustainability disclosures against the SASB Standards for Health Care Delivery to identify areas of alignment. Details on this mapping can be found in the GRI Content Index on page 70.

IHH will be progressively adopting the IFRS Sustainability Disclosure Standards, beginning with IFRS S2 Climate-related Disclosures from FY2025 onwards.

This report has been reviewed by IHH Healthcare’s Sustainability Committee and Board Risk Management Committee, with overall approval granted by the Board of Directors. It should be read in conjunction with the IHH Healthcare Annual Report 2024.

Scan to read the IHH Healthcare Annual Report 2024

Statement of Assurance

This sustainability report has not been subjected to an assurance process. However, IHH Healthcare is committed to meeting the Scope 1 and Scope 2 greenhouse gas (GHG) emissions assurance requirements as laid out in Malaysia's National Sustainability Reporting Framework (NSRF). To that end, we are progressively ramping up our assurance efforts one core market at a time. For example, in 2022 and 2023 we conducted Scope 1 and Scope 2 GHG emissions limited assurance for some of our hospitals based in Singapore and Malaysia respectively. We are also developing an internal review roadmap with the company's internal auditors to strengthen the credibility of our sustainability disclosures beyond Scope 1 and Scope 2 GHG emissions.

Feedback

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

About IHH Healthcare

With over 80 hospitals across 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

13,000+
Operational Beds

8
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 · Fortis · Gleneagles · ISLAND HOSPITAL · Mount Elizabeth · PANTAI · Parkway · PRINCE COURT

IHH Healthcare is proud to be part of the following networks and organisations:

GLOBAL GREEN and HEALTHY HOSPITALS · IFRS Sustainability Alliance · PACT No Plastics in Nature

Highlights of Our Sustainability Journey

We are pleased to share snippets of our sustainability progress since we began our journey in 2022.

Patients
Empowering Our Patients

To improve value-based care, we have increased the number of **value-driven outcomes (VDO)[1] quality indicators tracked from** 113 to 202

>8m
patients now have access to their medical records online

In 2024, we **invested and partnered with innovative companies** to deliver better care

- AI-powered technology to detect and diagnose sleep disorders
- Utilising AI video analytics to prevent patient falls

People
Shaping the Best Place to Work

49%
women in leadership roles across IHH against 2022 baseline

14%
increase in **nursing talent pool** against 2022 baseline

Recognised in **Forbes' World's Best Employers 2024** and **TIME's World's Best Companies 2024**

>1.2m
training hours in 2024

2024 **Employee Engagement Survey score** is 3% **above Global Healthcare benchmarking score[2]**

Public
Nurturing a Healthier Society

1st private hospital network in Asia **to implement AMR interventions in line with CDC guidelines across all of our hospitals**

946
patients in Malaysia **received free cancer treatment** through Life Renewed programme since 2023

RM 1m
donated to support **Malaysia's flood relief efforts** in December 2024

Conducted >3.1m **health screenings and cancer screenings** for breast, cervical and colorectal cancers since 2022

Planet
Protecting Our Planet

↓ 3.2%
emission intensity per patient bed day, across our operations, despite a 2.5% YoY growth[3] in 2024

>90%
reduction in single-use virgin plastics in non-clinical areas across Malaysia, Türkiye, Singapore and Hong Kong

Up to 55%
reduction in desflurane use across our core markets in 2024

Rooftop solar currently installed in Gleneagles Hong Kong and 10 hospitals in MY, with 6 more planned for 2025

Invested in large scale **solar project in Acıbadem**, which is expected to operationalise in 2025, supplying up to **80% of Acıbadem's energy needs in Türkiye**

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

[2] The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 27 million respondents across 914 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 98 companies worldwide, with more than 2.5 million respondents.

[3] Measured in terms of inpatient bed-days.

Accolades and Accreditations

2024 Accolades

IHH Healthcare

TIME "World's Best Companies 2024"
- Ranked 679 out of 1000

FORBES "World's Best Employers 2024"
- Ranked 357 out of 850

National Corporate Governance & Sustainability Awards (NACGSA) 2024
- Excellence Award 2024 Top 50 – ranked 29

2024 Brandon Hall Group™ Human Capital Management Excellence Awards®
- Best Unique or Innovative Leadership Programme – Gold (I.GLOBE Custom Hospital Business Simulation)
- Best Measuring the Impact of Leadership Development – Gold (I.GLOBE Custom Hospital Business Simulation)
- Best Leadership Development Programme – Silver (Nursing I-LEAD Programme)
- Best Use of Games or Simulations for Learning – Bronze (Nursing I-LEAD Programme)

The Edge Billion Ringgit Club 2024
- Healthcare: RM10 billion and Above Market Capitalisation – Highest Growth in Profit After Tax Over Three Years

FORTUNE Southeast Asia 500
- Ranked 82 out of 500 among largest companies in Southeast Asia

Corporate Governance Asia – Asian Excellence Award 2024
- Asia's Best CEO – Dr Prem Kumar Nair, Group CEO of IHH Healthcare
- Asia's Best CFO – Dilip Kadambi, Group CFO of IHH Healthcare
- Best Investor Relations Professional
- Best Investor Relations Company

FinanceAsia Asia's Best Company Awards 2024
- Most Committed to DEI
- Best Investor Relations
- Best Managed Company
- Most Committed to ESG
- Best CFO – Dilip Kadambi, Group CFO of IHH Healthcare

WorkWell Leaders Award 2024
- Wellbeing CEO Award – Dr Prem Kumar Nair, Group CEO IHH Healthcare

Malaysia

APPIES 2024 Malaysia

IHH Healthcare Malaysia
- Silver – Best in Healthcare: #MovemberGoals: Tackling Men's Health and Winning

Baby Talk Readers' Choice Awards 2024

Pantai Hospital Ampang
- Best Paediatric and O&G Hospital

Cancer Sustainability Award 2024

Premier Integrated Labs
- Affirmative Action at the National Cancer Congress Malaysia 2024

Dragons Awards 2024

IHH Healthcare Malaysia
- Silver Dragon – Your Extraordinary Journey (Best Brand Trial or Sales Generation Campaign)
- Bronze Dragon – Malaysia's Leading Knowledge Health Hub (Best Marketing Discipline Campaign)

Dragons of Malaysia 2024

IHH Healthcare Malaysia
- Gold Dragon – Malaysia's Leading Knowledge Health Hub (Best Marketing Discipline Campaign)
- Gold Dragon – Your Extraordinary Journey (Best Brand Trial or Sales Generation Campaign)
- Silver Dragon – Ready for You (Best Cause, Charity Marketing, or Public Sector Campaign)
- Bronze Dragon – Your Extraordinary Journey (Best Innovative Idea or Concept)
- Bronze Dragon – Ready for You (Best Business-to-Business or Trade Marketing Campaign)

GlobalHealth Asia-Pacific Healthcare and Hospital Awards 2024

IHH Healthcare Malaysia
- Hospital Group of the Year Asia-Pacific

Gleneagles Hospital Kuala Lumpur
- Hospital of the Year in Malaysia

Gleneagles Hospital Penang
- Medical Tourism Hospital of the Year Asia-Pacific

Gleneagles Hospital Johor
- Minimally Invasive Surgery-Hospital of the Year Asia-Pacific

Prince Court Medical Centre
- Orthopaedic Service Provider of the Year Asia-Pacific

Pantai Hospital Kuala Lumpur
- Cancer Centre of the Year Asia-Pacific

Healthcare Asia Awards 2024

IHH Healthcare Malaysia
- Marketing Initiative of the Year (Malaysia) for the "Ready for You" A&E campaign; Medical Tourism Initiatives of the Year (Malaysia) for International Marketing

Prince Court Medical Centre
- Medical Tourism Hospital of the Year and Clinical Service Initiative of the Year

Premier Integrated Labs
- Diagnostics Provider of the Year

Malaysia Technology Excellence Awards 2024

Gleneagles Hospital Kuala Lumpur
- Medical Technology (Healthcare)
- Robotics – Healthcare

MSQH Accreditation Excellence Award 2024

MSQH Accreditation Excellence Award for Sustainability in Quality Assurance 2024
- Gleneagles Hospital Kuala Lumpur
- Gleneagles Hospital Penang
- Prince Court Medical Centre
- Pantai Hospital Ipoh
- Pantai Hospital Kuala Lumpur
- Pantai Hospital Penang

Newsweek's World's Best Hospitals 2024

Gleneagles Hospital Kuala Lumpur
- Top 250 World's Best Hospitals globally

Gleneagles Hospital Kuala Lumpur, Pantai Hospital Kuala Lumpur, Prince Court Medical Centre, Pantai Hospital Ampang, Pantai Hospital Penang, Gleneagles Hospital Penang, Pantai Hospital Ayer Keroh and Pantai Hospital Cheras
- World's Best Hospitals 2024 – Malaysia category

UNIVANTS of Healthcare Excellence Award 2024

Premier Integrated Labs
- Winner

Singapore

Forrester's 2024 APAC Customer-Obsessed Enterprise Award

NVPC Company of Good (Three stars)

15th Asia's Best Employer Brand Awards
- Best Employer Brand Award
- Award for Innovation in Retention Strategy
- Award for Continuous Innovation in HR Strategy
- CHRO of the year – Awarded to Mr Gan Kian Keong, Chief People Officer, IHH Healthcare Singapore

Human Resources Excellence Awards 2024: Excellence in Total Rewards Strategy (Silver)

IHH SG Hospitals
- MOH Nurses' Merit Awards

Healthcare Humanity Awards 2024

Gleneagles Hospital Singapore
- Singapore Workplace Safety and Health Award for Supervisors

Mount Elizabeth Novena Hospital
- Singapore HEALTH Award: Workplace Organisational Champion (Excellence)

Türkiye & Europe

Acıbadem

Brandverse Awards Turkey 2024
- Gold Award in the "Healthcare Institutions" category

Capital 500
- Acıbadem is ranked 84th among the top 500 companies in Türkiye

India

Fortis
- Newsweek's Best Specialised Hospitals – Asia Pacific 2024
- BW Healthcare Award for Institutional Excellence in Healthcare Marketing
- Excellence in Sustainability by Tata Power
- Supply Chain Champion 2024 – Hospitals sector

Gleneagles India

Outlook Health Ranking Awards 2024:
- Best Plastic Surgery and Best Liver Transplantation Hospitals in the city
- Best Neurology, Pulmonology, and Organ Transplants

Gleneagles Healthcity, Chennai, achieved top rankings in Pulmonology, Liver Transplants, Neurology, Oncology, and Urology.

Greater China Operations

Gleneagles Hong Kong
- Gold Award in the Healthy Corporate Award Scheme 2023
- Recycle Sustainability Award organised by iRecycle Charity Foundation
- Merit Award (Foreman) of the 16th Outstanding Occupational Safety and Health Employees Award organised by the Government

Parkway Shanghai
- Clinic Healthcare Provider of The Year – Shanghai 2024 Lifestyle Awards

FTSE4Good

IHH Healthcare is a constituent company in the FTSE4Good Index Series.

The FTSE4Good Index Series is designed to identify companies that demonstrate strong environmental, social and governance practices measured against globally recognised standards.

2024 Accreditations

Joint Commission International (JCI)

Brunei	Gleneagles JPMC
Malaysia	Gleneagles Hospital Kuala Lumpur Gleneagles Hospital Penang Pantai Hospital Kuala Lumpur
Türkiye	Acıbadem Adana Hospital Acıbadem Altunizade Hospital Acıbadem Atakent Hospital Acıbadem City Clinic UMBAL (Bulgaria) Acıbadem Kent Hospital Acıbadem Maslak Hospital Clinical Hospital Acıbadem Sistina (North Macedonia)
India	Gleneagles Hospital, Mumbai

National Accreditation Board for Hospitals and Healthcare Providers (NABH)

India	Gleneagles AWARE Hospital, LB Nagar Gleneagles Health City, Chennai Gleneagles Hospital, Hyderabad Gleneagles Hospital, Kengeri, Bengaluru Gleneagles Hospital, Mumbai Gleneagles Hospital, Richmond Road

Malaysian Society for Quality Health (MSQH)

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

Australian Council on Healthcare Standards International (ACHSI)

Hong Kong	Gleneagles Hong Kong
Malaysia	Island Hospital Penang

For Fortis hospitals accreditations, please refer to the Fortis Annual Report 2023-2024.

A Message from Our Chairman and Group CEO

Sustainability is much more than just a buzzword for us at IHH Healthcare. It is something that we are deeply passionate about. Our aspiration to Care. For Good. drives us to deliver world-class care with empathy, while actively building a more sustainable world.

Embracing Global Trends

Hospitals are significant contributors towards greenhouse gas emissions. Nevertheless, we can turn this challenge into an opportunity for positive change. By prioritising clean energy, effective waste management, and a focus on equitable, eco-conscious care, we are demonstrating that exceptional patient outcomes and environmental stewardship can co-exist.

In November 2024, the UN Climate Change Conference (COP29) reminded us how serious climate-related health issues are, and the need for decisive action. Accordingly, we have been working to transform ourselves to deal with new patterns of intense change, marked by natural disasters, extreme weather events, geopolitical instability, and economic crises.

Harnessing our unique global reach, we have committed to delivering cutting-edge healthcare while championing sustainability. This is achieved through our many innovation and digitalisation efforts to better serve patients and other stakeholders.

Making Progress in Our Sustainability Goals

This year, we continued to make significant progress towards our sustainability targets.

In line with our target of capping carbon growth by 2025, we saw almost all of our hospitals in Malaysia complete implementation of rooftop solar panels. A large-scale solar project in Türkiye to supply up to 80% of our Türkiye operations' energy needs was also launched, and expected to operationalise in 2025.

Building on our 2023 successes, we further advanced efforts in 2024 to minimise our environmental footprint, enhance patient well-being, create a desirable workplace culture, and make a real difference in our communities.

Specifically, we:

- Improved value-based care by increasing the number of value-driven outcome indicators tracked from 113 to 202, strengthening how we measure and deliver better patient outcomes
- Increased our nursing talent pool by 14%, ensuring continued quality care and nurturing future healthcare leaders
- Conducted more than 3.1 million health and cancer screenings since 2022, reinforcing our commitment to preventive care and community well-being
- Reduced desflurane use – an environmentally harmful anaesthetic gas – by up to 55% across our core markets, taking decisive action to lower our environmental impact

Leading by Example

Being a major player in the healthcare industry, with more than 140 healthcare facilities including over 80 hospitals spanning across 10 countries, we have a responsibility to champion sustainability.

Our sustainability report showcases our sustainability plans and actions, which are focused around the needs and concerns of our four key stakeholders – Patients, People, Public, and the Planet.

As we progress in 2025, we look forward to bringing the sustainability goals that we had set in 2022 to a close. At the same time, we're excited to set new 2030 sustainability goals to further accelerate our sustainability agenda. Looking towards 2050, we will continue to be a trustworthy healthcare service provider that prioritises our Patients, People, Public, and Planet. At the same time, we will continue to uphold sustainability as a top agenda for our organisation and the healthcare industry at large.

This is how we put care at the heart of healthcare, while building a healthier future for generations to come.

Building on our 2023 successes, we further advanced efforts in 2024 to minimise our environmental footprint, enhance patient well-being, create a desirable workplace culture, and make a real difference in our communities.

Tan Sri Dr Nik Norzrul Thani
Non-Executive Chairman

Dr Prem Kumar Nair
Group Chief Executive Officer

Our Approach to Sustainability

As a global healthcare leader, we are dedicated to building a healthier and more sustainable future for all. 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.”

We believe that a solid sustainability framework allows us to not only achieve our purpose of touching lives and transforming care, but also encourages good business performance.

Our sustainability framework is built in accordance with the ESG framework to positively impact our four key stakeholders:

- **Patients**
Through better, faster, more convenient, and transparent care

- **People**
By shaping the best place to work

- **Public**
By nurturing a healthier society

- **Planet**
Through minimising our carbon footprint, improving our waste and water management, and bolstering our climate resilience

Yasemin Tecmen Stubbe
Group Chief Sustainability Officer

The climate crisis is a health crisis. The health impacts linked to extreme weather events across the globe in 2024 has reiterated the urgent need for us as a global healthcare organisation to accelerate our action against climate change. We want to be agents for change ensuring lasting care for our patients, our people, our communities, and our planet.

Our Sustainability Framework

Sound governance underpins our approach to sustainability

How Our Framework Corresponds to ESG

Environment	→	**Planet**
Social	→	**Patients, People, Public**
Governance	→	**Governance**

Our Sustainability Framework

This framework is underpinned by a robust governance structure to keep us on track in our sustainability journey. It is also tied to performance and remuneration in the Group's Balanced Scorecard as part of our wider business strategy.

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 innovation and technology and safeguarding data privacy.

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.

Protecting Our Planet

We are progressively advancing in environmental stewardship by focusing on waste and water management, reducing our carbon footprint through energy efficiency projects, bolstering climate resilience, and integrating sustainability into our supply chain management practices to ensure responsible sourcing and operations.

Nurturing a Healthier Society

We focus on tackling antimicrobial resistance, reducing disease burden through health literacy and screening (for cancer and cardiovascular diseases), enhancing emergency preparedness, and making quality healthcare accessible to underserved communities through free or subsidised treatments.

Governance

Robust governance with clear accountability and ethical conduct is the foundation that keeps us on track in our sustainability journey, whilst ensuring that all legal and regulatory obligations are met.

Our Sustainability Goals

We announced the following sustainability goals in 2022 and are pleased to share updates on our progress thus far.

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**[1] (VDO) at or above international benchmarks by 2025	Ongoing, see page 25
Billing estimates to be 90% accurate in our core markets[2] by 2025	Ongoing, see page 25
Admission for A&E cases to be within 1 hour of doctors' instructions in our core markets[2] by 2025	Ongoing, see page 25
To be in top quartile in **Net Promoter Score (NPS)**[3] in our core markets[2] 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 39
Increase **global nursing talent** pool by 10% by 2025	Ongoing, see page 38
Reduce lost time injuries and have zero **workplace fatalities**	Ongoing, see page 37
Be above Global Healthcare benchmarking scores in **Employee Engagement Survey (EES)** by 2025	Ongoing, see page 38

Public
Nurturing a Healthier Society

To touch five million lives[4] 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 50
Reduce **disease burden on cancer and cardiovascular diseases** through screenings, health literacy, and disease management programmes	Ongoing, see page 50
Establish public corporate responsibility programmes in at least two of our core markets[2] to make available **quality healthcare to the underserved** by 2023	Achieved

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 64
Strategise **Scope 3** carbon accounting by 2023	Achieved
Be **SBTi** (Science Based Targets initiative) **ready** by 2025	Ongoing, see page 64
Reduce **single-use virgin plastic** by 90% in non-clinical areas in Malaysia and Singapore by 2023	Achieved

1 VDO is about using data to improve quality and outcomes while ensuring cost effectiveness.
2 Our core markets refer to Malaysia, Singapore, India and Türkiye.
3 Net Promoter Score is a key metric that measures customer loyalty and satisfaction.
4 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.

Our Material Matters

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

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

We are continuously monitoring our list of material issues and we plan to conduct a materiality assessment every two years.

Materiality Assessment Exercise

The following steps outline the processes we underwent in 2024 to arrive at our current set of nine material matters. We plan to conduct our next materiality assessment exercise in 2026.

1 **Review of Previous Material Matters**
We reviewed our 2022 material matters against internal and external sources of data to identify new material topics.

2 **Multi-Stakeholder Engagement**
We conducted a multi-stakeholder engagement exercise across our core markets to validate identified material topics as well as any potential gaps.

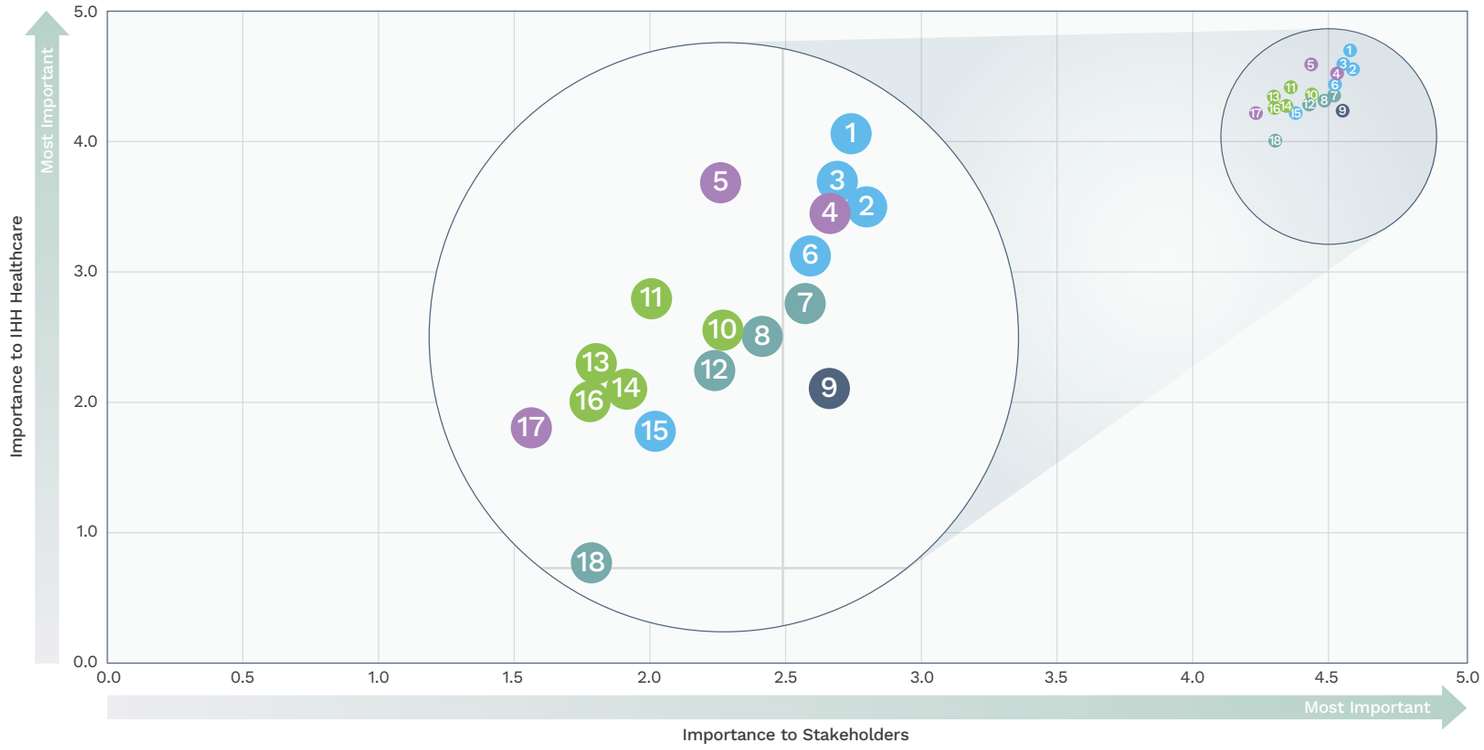
3 **Materiality Matrix**
We juxtaposed the findings from stakeholder engagement and management ranking to devise a materiality matrix.

4 **Management Alignment**
IHH leaders reviewed the materiality matrix and stakeholder engagement findings and aligned on the material matters.

5 **Finalisation of Material Matters**
We fine-tuned and categorised the priority material matters under four sustainability pillars.

Our Material Matters

Materiality Matrix



1 Evidence-based, Safe, and Value-based Care
2 Data Privacy and Cybersecurity
3 Fast, Efficient, and Empathetic Care
4 Employee Safety and Total Well-being
5 People Engagement and Talent Development
6 Transparency in Billing and Outcomes
7 Emergency Preparedness
8 Reducing Disease Burden
9 Corporate Governance & Business Ethics
10 Waste Management
11 Water Management
12 Antimicrobial Stewardship
13 Emissions and Energy Management
14 Sustainable Supply Chain Management
15 Healthcare Digitalisation & Innovation
16 Climate Change Resilience
17 Diversity & Inclusion
18 Access for Underserved Communities

Patients People Public Planet Governance

Our final set of nine material matters, which underpins our four sustainability pillars, were consolidated from 18 material matters featured in our materiality matrix.

Patients Pillar

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

- Evidence-based, Safe, and Value-based Care
- Fast, Efficient, and Empathetic Care
- Transparency in Billing and Outcomes

People Pillar

We grouped the following material matters under *Well-being and Development*:

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

Public Pillar

We grouped the following material matters under *Tackling Global Health Issues*:

- Antimicrobial Stewardship
- Reducing Disease Burden
- Emergency Preparedness

Access for Underserved Communities is captured under *Corporate Responsibility* which covers a wider range of social impact activities.

Planet Pillar

We grouped the following material matters under *Environmental Impact and Actions*:

- Emissions & Energy Management
- Waste Management
- Water Management

Our Material Matters

Quality of Care and Patient Stewardship

- Evidence-based, Safe, and Value-based Care
- Fast, Efficient, and Empathetic Care
- Transparency in Billing and Outcomes

Healthcare Digitalisation & Innovation

Providing higher quality care by improving digital and data capabilities and investing in innovative companies.

Data Privacy and Cybersecurity

Protecting patients' right to privacy and safeguarding our operations from cyber-attacks and data breaches.

Well-Being and Development

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

Diversity and Inclusion

Diversity and inclusion, especially in leadership roles, enhance synergy within the organisation. The diverse perspectives of employees drive creativity, innovation, and satisfaction.

Tackling Global Health Issues

- Antimicrobial Stewardship
- Reducing Disease Burden
- Emergency Preparedness

Corporate Responsibility

Widen access to and provide quality healthcare to underserved communities through free or subsidised initiatives.

Environmental Impact and Actions

- Emissions & Energy Management
- Waste & Water Management

Climate Resilience

- Climate Risks and Opportunities
- Responsible Sourcing

Strong Governance

Ensure accountability, transparency, and ethical conduct through robust systems, practices, and policies to drive our sustainability journey.

Stakeholder Engagement

The sustainability path of IHH Healthcare is shaped by the diverse perspectives of our internal and external stakeholders, which is gathered via a broad spectrum of channels. We rely on these insights to identify the issues that most impact our sustainability goals and long-term growth objectives. The list of stakeholders below was identified based on their different levels of influence and dependence on our business.

Stakeholder Group	Stakeholder Profiles	Methods and Frequency of Engagement	Key Expectations	IHH's Response
Senior Management	Senior Management reports to the Board of Directors as depicted in the IHH governance structure. This stakeholder group is tasked with decision making in environmental, social and governance matters.	• Monthly Country Business Review meetings • Quarterly Board meetings and ad-hoc meetings as required • Quarterly Board Audit Committee meetings and ad-hoc meetings as required • Quarterly Board Risk Management Committee meetings and ad-hoc meetings as required • Monthly Board Steering Committee meetings • Board Nomination and Remuneration Committee meetings and ad hoc meetings as required • Quarterly Sustainability Committee meetings • Biennial materiality assessment survey	• Financial performance • Talent attraction and retention • Succession planning • Operational performance • Sustainable growth	With resources and support systems at IHH, Senior Management can lead high-performing teams, hence directly impacting the reputation of IHH.
Patients	Delivering optimal clinical outcomes and exemplary healthcare experience are our topmost priorities. This is how we build trust and loyalty between IHH and one of our most valued stakeholder groups.	• Consultations with stakeholders as required • Patient satisfaction surveys conducted throughout the year • Admission and discharge processes • Patient education and family conferences as required • Track and review internationally benchmarked clinical quality and patient safety indicators on a monthly basis • Biennial materiality assessment survey	• Top-quality care and patient experience • Improved health awareness and knowledge • Value-driven outcomes • Patient privacy and data protection • Convenience and accessibility	In addition to providing consistently excellent clinical care, IHH conducts regular patient satisfaction surveys to uncover unmet needs and enhance our service.
Doctors, Nurses and Employees	Our frontliners are critical to daily operations in both clinical and non-clinical environments. They must be provided a safe and conducive workplace that contributes to their total well-being and enables them to perform at their best.	• Annual Town Hall meeting • Annual focus group sessions • Annual/Bi-annual employee engagement survey • Weekly physician's meetings • Annual Quality Summit • IHH Medical Symposiums • Biennial materiality assessment survey	• Staff and doctor engagement/feedback sessions • Positive workplace culture, conducive and safe work environment • Career development and training • Quality improvement sharing and celebration across the Group • Embarking on innovative approaches to inspire idea generation at work	IHH provides training and development programmes for employees to upskill, improve their knowledge and pursue career growth. We also hold open dialogues via townhall meetings to address concerns and feedback.
Investors and Shareholders	Investors and shareholders play a vital role in IHH's development by providing capital funding. The performance and reputation of the IHH Group directly translate into value creation for this important stakeholder group.	• Annual General Meeting (AGM) • Extraordinary General Meeting (EGM) as required • Ongoing investor conferences, site visits and ad hoc events with investors, engagement sessions with sell-side and buy-side analysts • Ongoing non-deal roadshows • Corporate website announcements • Updates via social media platform • Biennial materiality assessment survey	• Continued operational growth and financial sustainability • Clear and transparent reporting • Strong corporate governance • Effective and timely shareholder engagement • Succession planning • Mitigation and adaptation to climate change	IHH's financial and operational performance directly affects our investors and shareholders' interest in the Group. We foster trust and confidence among these stakeholders through active engagements on multiple platforms.

Stakeholder Engagement

Stakeholder Group	Stakeholder Profiles	Methods and Frequency of Engagement	Key Expectations	IHH's Response
Accreditation Bodies	IHH's healthcare services and education meet rigorous accreditation requirements and standards set out by bodies including, but not limited to, the Malaysia Society for Quality in Health (MSQH), National Accreditation Board for Hospitals & Healthcare Providers (NABH) and Joint Commission International (JCI).	• Triennial JCI audit and inspection • Annual MSQH surveillance audit • Quarterly internal clinical audits • MSQH certification inspection conducted every four years • Triennial NABH certification audit • MQA audit as required • Biennial SETARA assessment • Annual Malaysia Research Assessment (MyRA)	• Regular audits and verifications • Meeting international benchmarks	Regular audits and inspections are conducted to evaluate IHH's performance and identify improvement areas.
Regulators	Regulators assess and ensure that IHH operations are compliant with relevant laws and regulations.	• Formal correspondence and meetings as required • Hospital visits as required • Audit and inspection by the Ministry of Health of the relevant jurisdictions	• Regulatory compliance • Including environmental social and governance compliance • Regulatory reform relating to hospital planning • Employee and patient safety	We are in frequent communication with regulators to keep abreast of the latest laws and requirements. Regular inspections and audits are conducted to ensure compliance.
Local Communities	Our Corporate Responsibility (CR) initiatives, such as improving public health awareness, are targeted at local communities in markets where we operate.	• Ongoing programmes for free medical treatment • Health awareness initiatives • Support causes outside healthcare in areas such as environmental and social awareness, through various community outreach programmes • Scholarships and professorships are endowed and carried out in perpetuity • Sponsorships and donations	• Improved accessibility to healthcare services • Increased public awareness of healthy living • Education opportunities for disadvantaged, aspiring healthcare professionals • Funding for community projects • Stepping up in times of need	IHH corporate responsibility programmes contribute to the health and well-being of local communities, including stepping up during times of crisis by providing disaster relief.
Intermediaries	Intermediaries are third parties who provide healthcare or related services across IHH hospitals and clinics. They include insurance companies, corporate customer, and third-party administrators.	• Daily Guarantee Letter/Referrals • Regular health talks, forums and Continuing Medical Education (CME) • Process and service improvements carried out monthly, quarterly, or when required • Hospital empanelment/renewal as required • Claim and charges review meeting as required	• At the service level – timeliness of the guarantee letter issuance from intermediaries • The cost of healthcare in private hospitals, especially in medical treatment packages and services	IHH maintains positive relationships with intermediaries to ensure healthcare operations remain smooth and optimal for the well-being of all patients.
Suppliers and Service Providers	Suppliers and service providers support our operations with essential provisions. IHH maintains a transparent and sustainable supply chain by ensuring ethical and professional dealings with this stakeholder group.	• Vendor presentations and product demonstrations • Knowledge updates on product information conducted at least twice a year • Objective and transparent supplier's selection • Segregation of duties between the evaluation team and decision team during tender process • True partnership to drive continuous and proactive innovation	• Climate-conscious supply chain • Cost-effectiveness • Fair and transparent negotiations • Value proposition price and quality	Our responsible sourcing efforts include working towards closer collaboration with suppliers to improve transparency in emissions data, encouraging sustainable product options, and embedding climate-focused criteria in our procurement standards.

Governance

Stewarding Care with Accountability

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.

Board Oversight

The IHH Healthcare Board is ultimately responsible for ensuring progress against our sustainability journey. The Board Risk Management Committee (RMC) assists the Board in driving the Group's sustainability and climate-related agenda, and provides oversight of material sustainability matters across the Group's business strategies, operations, and decision-making process. The Board and RMC receive sustainability updates from the Sustainability Committee on a quarterly basis.

Management Oversight

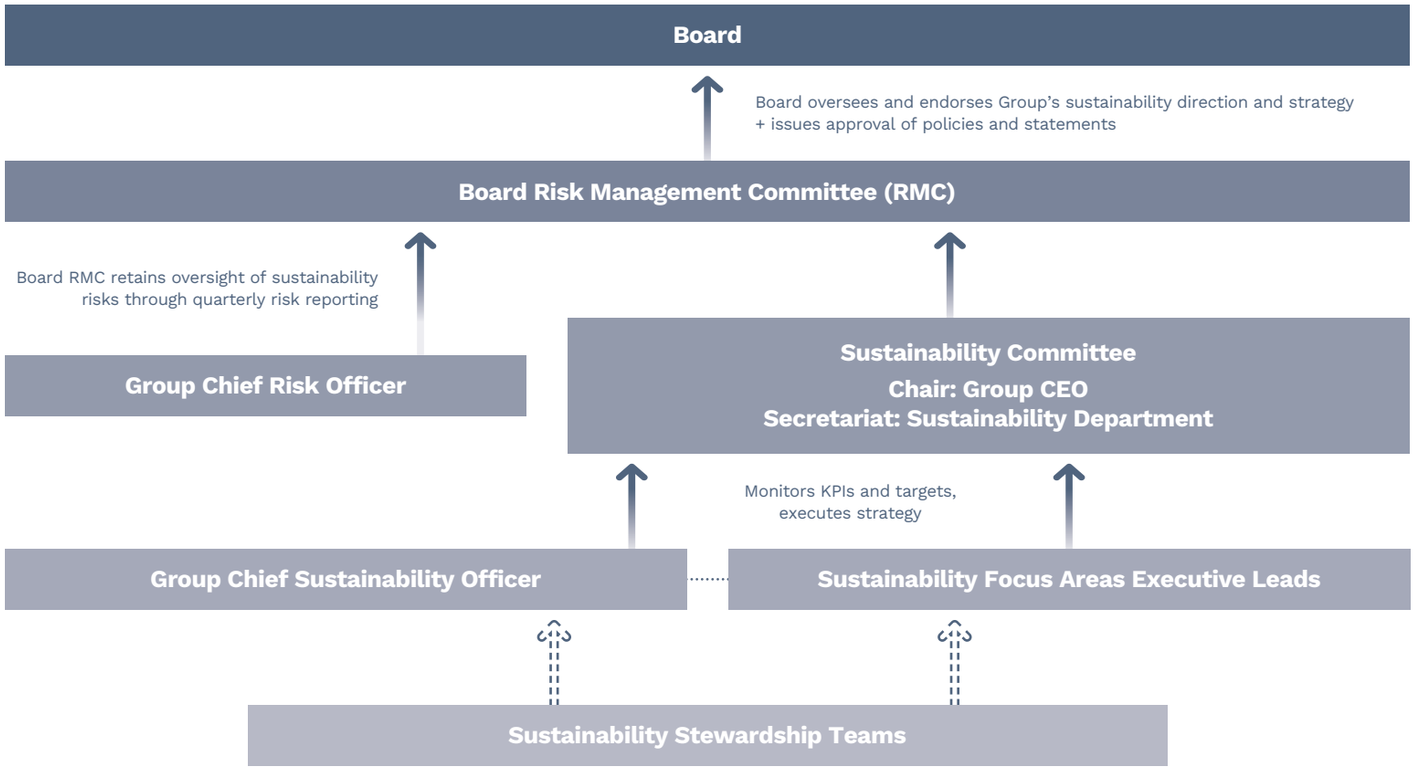
Led by IHH Healthcare Group CEO and Group Chief Sustainability Officer, the Sustainability Committee comprises Group C-suite, country CEOs, the Executive Leads assigned to each of our material matters and the country-level Sustainability Stewardship teams. The Committee convenes quarterly to review regulatory obligations, sustainability trends, ESG risks and opportunities, 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 align with our sustainability commitments across the four pillars of Patients, People, Public, and Planet, with over 80% of non-financial targets linked to sustainability.

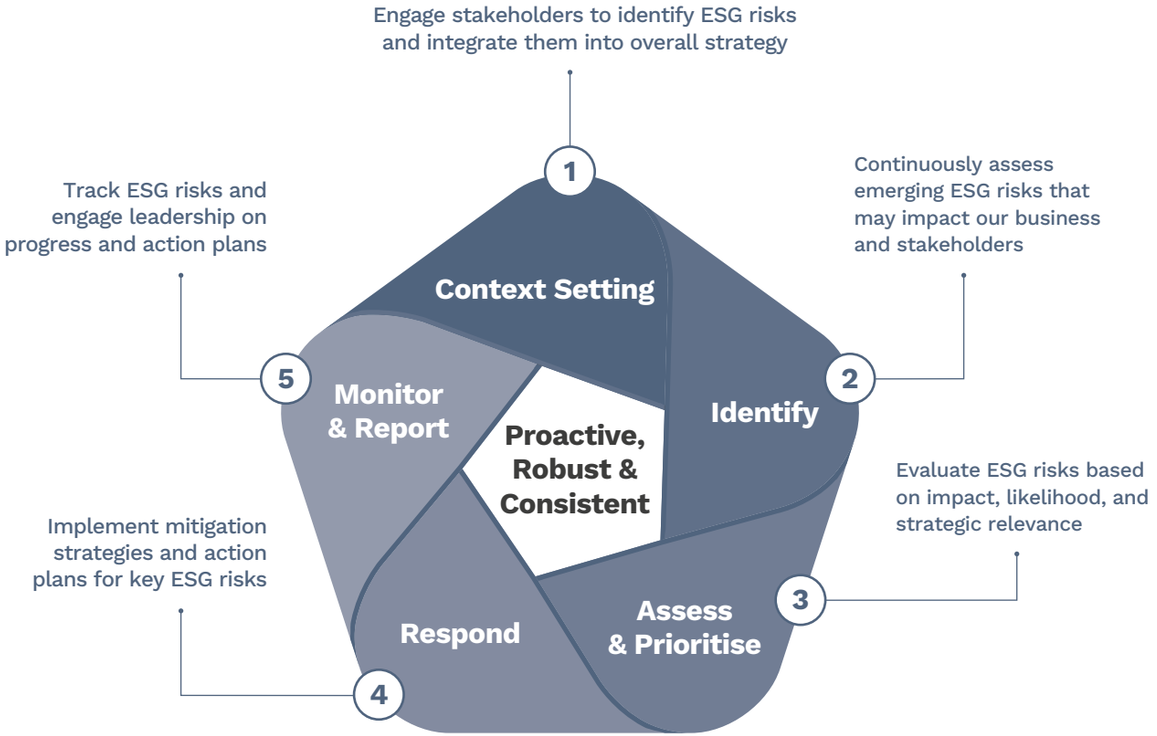
Sustainability Governance Structure



Sustainability Governance

The Group integrates sustainability risk management into its Enterprise Risk Management (ERM) framework to proactively identify, assess, and manage Environmental, Social, and Governance (ESG) risks. This approach is embedded across all levels of the organisation, with the Board and Board Risk Management Committee providing oversight, while Group Sustainability drives action plans to align with strategic priorities.

How ESG risks are managed at IHH Healthcare



Role of the Board and Committees	FY2024 Highlights
IHH Healthcare Board Oversees and endorses our sustainability direction and strategy. Issues approval of policies and statements.	• 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 the National Sustainability Reporting Framework (NSRF), which addresses the use of the IFRS® Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB) • 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 • Maintained oversight of the overall sustainability strategy and action plans in the short, medium and long term • Board approved two new policies: –Human Rights, Labour Standards, and Diversity & Inclusion policy –Group Responsible Sourcing policy • RMC reviewed standalone Sustainability Report 2023 • Board signed off on standalone Sustainability Report 2023
Board Risk Management Committee (RMC) Assists the Board in driving the Group's sustainability and climate-related agenda, and provides oversight of material sustainability matters across the Group's business strategies, operations, and decision-making process.	
Sustainability Committee Monitors regulatory obligations, sustainability trends, ESG risks and opportunities, sustainability KPIs, and strategy execution, ensuring the sound implementation of sustainability initiatives across our operations.	• Monitored progress against our 2023-2025 sustainability goals and other regulatory metrics • Reviewed standalone Sustainability Report 2023 • Developed proactive action plans to meet the evolving ESG reporting requirements including launch of the National Sustainability Reporting Framework (NSRF), which addresses the use of the IFRS® Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB) • Identified a preliminary list of climate-related risks and opportunities relevant to IHH • Reviewed two new policies: –Human Rights, Labour Standards, and Diversity & Inclusion policy –Group Responsible Sourcing policy • Group CEO and Group Head of Sustainability attended the COP29 United Nations Climate Conference • Kept abreast of latest ESG news and trends

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.

Our group-wide policies related to ethics and integrity, and our Group Code of Conduct are invaluable in empowering our workforce to make ethically and socially responsible decisions, as well as in fostering trust with our key stakeholders.

These policies and the Code are regularly reviewed to ensure compliance with the latest regulations across all our markets.

In addition to undergoing comprehensive training on these ethical policies, employees are also informed whenever updates are made. By having regular and multiple touchpoints, we hope to inculcate these standards as values that employees personally identify with.

2024 Update

In 2024, there were four 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 Gifts, Hospitality, Donations and Sponsorship (GHDS) Policy, and ensure compliance with all applicable laws, rules, and regulations relating to anti-corruption. Thus, ongoing and continuous efforts are put in place to ensure all IHH employees complete their anti-corruption training which includes both the ABC and GHDS trainings.

Percentage of employees who have received training on anti-corruption by employee category[1]

Total

89% FY24 | **92%** FY23

Senior Management FY24 **85%** | FY23 **81%**	Executive FY24 **87%** | FY23 **94%**
Management FY24 **90%** | FY23 **92%**	Non-Executive FY24 **90%** | FY23 **91%**

Percentage of operations assessed for corruption-related risks

100% FY24 | **100%** FY23

Confirmed incidents of corruption and action taken[2]

4 confirmed incidents FY24 | **3 confirmed incidents** FY23

[1] The percentage of employees who had received the anti-corruption training in all categories is inclusive of new employees still in probation and still within the period to complete the anti-corruption training for FY2024 reporting.

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

Code of Conduct

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

In 2024, we updated our Code of Conduct to align with our Human Rights, Labour Standards and Diversity and Inclusion policy.

Whistleblowing Policy & Platform

Our whistleblowing platform – EthicsPoint – provide employees with a confidential channel to report incidents of malpractice, improper conduct, wrongdoings, corruption, fraud, or abuse within the Group, without fear of retaliation.[3]

Scan to access EthicsPoint

Scan to view our Whistleblowing Policy

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.

[3] The reportable matter categories on the EthicsPoint whistleblowing platform include: Accounting and Financial Statement Matters; Bribery and Corruption; Disclosure of Confidential Information; Theft and Embezzlement; and Other Matters.

Patients

Empowering Our Patients

Empowering Our Patients

Our Material Matters

QUALITY OF CARE AND PATIENT STEWARDSHIP

- Evidence-Based, Safe, and Value-Based Care
- Fast, Efficient, and Empathetic Care
- Transparency in Billing and Outcomes

HEALTHCARE DIGITALISATION & INNOVATION

Providing higher quality care by improving digital and data capabilities and investing in innovative companies

DATA PRIVACY AND CYBERSECURITY

Protecting patients' right to privacy and safeguarding our operations from cyber-attacks and data breaches

UN SDGs

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

To meet our patients' needs and enhance their well-being, we constantly innovate to improve the quality of care they receive. We deeply value the trust our patients place in us, which is why we work tirelessly to uphold it by providing better, faster, more convenient, and transparent care.

In addition, we prioritise safeguarding sensitive patient data and ensuring that our hospitals, clinics, and laboratories operate securely and efficiently in today's digital landscape. Guided by our Patients First core value, we continually strive to grow and improve, always listening to and acting on what our patients want and need.

2024 Patients Highlights

↑ 113 to 202

Increased number of value-driven outcomes (VDO) quality indicators tracked to improve value-based care

Defined as achieving the best possible outcome relative to cost, VDO improves outcomes and care for patients while ensuring cost effectiveness through continual clinician-led improvements.

>8m

patients now have access to their medical records online

As part of IHH Healthcare's commitment towards enhancing patients' accessibility to their healthcare records and services, our suite of healthcare apps empower patients with greater convenience in accessing quality healthcare.

Invested and partnered with innovative companies to deliver better care:

- AI-powered technology to detect and diagnose sleep disorders
- Utilising AI video analytics to prevent patient falls

At IHH Healthcare, we continue to invest in and partner with promising healthcare companies to provide greater value to our patients, providers, and communities.

Our Approach

QUALITY OF CARE AND PATIENT STEWARDSHIP

- **Evidence-Based, Safe, and Value-Based Care**
- **Fast, Efficient, and Empathetic Care**
- **Transparency in Billing and Outcomes**

We put our patients first by staying laser-focused on Quality of Care and Patient Stewardship. This means delivering evidence-based, safe, and value-based care, in a fast, efficient, and empathetic manner, while staying transparent on matters relating to billing and outcomes.

Quality of Care and Patient Stewardship

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

•Evidence-Based, Safe, and Value-Based Care

We adopt a data-driven, multidisciplinary approach that tracks clinical performance. By optimising patient outcomes and cost-effectiveness, we adhere to global standards and foster long-term partnerships.

•Fast, Efficient, and Empathetic Care

We enhance efficiency and reduce errors through Lean Six Sigma training, while fostering a patient-centric culture by listening to feedback and rigourously tracking satisfaction metrics like NPS. Regular staff training and recognition ensure patients feel valued at every interaction.

•Transparency in Billing and Outcomes

We ensure transparency in the care and costs provided to patients. This includes accurate billing estimates using AI, and providing transparent medical and cost information at the point of decision-making.

Clinical Quality Indicators (CQIs) to Improve Patient Care

1. **Alignment**
We rigorously review indicators, use standardised terminology, and align with logical, accurate country-specific definitions and measurements.

2. **Stakeholder Engagement**
We then conduct stakeholder engagement with healthcare professionals and hospital administrators to ensure CQIs are measured accordingly.

3. **Regular reviews**
Post implementation, CQIs are monitored on a monthly & quarterly basis and evaluated biennially to determine if they should be included, retained, revised, or retired.

4. **Clinical Risk Assurance Framework**
Through the development of our clinical risk assurance framework, we are able to better access and refine our CQIs in order to ensure continuous quality improvement, enhanced patient safety, outcome measurement, transparency, and accountability.

Clinical Risk Assurance Framework

This framework ensures continuous quality improvement, enhanced patient safety, outcome measurement, transparency, and accountability. The 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

Our Approach

Optimising Care for Our Patients Through Value-Driven Outcomes (VDO)

VDO is a patient-centered approach designed to enhance health outcomes efficiently while optimising the use of available resources. Delivering value-based outcomes begins with understanding the true costs of care.

In 2022, IHH Healthcare established a baseline for clinical quality indicators at 113. By 2025, we expect this number to increase to 360 – allowing us to track and monitor patient outcomes more effectively. While the widened base may prove to be challenging to maintain our outcome percentage, we will continue pushing to reach our target percentage figure of 90% by 2025.

Our VDO Roadmap

	2020	2021	2022	2023	2024	Target 2025
Procedures	4		8			
Indicators		73	113	157	202	360
Outcomes		96.1%	94.3%	95.7%	91.7%	>90%

Current VDO Procedures Across Our Network

- Total Knee Replacement
- Anterior Cruciate Ligament Reconstruction
- Colonoscopy
- Percutaneous Coronary Intervention
- Laparoscopic Cholecystectomy
- Hysterectomy
- Breast Cancer Surgery
- Coronary Artery Bypass Graft Surgery

Our Approach

HEALTHCARE DIGITALISATION & INNOVATION

Providing higher quality care by improving digital and data capabilities and investing in innovative companies

Patients today expect higher standards of care, a more active role in their own health management, and a greater focus on preventive medicine. To meet these expectations, we leverage on innovative partnerships and digital transformation to enhance care and bring service delivery to a new level of convenience and efficiency.

Healthcare Digitalisation & Innovation

We aim to enhance our digital capabilities for patient convenience, accessibility, and value. Our digital transformation strategy focuses on enhancing patient convenience and accessibility through digital channels, strengthening in-house capabilities, improving hospital operations, and forging partnerships with companies to expand offerings. To drive success, we focus on three key areas:

Technology-Driven Quality of Care

With digitalisation enhancing the way we work across internal and external systems, our hospitals are able to run more efficiently and clinicians are able to make improved healthcare decisions.

Patient Engagement and Empowerment

New innovations allow us to meet the evolving needs of patients, while empowering patients to be more involved in managing their own health. This allows for patients to enjoy personalised, holistic, and cost-effective care.

Intelligence Mining

By converting data into insights, we are able to drive operational and clinical excellence, support patient growth, and build new businesses.

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.

Ongoing Partnerships

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 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.

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.

Learn more about the new partnerships formed in 2024 on page 26

Our Approach

DATA PRIVACY AND CYBERSECURITY

Protecting patients' right to privacy and safeguarding our operations from cyber-attacks and data breaches

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, but would, more critically, also affect our ability to deliver quality care. As such, we have put in place stringent safeguards to secure data privacy and bolster cybersecurity.

Data Privacy and Cybersecurity

We take cybersecurity and patient confidentiality very seriously and have put in place stringent measures to safeguard against any potential threats. 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 protects our IT systems against cyber threats whilst also having the capability to quickly detect, isolate, and recover from 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

Additionally, we aim to implement a structured framework to manage risks and further sustain our Data Protection Officers (DPOs) with the relevant guide to address gaps, implement controls, monitor changes, and manage incidents or data subject rights.

Our Progress and Highlights

Quality of Care and Patient Stewardship

Evidence-Based, Safe and Value-Based Care
IHH Healthcare has embarked on a journey to improve clinical outcomes and enhance patient experience. Our wide-ranging initiatives include the introduction of clinical quality indicators and investment in new medical technologies.

Through a robust clinical governance framework, IHH ensures high-quality patient care by upholding stringent standards, continuous monitoring, and evidence-based practices. This framework supports a culture of accountability, transparency, and ongoing improvement, reinforcing IHH's leadership in healthcare.

We made great strides in improving value-driven outcomes by maintaining the outcome percentage above 90% despite a 79% increase in indicator base.

Fast, Efficient and Empathetic Care
In terms of service excellence, we have made significant progress against our goal of "being in the top quartile in Net Promoter Score (NPS) in our core markets by 2025" by completing the NPS benchmarking study and achieving our goal in Singapore and Türkiye in 2024. The NPS benchmarking studies for our two remaining core markets – Malaysia and India – are slated to complete in 2025.

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 2024, our operational excellence metric stands at 72.1% against the 2023 baseline of 54.6%.

Transparency in Billing and Outcomes
Through our commitment to transparency, we are continuously aiming to improve our billing estimate accuracy across our core markets. In 2024, IHH Malaysia and IHH Singapore reported a combined bill estimate accuracy rate of 82%, while Acıbadem Türkiye operations reported a a 95% accuracy for two hospitals, with plans to deploy to all hospitals end-2025.

Our billing estimate tool in Malaysia and Singapore – FeeAdvisor.ai – provides an estimate range based on historical item utilisation and price. Pricing changes at the beginning of 2024 had led to a temporary decline in billing accuracy rate, and this was rectified once system enhancements utilising the latest pricing were completed. However, the temporary decline in Q1 resulted in a lower YTD figure being reported for 2024.

Targets and Metrics

Targets	Metrics	2022	2023	2024
Quality of Care and Patient Stewardship				
Achieve 90% of Value-Driven Outcomes (VDO) at or above international benchmarks[1] for 360 indicators[2] 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]	Achieved 91.7% for 202 outcome indicators[3]
Billing estimates to be 90% accurate in our core markets[4] by 2025	Percentage of billing estimate accuracy[5] in our core markets	85% in Malaysia and Singapore	87% in Malaysia and Singapore	82% in Malaysia and Singapore
Admission for A&E cases to be within one hour of doctors' instructions in our core markets[4] 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%	72.1%
Be in the top quartile in Net Promoter Score[6] (NPS) in our core markets[4] 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	Achieved for Singapore and Türkiye; On track for Malaysia and India

1 International benchmarks are derived from published medical literature in peer-reviewed journals.
2 Projected 360 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.

Our Progress and Highlights

Healthcare Digitalisation and Innovation

IHH Healthcare's suite of digital healthcare apps empowers our patients to manage their healthcare journey by seamlessly integrating online and offline care. In 2024, over eight million patients gained access to their medical records online through these apps.

myhealth 360
Available in Malaysia and Singapore

ACIBADEM ONLINE DOCTOR
Available in Türkiye and Europe

SmartHealth
Available in Hong Kong

New Innovative Partnerships and Investments

1. **Upright Photon Alliance** – IHH Healthcare joined the Upright Photon Alliance, an international research consortium led by Leo Cancer Care, to explore a new form of photon radiation treatment for cancer patients. Upright photon therapy differs from the conventional method by offering a faster pre-treatment setup, with patients in a vertical position.

2. **Belun Technology** – An AI-powered device for detecting and diagnosing sleep apnea and other sleep disorders, IHH has invested in Belun Technology to make diagnosis more convenient and accessible for patients, as well as assist physicians and sleep specialists in better understanding a patient's sleep stages for the formulation of a personalised treatment plan.

3. **SmartPeep** – Utilising SmartPeep's AI video analytics, we can now monitor patient movement, predict attempts to get out of bed, and alert nurses to prevent falls.

Data Privacy and Cybersecurity

As a leading healthcare provider, we strive to ensure the proper handling of patient data while building trust in our ability to protect it.

In 2024, a roadmap for competency development was identified for our Division Data Protection Officers (DPOs) to undertake, thereby ensuring compliance with regulatory requirements and achieving our business goals.

In cases where there are substantiated complaints concerning breach of customer privacy and loss of patient data, the complaints are investigated and where necessary, relevant consequence management is undertaken.

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.

Targets and Metrics

Targets	Metrics	2022	2023	2024
Healthcare Digitalisation & Innovation				
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	8 million
Data Privacy and Cybersecurity				
Number of substantiated complaints concerning breach of customer privacy and loss of patient data		NIL	NIL	1

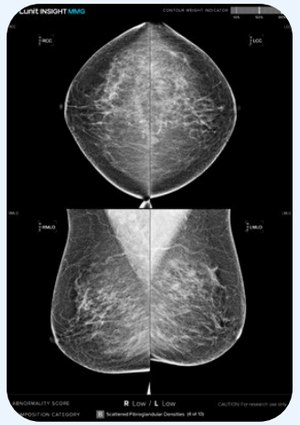
Our Progress and Highlights

Leveraging AI-Driven Technology to Improve Diagnostic Results

The healthcare sector is poised for a revolution, with artificial intelligence (AI) playing a pivotal role in transforming how we diagnose and treat diseases.

AI's ability to process vast amounts of data quickly and accurately is reshaping the landscape, offering new ways to improve health outcomes globally.

Across our global operations, we are integrating AI to enhance, patient care, improve operational efficiency, and drive innovation. Here are a few examples of how AI has improved our diagnostic capabilities:



IHH Malaysia

Gleneagles Hospital Johor (GHJ) has reduced reporting turnaround time while delivering highly accurate diagnostic results to patients by adopting AI-driven Imaging solutions since 2022. As the first Hospital in Malaysia to implement AI technology for abnormality detection in chest X-ray and CT brain, the hospital pioneered this innovation with Annalise AI on chest X-ray, which is capable of automatically detecting up to 124 abnormalities in under 20 seconds.

In 2024, GHJ extended the use of this technology to encompass CT brain, which could detect up to 130 abnormalities with results provided in less than two minutes.

IHH Singapore

Since January 2024, Gleneagles Singapore has integrated South Korean company Lunit's AI-powered mammography analysis solution, Lunit INSIGHT MMG, into its breast screening workflow. The technology was applied on over 5,000 cases in 2024.

Additionally, since October 2024, Parkway Radiology has deployed China-based Sensetime AI software for CT Lung Nodule analysis to more accurately detect, measure, and assess lung nodules.

Gleneagles Hong Kong

Gleneagles Hong Kong adopted Australian company Annalise's Enterprise AI for Chest X-rays (CXR) and CT Brain (CTB) scans. This AI-powered solution, which 90% of radiologists have reported more accurate results, enhances diagnostic accuracy and speeds up report preparation.

CXR detects up to 124 findings, improves accuracy, and reduces critical findings, while CTB detects up to 130 findings, aiding faster diagnosis of critical conditions like cerebral haemorrhages.

In 2024, 18,071 CXR and 1,133 CTB cases utilised AI, resulting in quicker, more reliable diagnoses and improved patient outcomes.

Transforming Patient Journey

In 2024, Gleneagles Hospital Johor embarked on Project Polaris: an initiative which has transformed patient's journey by markedly reducing waiting time for admission and discharge processes by 38% and 28% respectively.

This project witnessed the formation of a "Central Resource and Coordination (CRC)" department which acts as a central point of reference for a patient's journey in the hospital, from pre-admission forecasting to the entire admission and discharge process. This project as a whole has changed the landscape for a patient's journey with the successful implementation of leaner and more streamlined processes, significantly reducing hospital admission and discharge times and enhancing overall efficiency.

In recognition of their success, Project Polaris was awarded best Quality Improvement Project in the Service Excellence category, during the 9th IHH Quality Summit 2024.

Our Progress and Highlights

Utilising Data to Transform Patient Care

To combat chronic non-communicable diseases more effectively, Acıbadem Healthcare Group upgraded their information management system to help medical teams make better decisions, and encourage patients to embrace preventive care.

A labour of love by a cross-function team comprising breast cancer and diabetes mellitus, Information Technologies, and Medical Affairs, this project aims to build a collaborative database, while encouraging the medical team to collect real world patient data on a volunteer basis.

These databases will be aligned with available patient oriented pathways. Our next stop would be to utilise the data to create internal and external benchmarking. We stand side-by-side with our patients and encourage all to take control of their health.

Spotlight on Data Privacy and Cybersecurity at the Inaugural IHH Risk and Compliance Forum 2024

In July 2024, we dove deep into what it means to be the world's most trusted healthcare network. IT security and medical quality including cybersecurity, AI, data security and data privacy, as well as experts from diverse fields came together to chart a course towards unparalleled corporate governance and operational resilience.

Corporate governance is the very foundation of our business, on which we build trust with and deliver long-term value to our stakeholders. This in turn advances our vision to be the most trusted healthcare services network and supports our aspiration to Care. For Good. – for Patients, People, Public, and Planet, for generations to come.

To remain proactive, healthcare providers must identify key disruptions, understand their impacts, and develop capabilities to tackle them as we live in a fast-changing world with increasing uncertainties, including cyber-attacks and data breaches.

The Forum has inspired attendees to thrive in the ever-changing landscape of healthcare risks and challenges. Through training and learning platforms such as this Forum, we hope to equip our employees with the resources to take risk and compliance including data privacy to the next level at IHH Healthcare.

Nationwide Training for Privacy Officers: Preparing for the Upcoming PDPA 2010 Amendment

In July 2024, IHH Healthcare Malaysia organised Privacy Officer Training to upkeep the personal data protection knowledge to the privacy officers across the nation. This training marks a foundational step, providing an essential briefing to the team for the role as a Data Protection Officer.

Our Progress and Highlights

Gleneagles HealthCity Chennai Celebrates Over 100 Successful Robotic Assisted Cancer Surgeries in One Year

In June 2024, Gleneagles HealthCity Chennai marked the completion of over 100 robotic cancer surgeries within a year. The oldest patient was an 82-year-old lady with stage III ovarian cancer who underwent robotic cytoreductive surgery with HIPEC – a first in India. This procedure was made possible with the latest Da Vinci Xi System, the latest fourth-generation robot. The Hospital celebrated this accomplishment with actor and director, Padma Shri Kamal Hasan.

"This fourth-generation technology has enabled our hospital to conduct over 100 complex yet successful robotic cancer surgeries with unparalleled precision and efficiency thus signifying a critical leap forward in enhancing surgical capabilities and patient outcomes. This minimally invasive approach not only reduces recovery time drastically, with patients often discharged within days rather than weeks but also decreases blood loss and lowers the risk of complications. Also, we can confidently claim that all the surgeries performed by us are truly zero conversion surgeries. This means there are no complications that have arisen post-surgery for the past year in any of our patients," said Prof Dr S. Rajasundaram, Director, Gleneagles Cancer Institute, Head – Surgical Oncology and Director – Robotic Programme, Gleneagles HealthCity Chennai.

"The versatility of robotic surgery which extends across various types of cancer, including esophageal, stomach, colon, rectal, and gynecological cancers, allow for targeted cancer treatment without the need for extensive abdominal incisions, thereby improving patient outcomes and quality of life. Moreover, the precision afforded by robotic systems, equipped with 3D vision and high magnification capabilities, enhances surgical accuracy to unprecedented levels. Surgeons operating these consoles experience reduced physical strain, translating to sharper, more accurate procedures," added Dr Rajasundaram.

The future of medicine is undeniably fuelled by technology-driven advancements. As more robotic programmes are introduced, costs are expected to decrease, making robotic surgery increasingly accessible. This technology represents the future of surgical precision and accessibility; with advancements in 5G technology and artificial intelligence, expert surgeons will be able to operate remotely across vast distances, from Chennai to Trichy or anywhere globally.

Healthier SG with Parkway Shenton

Parkway Shenton completed its first year of participation in Healthier SG, enrolling more than 23,000 residents into its Primary Care Network (PCN) of 36 clinics.

Healthier SG 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 community resources to drive preventive and holistic care, thereby reducing the incidence and severity of chronic diseases that will strain national healthcare systems.

In the private GP space, the PCN leads in clinical compliance and outcomes, achieving high compliance rates for Diabetes, Hypertension, and Hyperlipidemia management for chronic patients. The proportion of chronic patients managed by the PCN having optimal disease control is also one of the highest in Singapore.

One of our clinics, the Parkway Shenton Family Medicine Clinic at Ang Mo Kio which takes care of more than 7,000 chronic patients, completed a major renovation in October 2024. The refreshed clinic now presents a more conducive environment for elderly patients and provides a full suite of medical services to treat and manage chronic conditions.

By keeping chronic conditions under control, our patients can enjoy a good quality of life with minimal disruption, in turn lowering the burden of chronic diseases on national healthcare systems in the long run.

The Parkway Shenton PCN will continue to be a key supporter of Healthier SG and looks forward to the next phase of the programme when more chronic conditions will be covered.

Gleneagles Hospital Mumbai Launches Paediatric Bone Marrow Transplant Facility

In response to the growing need for specialised paediatric care, Gleneagles Hospital Mumbai announced in May 2024 the expansion of its bone marrow transplant (BMT) programme to include dedicated services for paediatric patients.

This initiative aims to provide comprehensive BMT services catering specifically to children, offering renewed hope and advanced treatment options for paediatric haematologic and oncologic conditions.

Dr Ruchira Misra, Senior Consultant Paediatric Haematologist-Oncologist and Transplant Physician, Gleneagles Hospital Mumbai, is spearheading this new programme.

"We are thrilled to introduce paediatric bone marrow transplant services at Gleneagles Hospital Mumbai. Paediatric BMTs offer a chance of cure for a number of diseases, like relapsed blood cancers, neuroblastomas, thalassemia, sickle cell anaemia, Wiskott-Aldrich syndrome, and many more conditions. However, these children require very specialised care during their treatment."

The launch of this BMT programme is but one of many ways that IHH Healthcare is striving to provide quality, safe, and empathetic care; one patient, one family, one touch at a time.

Looking Ahead

Quality of Care and Patient Stewardship

Evidence-Based, Safe, and Value-Based Care

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.

Fast, Efficient, and Empathetic Care

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.

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.

Transparency in Billing and Outcomes

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.

Healthcare Digitalisation & Innovation

We are fully committed to shaping the future of healthcare through digitalisation and innovation.

Moving forward, we are refreshing our IT roadmap to give even greater support to our aim to improve operational efficiency and clinical excellence. This includes starting the roll out of Electronic Medical Records into IHH Malaysia hospitals.

At the same time, we will be tapping into our Innovation Fund, where we'll invest in and partner with novel and potentially disruptive companies in digital health and tech-enabled healthcare services to expand IHH's capabilities and grow our healthcare ecosystem. Through strategic partnerships, we develop new products and services to better serve our patients.

Data Privacy and Cybersecurity

As part of our commitment to achieve and maintain sound data protection practices and keeping personal data secured, we will continually align ourselves to international best practice and standards by reviewing existing framework and policies to better manage and reduce privacy implications in healthcare innovations and new tech adoption.

Setting 2030 Patient Goals

As we wrap up our first set of sustainability goals in 2025, we will also be unveiling our next set of prioritised Patients-related sustainability goals.

Patients Scorecard

Targets	Metrics	2022	2023	2024
Quality of Care and Patient Stewardship				
Achieve 90% of Value-Driven Outcomes (VDO) at or above international benchmarks[1] for 360 indicators[2] 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]	Achieved 91.7% for 202 outcome indicators[3]
Billing estimates to be 90% accurate in our core markets[4] by 2025	Percentage of billing estimate accuracy[5] in our core markets	85% in Malaysia and Singapore	87% in Malaysia and Singapore	82% in Malaysia and Singapore
Admission for A&E cases to be within one hour of doctors' instructions in our core markets[4] 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%	72.1%
Be in the top quartile in Net Promoter Score[6] (NPS) in our core markets[4] 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	Achieved for Singapore and Türkiye; on track for Malaysia and India
Healthcare Digitalisation & Innovation				
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	8 million
Data Privacy and Cybersecurity				
Number of substantiated complaints concerning breach of customer privacy and loss of patient data		NIL	NIL	1

1 International benchmarks are derived from published medical literature in peer-reviewed journals.
2 Projected 360 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.

People

Shaping the Best Place to Work

Nurturing A Healthier Society

Our Material Matters

WELL-BEING AND DEVELOPMENT

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

DIVERSITY AND INCLUSION

Diversity and Inclusion enhance synergy within the organisation. The diverse perspectives of employees drive creativity, innovation, and satisfaction.

UN SDGs

At IHH Healthcare, our people are integral to the high standards of care we provide, and we are deeply committed to creating a workplace where each employee's growth, well-being, and contributions are valued. We aim to be the employer of choice within the private healthcare sector across our markets by 2025. To realise this goal, we continue to develop programmes that prioritise well-being, provide diverse career development opportunities, and foster a culture of inclusivity and respect.

Our focus on Well-Being and Development, coupled with Diversity and Inclusion initiatives, underscores our strategic approach to creating a resilient and compassionate workforce. By continuously refining these areas, IHH Healthcare remains on track to achieve its 2025 goals, ensuring that our workforce is not only supported but also empowered to provide the highest quality of care.

Our commitment to sustainability and equity strengthens our standing with stakeholders and investors who value an organisation that prioritises both employee welfare and corporate responsibility.

2024 People Highlights

202
leaders and managers trained and certified as Mental Health First Aiders

3%
above Global Healthcare Benchmarking score[1] in 2024 Employee Engagement Survey score

49%
women in leadership roles[2] across IHH Healthcare

>1.2m
training hours achieved across IHH Healthcare

[1] The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 27 million respondents across 914 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 98 companies worldwide, with more than 2.5 million respondents.

[2] 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.

Our Approach

WELL-BEING AND DEVELOPMENT
- **Employee Safety and Total Well-Being**
- People Engagement and Talent Development

We are able to deliver quality care to our patients because of our dedicated people. For this reason, we put caring for our people at the centre of everything we do. Underpinning all our efforts is the culture of safety and wellness at IHH Healthcare. Across the Group, both management and employees demonstrate deep commitment to workplace safety and total well-being by making workplace safety and mental health a priority.

Employee Safety and Total Well-Being

Our holistic approach towards workplace health and safety entails injury, illness, accident prevention, mental health, and psychological safety. By adopting a proactive safety culture, we are able to anticipate potential hazards and tailor strategies to eliminate them before incidents occur or affect IHH's overall operations and mission.

Health and safety policies have been incorporated into our daily operations at the individual hospital and country level. It dictates the commitment from top management towards protecting our employees, patients, visitors, and assets. Furthermore, it provides a directional framework to prevent accidents and to ensure adherence to legal requirements.

We have also put in place comprehensive safety, training, and monitoring programmes to foster a safe and productive work environment. To ensure that we stay on the right track, we use performance indicators such as:

Lost Time Incident Rate

Number of Workplace Related Fatalities

Number of employees trained on health and safety standards

In addition, we survey our employees on psychological safety and well-being.

Beyond ensuring a safe work environment, we empower employees to take ownership of their well-being through a holistic approach aligned with the World Health Organization's Well-Being Index. This model addresses five essential dimensions:

Physical
Supporting physical health and wellness

Mental
Helping employees manage stress and relationships

Emotional
Valuing feelings, resilience, and mental balance

Recovery
Enabling rest and rejuvenation to unlock potential

Purpose
Fostering fulfilment and a sense of meaning in work

Our Approach

WELL-BEING AND DEVELOPMENT
- Employee Safety and Total Well-Being
- **People Engagement and Talent Development**

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

People Engagement and Talent Development

At IHH Healthcare, fostering an engaging work culture begins with actively listening to our people. Through interactions such as Employee Engagement and Pulse surveys, regular performance dialogues and town halls, we gain valuable insights from our employees that help us shape a workplace experience that resonates with them. These insights also inform us in shaping our wider company policies.

Employee engagement remains a key part of our leaders' goals and objectives, thereby creating accountability for business leaders along the way. This ensures that progress and achievements remain a highly visible item on our Board agenda. It also aids in promoting the discussion of best HR practices, and continuous improvement models.

Our Employee Listening and Engagement model is framed under IHH's internal methodology named S.T.E.P.S *(Survey, Technology enablement, Evaluate, Plan, Solutions)*, to ensure the listening model becomes actionable at all levels within the organisation, as well as relevant and impactful to our varied employee segments, regardless of their function and demographics.

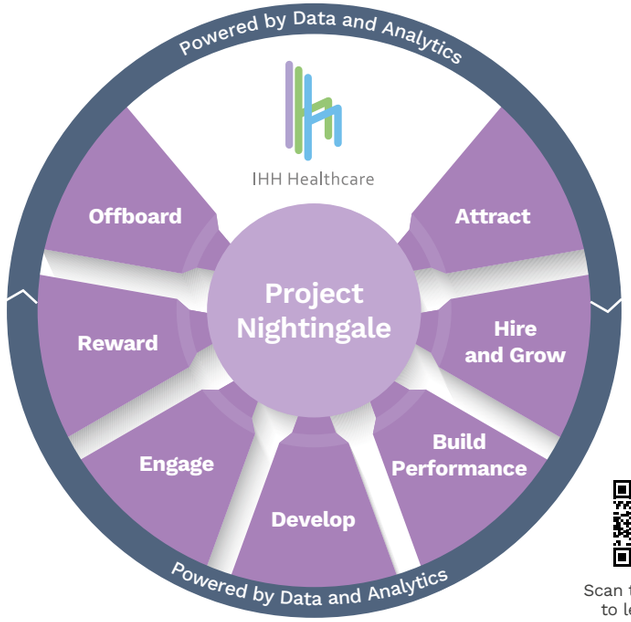
Learning & Development: A Core of People Engagement

Learning and development programmes are essential not only for employee growth but also for attracting new talent and maintaining a pipeline of multi-skilled professionals who support IHH's vision of excellence in healthcare. By cultivating a strong learning culture, we help our people enhance their current skills and develop new ones as they advance in their careers with us.

We are passionate about helping our employees reach their full potential because when our employees grow, we grow too. To achieve this goal, we build an enriching workplace where all our employees are empowered to do their best work and to learn and grow in their role and career.

One of our key talent management programmes is Project Nightingale. It encompasses the entire nursing lifecycle, to attract, hire, engage, retain, develop, and promote internal talent.

Creating a positive experience for all of our employees not only ensures a stable pipeline of healthcare practitioners, it also helps us achieve our vision of becoming the world's most trusted healthcare provider.



Scan the QR code to learn more

People Insights for Continuous Improvement

We also leverage insights derived from data and analytics to drive continuous improvements, explore emerging topics through analysis, and provide valuable data to support leaders and teams in their action planning to address employee needs at every stage of the employee lifecycle. This proactive approach enables leaders to make more informed decisions and strategies, helping us to consistently enhance engagement throughout the organisation.

Our Approach

DIVERSITY AND INCLUSION

Diversity and Inclusion enhance synergy within the organisation. The diverse perspectives of employees drive creativity, innovation, and satisfaction.

We view diversity and inclusion as central to our success and an enabler of quality patient care. Across our markets, we strive to create workforces that are representative of the patient populations, enabling us to provide our patients with culturally-empathetic care. Diversity in hospital teams not only enhances communication between patients and healthcare providers, it also increases productivity and employee retention.

The 5 Dimensions of Diversity

We believe that to build a culture of Diversity and Inclusion (D&I), it begins with being open, empathetic, and respectful of others' unique qualities. When these principles are embraced, a sense of belonging is naturally fostered.

At IHH Healthcare, we use the 5 Dimensions of Diversity – Gender, Generational, Differently Abled, Skillset, and Cultural, to guide our D&I efforts in our various markets. To build diverse teams, we adopt a Glocal (Global + Local) approach that blends targeted global strategies with the unique social, economic, and cultural fabric of each market. This ensures that diversity is meaningful and relevant within each region.

Gender: 49% of leadership positions* across the organisation are held by women

Generational: Our workforce is well represented across generations from Baby Boomers to Generation Z

Differently Abled: 1st healthcare organisation in Singapore to train and hire persons on the autism spectrum in healthcare jobs

Skillset: >200 of our leaders and managers are equipped with skills to champion D&I in their teams

Cultural: IHH Healthcare's workforce consists of over 40 nationalities across the 10 countries we operate in

* 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.

Our Progress and Highlights

WELL-BEING AND DEVELOPMENT

Workplace Health & Safety

We believe that all injuries at the workplace are preventable and will continue to put in place new measures and strengthen existing ones to minimise safety incidents and employee downtime. In 2024, we hired a dedicated Group-level resource to oversee Workplace Health & Safety (WSH) matters across IHH Healthcare. A Lost Time Injury Technical Manual was developed and communicated to all WSH market leads. Additionally, we refined the injury classification system to better categorise the severity and nature of injuries. This allowed us to identify trends and address specific safety concerns more effectively.

Safeguarding Mental Health

In 2024, IHH Healthcare extended its collaboration with Intellect, a company which offers end-to-end digital mental health and wellness services, to offer free, comprehensive mental health resources for over 24,000 employees across five of the countries we operate in. This expansion addresses healthcare worker burnout and contributes to enhanced employee well-being, while building over existing initiatives and programmes driven at local level.

Launch of Mental Health First Aid Programme (MHFA)

In June 2024, IHH Healthcare partnered with Intellect to launch the Mental Health First Aid Programme, aimed at increasing mental health literacy and shaping a healthy and supportive workplace culture.

The programme saw over 202 leaders and managers being certified as Mental Health First Aiders (MHFA). These trained MHFAs are equipped to identify early signs of mental health challenges, offer initial assistance, and guide colleagues to make use of available professional resources.

Conducted over the course of several webinars, we furnished our leaders at IHH Healthcare with the essential skills needed to proactively support and guide employees navigating mental health challenges.

We also organised an MHFA course to improve mental health literacy among employees. Held over two physical sessions, the course equipped participants with useful skills for offering initial support to their colleagues, before referring them to professional help.

Targets and Metrics

Targets	Metrics	2022	2023	2024
Employee Safety and Total Well-Being				
To reduce lost time injuries across the Group	Lost time incident rate[1]	Established baseline	13.4	1.15[2]
To have zero workplace fatalities across the Group	Number of work-related fatalities	0	0	0

[1] Lost time incident rate (LTIR) 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] In 2024, we completed the standardisation of LTIR definition across our operations. This included the streamlining of reporting protocols to focus on more severe injuries, thereby reducing the number of minor incidents recorded, leading to a lower LTIR relative to 2023.

Our Progress and Highlights

WELL-BEING AND DEVELOPMENT

Empowering Our Employees to Thrive

To cultivate leadership excellence, we continued to run our flagship leadership programmes that equip our business leaders and nursing managers with skills to navigate complex challenges and drive patient-centered care. These programmes include:

I.GLOBE – Designed to strengthen our Hospital CEOs and Enterprise leaders' business capabilities and mindsets for achieving current and future business performance goals.

I.LEAD – To help our nursing leaders strengthen their leadership and management capabilities while cultivating future-ready mindsets and behaviours.

In 2024, we also launched I.ELEVATE and I.SHINE, which serve as respective extensions of our I.GLOBE and I.LEAD programmes. I.ELEVATE focuses on training up our future leaders to lead in the dynamic healthcare industry, while I.SHINE incorporates local contexts in training up nursing managers to excel in their roles.

Supported by the IHH Learning Academy, personalised development pathways are made available to our employees, to foster a culture of continuous learning to meet future healthcare demands.

In addition to training, we adopt an employee listening model that includes running employee engagement and pulse surveys across all of our markets. We also employ external benchmarks that provide our leaders with local market perspectives across the different employee experience drivers that affect our employees' personal and professional development and growth in our organisation.

When comparing our engagement score to large and prominent companies from Fortune 500 and FTSE 100 benchmark groups, IHH employees show higher levels of scoring in key topics such as engagement, recognition, and collaboration. The results also show a higher appreciation on topics related to development and growth opportunities, as well as alignment between their skills and job requirements.

In 2024, we expanded the analysis and action planning capabilities of our managers in analysing the EES results to identify focus areas and deep-dive into understanding delights and concerns shared by the employees. They are better equipped to design structural solutions and support their local leaders in addressing gaps and challenges identified in the EES.

Targets and Metrics

Targets	Metrics	2022	2023	2024
People Engagement and Talent Development				
Increase global nursing talent pool by 10% by 2025	Percentage increase in nursing talent roles	Established baseline	5.6% above baseline	14% above baseline
Employee Engagement Survey (EES) score to be above Global Healthcare benchmarks[1] by 2025	Employee Engagement Score	Established baseline	2% above Global Healthcare benchmarking score	3% above Global Healthcare benchmarking score

[1] The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 27 million respondents across 914 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 98 companies worldwide, with more than 2.5 million respondents.

Our Progress and Highlights

DIVERSITY AND INCLUSION

Overall, we made significant strides in fostering equitable opportunities globally. To advance our Diversity and Inclusion (D&I) agenda, we continued to rely on our flagship I.GLOBE leadership programme to gather perspectives and ideas from across a balanced representation of genders, cultures, and nationalities. 2024 also saw us launching the I.INCLUDE training programme, which encompasses team pulse surveys, workshops, and inclusion champions across markets.

Through these aligned initiatives, IHH Healthcare has committed to delivering on its 2025 goals while setting a benchmark for sustainability in the healthcare industry.

Targets and Metrics

Targets	Metrics	2022	2023	2024
Diversity and Inclusion				
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%	49%

* 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.

Commitment to Inclusive Employment and Human Rights

As part of IHH Healthcare's commitment towards human rights and fair labour standards, we continued to implement initiatives that ensure respect, fairness, and support for all employees across our global operations.

Fair Wage Practices
Some of the initiatives that were rolled out included ensuring fair wage practices across our various markets. For example, in Singapore, we adhered to the Progressive Wage Model, which saw close to 270 employees receive increased wages commensurate with their skills and experience. In our other markets, we also complied with or exceeded minimum wage requirements to promote a high quality of life for all employees.

In addition to compliance with local labour laws, we also conducted regular reviews of wages based on local living standards in each of the markets.

Freedom of Association
Across all our markets, we support the right to freedom of association. As such, employees are free to join labour unions without fear of discrimination or retaliation.

Whistleblowing Protections
All of our employees are provided with secure, confidential channels to report unethical practices, harassment, or any violations of rights. IHH Healthcare's Whistleblowing Policy ensures that all employees can safely raise concerns, without fear of retaliation.

Inclusive Employment Practice
We are committed to promote inclusive practices in the workplace. For example, Gleneagles Hong Kong (GHK) signed the Racial Diversity and Inclusion Charter for Employers in February 2024.

On a day-to-day basis, GHK has also been promoting inclusive practices in the workplace through talks and information booths that inform about topics such as what Diversity, Equity, and Inclusion means.

Access our Human Rights, Labour Standards, and Diversity & Inclusion policy to learn more

Our Progress and Highlights

Prioritising Mental Health

In celebration of World Mental Health Day, which happens every year on 10 October, IHH Healthcare lined up a month-long series of events to promote mental health across its markets.

In support of this year's theme, "It is time to prioritise mental health in the workplace", various talks and webinars covering useful topics such as "The power of positive relationships" and "Turning triggers into triumphs" were organised. We also held a global well-being challenge, requiring participants to introduce their team members as well as post team photos, as a way to build up mental health resilience.

To kick off the month of activities, IHH Healthcare CEO, Dr Prem Kumar Nair, gathered with several other leaders and mental health champions from Singapore, Malaysia, and India to renew the organisation's commitment to mental health. The session included a panel discussion where personal stories and practical tips on breaking mental health stigma were shared.

Dr Prem also took the opportunity to emphasise the importance of leadership in fostering a healthy work environment. He highlighted resources available such as Employee Assistance Programmes, Doctor Anywhere, MyHealth360, and Intellect. The latter has now been fully rolled out across Hong Kong and IHH Malaysia, including in its two latest acquisitions – Timberland Medical Centre and Island Hospital Penang.

Aside from the launch day event, various IHH Healthcare entities from our different markets also ran their own mental well-being programmes to commemorate World Mental Health Day.

- China – IHH China organised educational online and in-person workshops and talks, hosted by healthcare professionals. One of the talks focused on the use of Eye Movement Desensitisation Reprocessing Therapy to treat trauma.
- Hong Kong – Various seminars and talks on mental health were held. At one of these events, participants had the chance to de-stress by blending smoothies using pedal-powered blenders.
- Malaysia – Two country-wide talks on mental well-being were held.
- Singapore – A series of unique events were held to promote mental well-being, including an ice-cream session, a massage session, an indoor cycling event, and a silent tea experience.

WorkWell Leaders Awards

The WorkWell Leaders Awards is one of the most recognised industry events on workplace mental well-being. This year's event saw a 50% increase in awards nominations from the previous year. Our very own Group CEO, Dr Prem Kumar Nair, was presented with their prestigious Wellbeing CEO Award.

Over 400 CEOs and their teams, representing 46 organisations, were also present to celebrate best practices in addressing systemic change in workplace well-being.

Our Progress and Highlights

Launch of Two New Programmes for Future Leaders and Nursing Managers

In 2024, IHH Healthcare launched two new leadership programmes to complement our existing programmes for leaders and nursing managers.

I.ELEVATE
The first, I.ELEVATE, is an extension of our award-winning I.GLOBE programme, which prepares future leaders to lead in the dynamic healthcare industry. Unlike I.GLOBE which seeks to unite senior leaders from our global markets, I.ELEVATE has a more targeted focus to prepare future leaders within each of our markets.

Crafted based on insights from our Country, Market, and Hospital CEOs, and grounded in our core principles of Patient Centricity, Business Growth Mindset, and Ecosystem Building, I.ELEVATE seeks to help participants sharpen decision-making, lead with empathy, and better understand how their roles impact the growth of our organisation.

I.ELEVATE was launched in Brunei, Singapore, and Malaysia, and will be progressively rolled out to more of our markets.

I.SHINE
Like I.ELEVATE, I.SHINE is an extension of our I.LEAD programme for nursing leaders. While both programmes are designed to cultivate management capabilities and future-ready mindsets in our nursing leaders, I.SHINE goes one step further by also incorporating local market contexts to enhance nurses' managerial capabilities.

In the last quarter of 2024, I.SHINE was launched in Malaysia and India, with the other markets set to follow suit in 2025.

I.GLOBE and I.LEAD
Initially launched in 2022, both I.GLOBE and I.LEAD continue to be deployed across our various markets, training up our business leaders and nursing managers to reach their full potential.

I.GLOBE is conducted on a rotational basis across Chennai, Gurugram, Hong Kong, Istanbul, Kuala Lumpur, and Singapore, allowing our leaders to learn from the best practices of each market.

I.LEAD, too, continues its global rollout, equipping our newly-promoted and newly-hired nursing managers with the requisite leadership skills.

2024 Participation in Our Leadership Programmes

I.GLOBE
103 participants
39% (40) | 61% (63)

I.ELEVATE
68 participants
65% (44) | 35% (24)

I.SHINE
50 participants

I.LEAD
76 participants

2024 Brandon Hall Group Excellence Awards

At the 2024 Brandon Hall Group Excellence Awards, we received four prestigious awards for our Group programmes. These included:

This recognition by the Brandon Hall Group, which is a global leader in human capital management, affirms our commitment to equipping our leaders with the skills and knowledge that they need to drive change and nurture talent.

Looking Ahead

We will continue to push ahead with our initiatives to ensure Well-Being and Development, as well as Diversity and Inclusion in the workplace. As we wrap up our first set of sustainability goals in 2025, we will also be unveiling our next set of prioritised People pillar-related sustainability goals.

WELL-BEING AND DEVELOPMENT

To further bolster **workplace health and safety (WSH)**, we are planning to roll out Root Cause Analysis (RCA) training to our safety advocates to help them better identify and understand the underlying factors contributing to safety incidents. Additionally, we will also be conducting a series of WSH Forums to share best practices on managing Serious Reportable Events across our business units.

In terms of **mental well-being**, we will continue to look at how we can enhance existing initiatives to better support our employees. For example, all employees will have the opportunity to join the Mental Health First Aider community, enabling them to provide support to their colleagues at work.

To build a stronger and more cohesive team, we seek to strengthen relationships and trust between not just employees and their direct supervisors, but also amongst inter-departmental teams.

We will also continue to support our employees in their **personal development and career advancement** through targeted training programmes like I.GLOBE, I.ELEVATE, and I.SHINE.

Finally, we also want to **empower our managers** to change things or act on feedback shared by their team. This will not only foster a greater feeling of ownership but also breed a sense of belonging among all employees.

DIVERSITY AND INCLUSION

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

While **gender diversity** is currently a key goal for us, we will continue to foster a culture of diversity and inclusion by focusing on the five dimensions of diversity: Gender, Generational, Differently Abled, Skillset, and Cultural.

People Scorecard

Health and Safety

0
Work-related fatalities
FY24

0
FY23

1.15[1]
Lost-time incident rate[2] **(LTIR)**
FY24

13.4
FY23

39,899
of employees trained on health and safety standards
FY24

40,252
FY23

Diversity

49%
of women in leadership roles*
FY24

42.5%
FY23

* 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	FY23		FY24	
	Number of Directors	%	Number of Directors	%
Male	8	80	8	80
Female	2	20	2	20
Total	**10**	**100**	**10**	**100**

Age	FY23		FY24	
	Number of Directors	%	Number of Directors	%
40-49 years	2	20	2	20
50-59 years	2	20	2	20
60-69 years	6	60	6	60
Total	**10**	**100**	**10**	**100**

Workforce Diversity

Percentage of employees by gender, for each employee category[3]	FY23			FY24		
	Male %	Female %	Total %	Male %	Female %	Total %
Senior management	49	51	2	53	47	1
Management	40	60	8	41	59	7
Executive	31	69	23	29	71	20
Non-executive	31	69	67	27	73	72
Total	**32**	**68**	**100**	**28**	**72**	**100**

Workforce

Employee Breakdown

Percentage of employees by age group, for each employee category[3]	FY23				FY24			
	<30 years %	31-50 years %	>50 years %	Total %	<30 years %	31-50 years %	>50 years %	Total %
Senior management	12	52	36	2	0	59	41	1
Management	3	77	20	8	6	75	19	7
Executive	29	65	6	23	33	60	8	20
Non-executive	50	39	11	67	48	40	11	72
Total	**41**	**48**	**11**	**100**	**42**	**47**	**11**	**100**

Percentage of employees that are contractors or temporary staff[4]	FY23	FY24
	%	%
Contractors or temporary staff	15	3
Full-time employees	85	97

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 In 2024, we completed the standardisation of LTIR definition across our operations. This included the streamlining of reporting protocols to focus on more severe injuries, thereby reducing the number of minor incidents recorded, leading to a lower LTIR relative to 2023.

2 Lost time incident rate (LTIR) 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).

3 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.

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

People Scorecard

Workforce

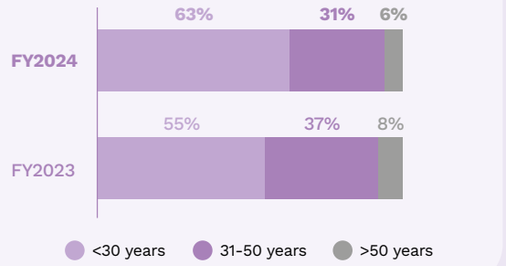
Employee Turnover

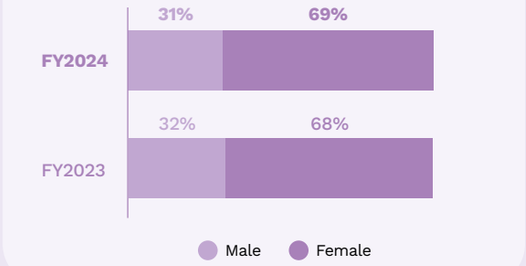
Number and percentage of employee turnover by employee category[1]	FY23		FY24	
	Total Turnover	Total %	Total Turnover	Total %
Senior management	108	0.2	58	0.1
Management	539	1.1	475	1.0
Executive	2,796	6.0	2,089	4.3
Non-executive	6,630	14.1	9,529	19.7
Total	**10,073**	**21.4**	**12,151**	**25.1**

Training

Number of training hours by employee category[2]	FY23	FY24
	Total Hours	Total Hours
Senior management	25,223	34,464
Management	48,990	53,766
Executive	147,636	183,998
Non-executive	818,569	990,659
Total	**1,040,418**	**1,262,887**

New Employee Hire





Parental leave[3]	FY23			FY24		
	Male	Female	Total case	Male	Female	Total case
Return to work rates of employees that took parental leave, by gender	100%	89%	94%	100%	86%	92%
Total number of employees that took parental leave, by gender	1,416	1,676	3,092	808	991	1,799
Total number of employees that returned to work in the reporting period after parental leave ended, by gender	1,416	1,496	2,912	807	851	1,658
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	776	812	1,588

People Engagement & Talent Development	FY22	FY23	FY24
Percentage increase in nursing talent roles	Established baseline	5.6% against baseline	14% against baseline
EES score on employee engagement	Established baseline	2% above Global Healthcare benchmarking score	3% above Global Healthcare benchmarking score

Labour practices and standards	FY23	FY24
Number of substantiated complaints concerning human rights violation	0	0

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.

Public

Nurturing A Healthier Society

Nurturing A Healthier Society

Our Material Matters

TACKLING GLOBAL HEALTH ISSUES

- Antimicrobial Stewardship
- Reducing Disease Burden
- Emergency Preparedness

CORPORATE RESPONSIBILITY

Widen access to and provide quality healthcare to underserved communities through free or subsidised healthcare services, and other social impact initiatives

UN SDGs

At IHH Healthcare, we are dedicated to fostering a society where health and sustainability are intertwined, ensuring a brighter and healthier future for all.

As a responsible healthcare network, we are committed to tackling some of the world's most pressing global health issues. This includes:

- Taking proactive steps to combat **antimicrobial resistance (AMR)**, which occurs when microorganisms become resistant to drugs such as antibiotics
- **Reducing disease burden,** focusing first on the leading causes of death such as cancer and cardiovascular diseases (CVD)
- Ensuring that we have **robust response plans to manage any emergencies** that may arise

At the same time, we also aim to make quality healthcare available to underserved communities through our **corporate responsibility** programmes. Such initiatives are vital in driving positive social impact and cultivating a strong sense of community.

2024 Public Highlights

1st

private hospital network in Asia to implement AMR interventions in line with CDC guidelines

The World Health Organization has dubbed AMR as a "silent pandemic" – one of the top 10 global public health threats to humanity in the 21st century[1].

946

patients in Malaysia have received free cancer treatment through Life Renewed (Cancer) programme since 2023

Established since 2012, our flagship Life Renewed programme aims to reduce the burden of disease among underserved communities.

>3.1m

health and cancer screenings conducted for breast, cervical, and colorectal cancers since 2022

Cancer and cardiovascular diseases are among the leading causes of death globally, according to the World Health Organization[2].

[1] https://www.who.int/news-room/articles-detail/global-antimicrobial-resistance-forum-launched-to-help-tackle-common-threat-to-planetary-health.
[2] https://www.who.int/news-room/fact-sheets/detail/the-top-10-causes-of-death.

Our Approach

TACKLING GLOBAL HEALTH ISSUES

- **Antimicrobial Stewardship**
- Reducing Disease Burden
- Emergency Preparedness

Inappropriate and overuse of antimicrobials have led to growing resistance to antimicrobials, which are an essential part of today's healthcare system. Through our Antimicrobial Stewardship (AMS) programme, we promote the responsible use of antimicrobials (e.g. antibiotics) to reduce microbial resistance, decrease the spread of infections caused by drug-resistant superbugs, and improve patient outcomes.

What is Antimicrobial Resistance (AMR)?

Antimicrobials, such as antibiotics, antivirals, antifungals, and antiparasitics, are essential in modern medicine to treat, prevent, and control the spread of infectious diseases. However, as microbes adapt and develop resistance, these treatments lose their effectiveness, leading to the growing challenge of AMR.

Why is it important?

According to the World Health Organization, AMR is now a top 10 global public health threat associated with close to five million deaths annually[1]. Climate change is also intimately linked to AMR, because higher temperatures mean increased bacterial growth rates.

Antimicrobial Stewardship

Our Antimicrobial Stewardship (AMS) programme is designed to promote the responsible use of antimicrobials, aiming to reduce microbial resistance, limit the spread of infections caused by drug-resistant superbugs, and enhance patient outcomes.

Our systematic approach includes:

- Ensuring antimicrobials are used appropriately by emphasising the importance of administering antibiotics at the right time and in the correct dosage. This includes developing a deeper understanding of the bacterial profiles within our hospitals and their resistance patterns to various antibiotics.
- Empowering our hospitals to establish effective AMS protocols while maintaining consistency across our global network. To achieve this, we adhere to the Centers for Disease Control and Prevention (CDC) guidelines, including the Core Elements of Antibiotic Stewardship. These principles provide a framework for optimising antibiotic use, enhancing patient safety, and improving outcomes.
- Ensuring compliance with the specific requirements set by local health authorities.
- Conducting awareness campaigns to educate healthcare professionals, patients, and the public on selecting appropriate antibiotics, determining correct dosages, and implementing optimal antibiotic treatments.

To ensure smooth execution of our Antimicrobial Stewardship 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	
	Antibiogram[3] – 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 Pre-authorisation 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	

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

[2] Altaf IUK, Khan A, Mahboob A. Antimicrobial resistance and a diminishing pool of reserved antibiotics. Sao Paulo Med J. 2019;137(4):384-385. Published 2019 Sep 23. doi:10.1590/1516-3180.2019.0368120619.

Our Approach

TACKLING GLOBAL HEALTH ISSUES

- Antimicrobial Stewardship
- **Reducing Disease Burden**
- **Emergency Preparedness**

To **reduce disease burden**, we adopt a holistic approach that emphasises early detection and increased public education about the leading causes of death: cancer and cardiovascular diseases (CVDs).

Our focus on **emergency preparedness** enables us to ensure continuous care, protect patients and staff, manage surges, and maintain critical infrastructure during crises.

Reducing Disease Burden

We address the burden of disease by focusing on the leading causes of death: cancer and cardiovascular diseases (CVDs). We employ a holistic approach that emphasises early detection and heightened public awareness, delivered through regular health screenings and engaging online and offline campaigns promoting healthy lifestyles.

We believe in empowering every individual to take charge of their own health. Therefore, we strive to equip the public with valuable knowledge about the risk factors for cancer and CVDs. By fostering awareness, we enable individuals to take proactive steps and adopt preventive measures to lower their risk of developing these conditions.

We also invest and partner with innovative startups for better disease detection and diagnosis.

Refer to Patients chapter on page 23

Cardiovascular diseases (CVDs) are the leading cause of death globally, taking an estimated 17.9 million lives each year[1].

Over 35 million new cancer cases are predicted in 2050, a 77% increase from the estimated 20 million cases in 2022[2].

Early Screening Saves Lives

Regular screening is vital for early detection, saving lives, and reducing treatment costs.

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 2022 alone, 660,000 new cases were discovered.

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

Blood Pressure Checks: Monitoring blood pressure regularly helps assess overall cardiovascular risk and identify potential areas for improvement through lifestyle changes like diet and exercise.

Emergency Preparedness

We update our Clinical Operations Business Continuity Plan regularly to enable our healthcare facilities to effectively respond to and manage pandemics or other significant disruptions. This refers to a comprehensive strategy to ensure the uninterrupted delivery of clinical services during times of crisis, particularly amidst potential future pandemics.

This plan encompasses a framework outlining procedures, protocols, and resources necessary to sustain essential clinical operations, including patient care, medical services, and support functions.

Its primary objective is to mitigate risks, maintain operational continuity, and safeguard the well-being of patients, staff, and stakeholders throughout challenging circumstances.

[1] Cardiovascular diseases. World Health Organization. Accessed February 19, 2024. https://www.who.int/health-topics/cardiovascular-diseases#tab=tab_1.
[2] Global cancer burden growing, amidst mounting need for services. World Health Organization. Accessed February 29, 2024. https://www.who.int/news/item/01-02-2024-global-cancer-burden-growing--amidst-mounting-need-for-services.

Our Approach

CORPORATE RESPONSIBILITY

Widen access to and provide quality healthcare to underserved communities through free or subsidised healthcare services, and other social impact initiatives

Working hand in hand with our aim to reduce disease burden are our corporate responsibility initiatives, which primarily focus on supporting underserved communities through our Life Renewed programme. Beyond disease burden reduction, we also work closely with the public sector and civil societies to address common challenges and create positive change.

Our Corporate Responsibility Approach is Anchored on Three Core Elements

1. Our Flagship Life Renewed Corporate Responsibility Programme

Launched in 2012, our flagship Life Renewed corporate responsibility programme focuses on availing quality healthcare to underserved communities.

Since 2022, with our focus on reducing disease burden, the programme expanded to include the provision of complimentary cancer treatments through a Memorandum of Understanding signed with the Malaysian Ministry of Health in September 2022, with a further renewal in February 2024.

We also rejuvenated the Life Renewed programme in Singapore, where we partnered Para Athletics (Singapore) to provide para-athletes with complimentary nutrition consultancy, medical assessment, investigation, and treatment.

2. Stepping Up in Times of Need

As one of the largest private healthcare networks in the world, our size and scale enables us to play a vital role during times of crisis.

This ranges from short-term disaster relief through deployment of emergency medical teams and supplying essential medications and equipment, to long-term recovery efforts including rebuilding healthcare infrastructure and ensuring sustained medical care.

Find out more about how IHH Healthcare supported victims of the 2023 Türkiye-Syria earthquake and the 2024 Malaysia floods on page 53

3. Grassroots Driven Initiatives

Complementing the previous two top-down approaches, we also support a wide range of ground-up corporate responsibility initiatives that address individual market needs.

Learn more about the different ways we're caring for our communities on page 54

Our Progress and Highlights

TACKLING GLOBAL HEALTH ISSUES

Antimicrobial Stewardship

We are excited to share the successful rollout of the Phase 2 Antimicrobial Stewardship Programme across our business units in 2024. This milestone highlights our commitment to patient safety, optimising antimicrobial use, and combating resistance. Key achievements include:

1. **Guideline Monitoring**
   Regular audits ensure adherence to antimicrobial guidelines by assessing appropriateness in quantity, type, and duration.
2. **Education on Antimicrobial Resistance**
   Patients receive materials encouraging compliance with prescriptions, while healthcare workers participate in ongoing training on antimicrobial resistance.
3. **Post-Prescription Audits**
   Hospital and country-level policies support post-prescription audits with systematic feedback for continuous improvement.
4. **Antibiogram Development**
   Regularly updated antibiograms track resistance patterns to guide evidence-based treatments.
5. **Monitoring Resistance and Infections**
   Defined processes track key resistance organisms (KRO) and hospital-acquired infections (HAI), with regular reports and interventions.
6. **Therapy Optimisation**
   Measures include:
   - Mandatory documentation of antibiotic dose and indication.
   - Protocols for IV-to-oral antibiotic transitions.
   - Monitoring impact via Days of Therapy (DOTs) or Defined Daily Dose (DDDs).
   - Pharmacokinetics/pharmacodynamics optimisation for resistant organisms.

   These efforts reinforce our leadership in antimicrobial stewardship, improving clinical outcomes, and aligning with global best practices.

Refer to full roadmap on page 47

Emergency Preparedness

IHH has established emergency response plans and procedures to handle various emergencies and crises. To further strengthen our emergency preparedness, in 2024, we reviewed associated risks and controls while ensuring adequate procedures to mitigate them, safeguarding our patients, staff, and operations.

Reducing Disease Burden

We continued to facilitate regular cancer tests and health screenings in 2024.

>287,000
Cancer screenings

>93,000 Mammograms

>79,000 Fecal Occult Blood Tests

>114,000 Pap Smears/HPV Tests

>707,000
Health screenings
(with blood pressure checks)

Targets and Metrics

Targets	Metrics		2022	2023	2024
Antimicrobial Stewardship					
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	Completed Phase 2 of our Antimicrobial Stewardship Programme roadmap[2]
Reducing Disease Burden					
To touch five million lives[1] for healthier communities by 2025	Number of lives touched[1]	Annual	925,423	1,451,211	1,081,152
		Cumulative	925,423	2,376,634	3,457,786

[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. We have restated 2022 and 2023 figures to account for error corrections.
[2] Refer to full roadmap on page 47.

Our Progress and Highlights

CORPORATE RESPONSIBILITY

Flagship Life Renewed Programme

In February 2024, IHH Malaysia renewed its Life Renewed (Cancer) programme with Malaysia's Ministry of Health, re-pledging full sponsorship of radiotherapy and radiosurgery for 500 more cancer patients undergoing treatment in government hospitals. By year-end, another 446 patients had benefitted, bringing the total to 946 since the programme began in 2022.

Our Life Renewed programme in Singapore is represented by a two-year collaboration between IHH Singapore and Para Athletics Singapore (PAS). In the first year of the partnership, we provided complimentary healthcare services to support para-athletes in Singapore.

Stepping Up in Times of Need

Following on from the support we provided to victims of the Türkiye-Syria earthquake in 2023, IHH Healthcare continued to come through in times of crisis, as seen in our RM1 million contribution to support Malaysia's flood relief efforts in December 2024. On ground, our IHH Malaysia hospitals distributed food and donated essential items to those affected and also contributed a boat to the Bomba Sukarelawan Sungai Petani to aid in rescue missions across flood-stricken areas.

Targets and Metrics

Targets	Metrics	2022	2023	2024*
To touch five million lives[1] for healthier communities by 2025	Total amount invested in the community where the target beneficiaries are external to the listed issuer	Not reported	35,635,131 MYR	10,356,235 MYR
	Total number of beneficiaries of the investment in communities	Not reported	328,661	28,858

[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.

* 2023 had been an extraordinary year for disaster relief efforts, especially following the Türkiye-Syria earthquake. As a result, the reported 2024 community investment figures are lower relative to 2023.

Life Renewed – Our Flagship Corporate Responsibility Programme

Providing Quality Healthcare to the Underserved

Established since 2012, our flagship Life Renewed programme aims to avail quality healthcare to underserved communities. A decade later, the programme expanded to provide free cancer treatments to 500 patients with the signing of a Memorandum of Understanding (MoU) with the Malaysian Ministry of Health in September 2022. The MoU was further renewed in February 2024 to benefit an additional 500 patients in Malaysia.

By the end of 2024, IHH Malaysia has fully sponsored radiotherapy and radiosurgery for 946 cancer patients undergoing treatments at government hospitals. Neurosurgeons and oncologists from government hospitals were actively involved, using IHH Malaysia's hospitals and equipment to provide care to cancer patients.

Holistic Health Support for Para-Athletes in Singapore

In November 2023, Life Renewed was rejuvenated in Singapore via a two-year collaboration between IHH Singapore and Para Athletics Singapore (PAS). This was the first-ever partnership in Singapore between a para-sports organisation and a healthcare provider to offer complimentary healthcare services for para-athletes.

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

By supporting Singapore's para-athletes in maximising their sporting potential, IHH Singapore hopes to inspire and encourage members of the community to come forward and support para-athletes and differently-abled individuals.

Our Progress and Highlights

World Antimicrobial Resistance Awareness Week 2024

Celebrated from 18 to 24 November every year, the World AMR Awareness Week (WAAW) is a global campaign to raise awareness and understanding of AMR and promote best practices among stakeholders to reduce the emergence and spread of drug-resistant infections.

At IHH Healthcare, we are proud to take a leading role in this fight. Through our Antimicrobial Stewardship (AMS) programme, we are the first private hospital network in Asia to implement AMR interventions in line with the Centers for Disease Control and Prevention (CDC) guidelines across all of our hospitals. These initiatives, aligned with the World Health Organization's recommendations, aim to optimise antibiotic use, prevent infections, and enhance patient safety – all while tackling the root causes of AMR.

Hospital teams across our core markets celebrated WAAW through various initiatives such as roadshows, interactive games, and quizzes to raise awareness and educate the public on the ill effects of antibiotic resistance.

Together, we can prevent infections, champion the effective use of antibiotics, and safeguard the health of communities worldwide.

Our Progress and Highlights

How IHH Healthcare Steps Up in Times of Need

Acıbadem Continues Support for Earthquake Victims
On 6 February 2023, a magnitude 7.8 earthquake occurred in southern Türkiye near the northern border of Syria, killing over 50,000 people, destroying over 200,000 buildings and homes, and displacing millions of people[1].

In the wake of the disaster in 2023, our Acıbadem staff actively participated in recovery efforts serving more than 300,000 earthquake victims, while the wider IHH Group collectively contributed close to US$5 million in disaster relief aid.

Acıbadem Healthcare Group also constructed a housing quarter for displaced victims of the quake. Named Solidarity Quarter, the 40,000-square-metre container city consists of 260 self-contained houses that were shipped from Istanbul to Malatya. With recovery efforts ongoing, the Solidarity Quarter continued to provide much needed support to citizens displaced by the earthquake throughout 2024.

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. In addition, Acıbadem also organised a book donation drive, collecting close to 20,000 books that were donated to 87 schools across Türkiye.

Supporting Flood Relief Efforts in Malaysia
Flooding caused by torrential rain in Malaysia's northern states forced almost 139,000 people out of their homes in December 2024. IHH Healthcare Group donated RM1 million to the Malaysian Red Crescent Society (MRCS) and MERCY Malaysia last December to support critical relief efforts and address the widespread post-flood effects.

The donation to MRCS bolstered their emergency fund, enabling them to extend essential services such as meals provision, medical aid, hygiene kits, and psychosocial assistance for victims of the floods.

The donation to MERCY Malaysia supported mobile clinics providing essential healthcare to flood-hit rural areas. Recovery efforts included home visits, evacuation centre care, and rehabilitating clinics to restore services and strengthen long-term resilience in impacted regions.

On the ground, IHH Healthcare Malaysia hospitals contributed aid to affected communities.

Pantai Hospital Ipoh, in collaboration with the City Council, brought hope and relief to flood victims in Fairpark and Bercham Ipoh. Essential items, such as mattresses and gas stoves, were donated to those in need, demonstrating the hospital's unwavering commitment to community support.

Pantai Hospital Sungai Petani contributed a boat to Bomba Sukarelawan Sungai Petani to aid in rescue missions across flood-stricken areas, including operations in Jitra and Kelantan. The hospital also distributed food and essential supplies to victims stranded in their homes in Jitra. Additionally, Pantai Hospital Sungai Petani and Pantai Hospital Laguna Merbok organised donation drives to further assist affected communities.

IHH Healthcare will continue to step up in times of need by providing resources and expertise during crises. Such crises also reinforce the need for us to bolster our climate resilience and adapt to a world that will see a sharp increase in extreme weather events.

[1] https://www.undp.org/turkiye-syria-earthquakes

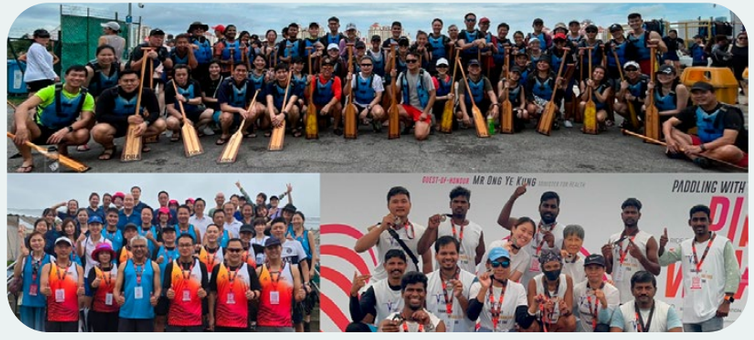
Our Progress and Highlights

Raising Cancer Awareness and Promoting Healthy Living

Acıbadem Healthcare Group launched a powerful Breast Cancer Awareness campaign in conjunction with Pink October to honour the strength, resilience, and determination required to face breast cancer.

This month-long campaign to spread knowledge, encourage early screening, and support those affected by breast cancer was supplemented with free evaluation of breast screenings at all 20 Acıbadem Breast Clinics in Türkiye.

IHH Malaysia ran a public awareness campaign titled “Act Sooner, Live Better” to highlight the importance of taking charge of our well-being especially in the areas of Heart Health, Cancer Care, and Bone & Joint Health.



IHH Singapore was proud to be the title sponsor of the inaugural Sea Regatta held in September 2024. Officiated by Singapore’s Health Minister, Mr Ong Ye Kung, the high-energy event brought together over 3,000 participants, spectators and 45 local and international dragon boat teams – including 15 from IHH Healthcare – in support of breast cancer awareness and active living.

More Highlights on How We Cared for Our Communities in 2024

Gleneagles Hospitals, India launched #ProjectPoshan to provide treatment and care for over 2,000 malnourished children. Another initiative was #ProjectSaksham, which empowered 61 underserved women to launch their own businesses.

In addition, #PromoteMenstrualHealth was a series of educational and awareness sessions launched to promote good health and menstrual hygiene. Over 1,500 young girls across 10 low income government schools benefitted from this initiative.

Gleneagles Hospital Hong Kong supported the Hong Kong Team’s participation in the Paris 2024 Paralympic Games. Dr Joe Law, our Consultant in Emergency Medicine and Team Physician of the delegation, led the medical team comprising other allied health volunteers to provide professional medical support to our athletes throughout the Games.

Gleneagles JPMC Brunei renewed its partnership with the Brunei Ministry of Health for the sixth consecutive year, donating BND250,000 to support various healthy lifestyle programmes including the Workplace and Health (WAH) Programme, and the Growing, Learning, Optimising Towards Better Well-Being in Schools (GLOW) Programme.

Looking Ahead

We will continue to nurture a healthier society by tackling global health issues and giving back to the communities in which we operate. As we wrap up our first set of sustainability goals in 2025, we will also be unveiling our next set of prioritised Public pillar-related sustainability goals.

Tackling Global Health Issues

Antimicrobial Stewardship

In 2025, our Phase 3 Antimicrobial Stewardship Programme aims to strengthen efforts in combating antimicrobial resistance (AMR), a growing public health threat. Through targeted initiatives such as antimicrobial pre-authorisation, infection-based interventions, and timely therapy reviews, we are committed to improving the efficacy and safety of antimicrobial use while protecting public health. These measures emphasise evidence-based practices, education for healthcare providers, and ongoing monitoring to ensure consistent and effective implementation.

Reduce Disease Burden

We will continue to raise public awareness of 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.

Emergency Preparedness

We will continue maintaining our current level of emergency preparedness through ongoing review and improvement, ensuring our hospitals remain resilient against evolving risks and challenges.

CORPORATE RESPONSIBILITY

We will continue to focus on market-driven initiatives that widen access for and make available quality healthcare to patients in underserved communities. In 2025, IHH Malaysia will continue its commitment to reducing disease burden associated with cancer by renewing its partnership with the Ministry of Health. This is set to benefit an additional 500 patients. Similarly, IHH Singapore will continue its collaboration with Para Athletics Singapore (PAS) by offering complimentary healthcare services for para-athletes in 2025.

Public Scorecard

Targets	Metrics		2022	2023	2024
Antimicrobial Stewardship					
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	Completed Phase 2 of our Antimicrobial Stewardship Programme roadmap[2]
Reducing Disease Burden					
To touch five million lives[1] for healthier communities by 2025	Number of lives touched[1]	Annual	925,423	1,451,211	1,081,152
		Cumulative	925,423	2,376,634	3,457,786
Corporate Responsibility					
To touch five million lives[1] for healthier communities by 2025	Total amount invested in the community where the target beneficiaries are external to the listed issuer		Not reported	35,635,131 MYR	10,356,235 MYR
	Total number of beneficiaries of the investment in communities		Not reported	328,661	28,858

[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. We have restated 2022 and 2023 figures to account for error corrections.

[2] Refer to full roadmap on page 47.

Planet

Protecting Our Planet

Protecting Our Planet

Our Material Matters

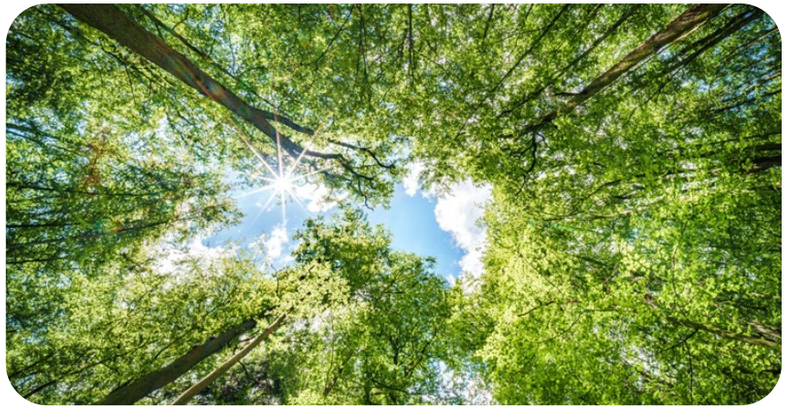
ENVIRONMENTAL IMPACT & ACTIONS

- Emissions & Energy Management
- Waste & Water Management

CLIMATE RESILIENCE

- Climate Risks and Opportunities
- Responsible Sourcing

UN SDGs



If healthcare were a country, it would be the fifth-largest emitter of greenhouse gases in the world. The healthcare industry is responsible for almost 5% of global CO_2 emissions, and generates a significant amount of waste[1].

We face an enormous challenge in balancing sustainability efforts with delivering high-quality care, as addressing the planet's health requires rethinking resource use, waste management, and energy consumption. Protecting the environment is intrinsically linked to human health, which is why as a leading healthcare provider, we have the responsibility, the size, and the reach to drive change and protect our only home, our planet. In 2024, we deepened our commitment to sustainable practices, focusing on two key areas identified through our materiality assessment:

1.*Environmental Impact & Actions; and*
2.*Climate Resilience.*

These focus areas, refined to better capture our strategic approach, represent our efforts to reduce our footprint while preparing for a changing climate.

In *Environmental Impact & Actions*, we detail the environmental impact of our operations as we work towards the goals set since 2022 including our Net-Zero by 2050 goal. This section highlights the actions we have taken to manage emissions, optimise energy usage, reduce waste, and conserve water. These initiatives reflect our dedication to lowering greenhouse gas emissions, conserving natural resources, and minimising our environmental footprint across our operations.

In *Climate Resilience*, we assess future risks and adapt our practices to strengthen our long-term resilience. Through our inaugural climate scenario analysis, we are evaluating potential climate impacts on our facilities to safeguard healthcare delivery against disruptions. We are also identifying opportunities that may emerge in this changing world. Additionally, in *Responsible Sourcing*, we provide a detailed look into how we are working with our suppliers to build a resilient, climate- and social- conscious supply chain that supports both operational continuity and sustainability stewardship.

Together, these efforts affirm our commitment to mitigate our environmental impact, meet our Net-Zero by 2050 goal, and build resilience against the challenges of a changing climate. By integrating environmental sustainability into our healthcare delivery, we strive to create a healthier and more sustainable future for the communities we serve.

2024 Planet Highlights

Scope 1

Up to 55%

Reduction in desflurane usage across our core markets

Desflurane is an environmentally harmful anaesthetic gas with a global warming potential 2,500 times worse than carbon dioxide and 13 times worse than its alternative, sevoflurane[2].

Scope 2

↓3.2%

Emissions intensity per patient-bed-day

Hospitals operate 24/7 and have on average 2.5X higher energy demand than a commercial building[3].

Waste

↓>90%

Single-use plastics* in Hong Kong and Türkiye after Singapore and Malaysia's success in 2023

Increasing number of studies show that micro-plastics are now found in vital organs[4].

1 Healthcare Without Harm and Arup. Health Care's Climate Footprint. Published September 23, 2019. Accessed Jan 14, 2025.
2 IPPC: Smith et. al., 2021: The Earth's Energy Budget, Climate Feedbacks, and Climate Sensitivity Supplementary Material. In Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change Masson-Delmotte et. al. (eds.).
3 World Economic Forum. Here's how healthcare can reduce its carbon footprint. Published Oct 24, 2022. Accessed Jan 14, 2025.
4 Association of American Medical Colleges. Microplastics are inside us all. What does that mean for our health?. Published June 27, 2024. Accessed Jan 14, 2025.
* in non-clinical areas

Milestones and Ambitions

2022

- Announced “Care. For Good.” aspiration and inaugural sustainability goals
- Published first standalone sustainability report
- 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
- Revised IHH Group Sustainability Policy

2023

- Achieved 3.9% year-on-year reduction in emissions intensity per patient-bed-day
- Up to 99% reduction in single-use plastics in non-clinical areas across Malaysia and Singapore
- Achieved over 90% completion in group-wide sustainability awareness training
- Started reporting on two Scope 3 emission categories

2024

- Up to 55% reduction in desflurane use across our core markets
- Achieved 3.2% year-on-year reduction in emissions intensity
- Achieved over 90% reduction in single-use plastics in non-clinical areas in Türkiye and Hong Kong
- Published Global Responsible Sourcing Policy
- Launched environmental sustainability data platform

2025

- Publish IFRS S2 climate-related disclosures (FY2025)
- Türkiye’s large scale solar project expected to operationalise, supplying up to 80% of their annual energy needs
- Expand Scope 3 GHG emissions reporting categories
- Complete waste audits for core markets
- Be SBTi (Science Based Targets initiative) ready

2026

- Announce 2030 sustainability goals
- Evaluate business resilience strategies and plans for hospitals that may have higher climate risk
- Explore further green building practices

2027

- Target to launch Net-Zero roadmap
- Fully adopt IFRS S1 and S2 (FY2027)
- Full Scope 3 GHG emissions disclosures
- Group-wide Scope 1 & Scope 2 assurance

Achieve Net-Zero 2050

Our Approach

ENVIRONMENTAL IMPACT & ACTIONS

- **Emissions & Energy Management**
- Waste & Water Management

Human health is inextricably linked to climate health. At IHH Healthcare, providing the best quality of care means safeguarding the health of our planet as well. We do so by advancing environmental stewardship through targeted actions on emissions, energy, waste, and water management.

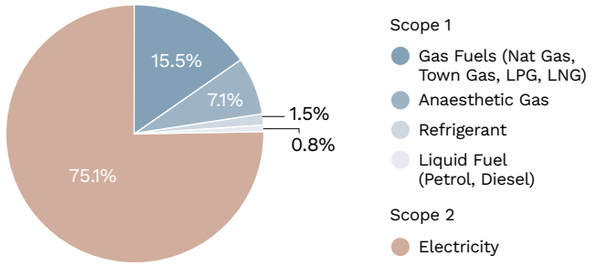
Emissions and Energy Management

We remain committed to advance our emissions reduction and meet our target to achieve Net-Zero by 2050. Building on the strong foundations established since 2022, we continue to embed emissions-related performance indicators in our Group-wide Balanced Scorecard, directly linking to management and executive remuneration.

We have been focusing on accelerating progress toward our Scope 1 and 2 emissions targets by 2025 while continuing to improve our baselining efforts for Scope 3 emissions. Our measurement approaches are guided by the GHG Protocol and the latest emissions factors are sourced from the IPCC's Sixth Assessment Report and local data sources where available. To improve data accuracy and transparency, all hospitals' data are now reported through our cloud-based environmental data management platform. In addition, we continue to conduct limited assurance for our hospitals through different regions as we look towards Group-wide assurance for our Scope 1 and 2 GHG emissions by FY2027.

Our Emissions Profile as a Healthcare Provider

2024 Scope 1 and Scope 2 GHG Emissions



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

Scope 1 — Direct Emissions

Our Scope 1 emissions are measured based on our fuel use, and fugitive emissions from anaesthetic gases and refrigerants. Scope 1 accounts for 25% of our Scope 1 and 2 GHG emissions. Piped natural gas usage in our Türkiye operations for co-generation/tri-generation accounts for the most significant proportion within Scope 1. Anaesthetic gas related emissions takes up 7% of our Scope 1 and 2 emissions, which is a lower proportion compared to 2023's profile at 9%.

Scope 2 — Indirect Emissions

Scope 2 emissions are measured primarily from electricity consumption and, where applicable, district heating. We use up-to-date grid emission factors for each country of operation via a location-based approach and we will include market-based reporting to reflect the growing share of renewable energy use across our facilities. This will provide a clearer picture of our emissions reductions efforts as we transit to more energy sources. We are acutely aware of the need to further decrease our overall emissions and we remain committed to achieving Net-Zero by 2050.

Scope 3 — Indirect Emissions (Supply Chain)

Recognising that Scope 3 is likely at least 70%* of our overall emissions profile, we are intensifying our efforts to baseline our Scope 3 emissions. This will enable us to have a clearer approach on what we can do for future reduction efforts. We are prioritising data collection and measurement in the categories that were assessed to be material to our Scope 3 footprint:

- Purchased Goods and Services (Category 1)
- Capital Goods (Category 2)
- Fuel- and Energy-Related Activities (Category 3)
- Waste Generated in Operations (Category 5)
- Business Travel (Category 6) – already disclosed
- Employee Commuting (Category 7) – already disclosed
- Investments (Category 15)

Our Approach

ENVIRONMENTAL IMPACT & ACTIONS

- Emissions & Energy Management
- **Waste & Water Management**

Sustainable waste and water management is essential for protecting public health and the environment. As a responsible environmental steward with operations spanning diverse geographies, we are committed to rigorous, sustainable practices in our waste and water management. In 2024, we continued to advance this commitment by refining our waste related processes and water efficiency strategies.

Waste Management

Our approach to waste management prioritises regulatory compliance, source reduction, and recycling. All hospitals, clinics, and laboratories strictly adhere to local waste management regulations.

Beyond compliance, we look towards a continuous improvement process from multiple angles while we improve waste data reliability. This includes initiatives to reduce packaging waste, improve waste segregation within hospitals, and deeper analyses in our waste profiles across both hazardous and non-hazardous waste.

By embedding best practices in waste handling across our facilities, we aim to minimise our environmental footprint while maintaining high standards of patient care.

Water Management

Water is a critical resource in healthcare. We are acutely aware of the challenges posed by water stress, particularly in areas vulnerable to climate change-induced droughts. Our commitment to water conservation includes:

- adopting efficient fixtures;
- tracking water intensity metrics; and
- expanding our water management practices in high-risk areas.

Each market is implementing strategies to improve water efficiency, and we are developing a longer term water conservation strategy to address long-term risks associated with water scarcity, with prioritisation on the water stressed regions.

In 2024, we had no recorded incidents of non-compliance with water quality or quantity permits, standards, or regulations. We continue to maintain vigilant oversight on our water usage to ensure ongoing compliance.

Our Approach

CLIMATE RESILIENCE

- **Climate Risks and Opportunities**
- **Responsible Sourcing**

As climate change continues to reshape environmental conditions, it is critical for us to strengthen our resilience, ensuring that we can maintain healthcare delivery amid both immediate and long-term climate challenges. Our commitment extends beyond managing direct impacts; we also seek to leverage opportunities that support our sustainability goals. In 2024, we began to enhance our climate resilience through strategic risk assessments, scenario planning, and sustainable sourcing, which help us prepare for and adapt to the changing climate.

Climate Risks and Opportunities

To effectively manage climate-related risks, we categorise them into physical risks, arising from climate hazards, and transition risks, associated with the global shift toward a low-carbon economy. Our physical risk analysis considers both acute risks, such as extreme weather events causing sudden disruptions, and chronic risks, including gradual changes in temperature and precipitation patterns, ensuring preparedness for both immediate and long-term impacts.

We have begun analysing potential future climate scenarios to identify physical risks such as flooding, extreme heat, extreme rain, and water stress. The approach examines a range of temperature outcomes associated with global Net-Zero (1.5-2°C increase) to no significant emissions reduction changes (4-5°C increase). This will help us make informed decisions about how to safeguard our operations.

For transition risks, we are beginning to explore the implications of operating in an environment where stronger climate actions, including heightened regulatory and societal expectations, may demand significant operational adaptations.

These analyses will help us identify priority areas for action and develop adaptive strategies to respond to evolving climate conditions. As we progress, we are committed to refining our understanding and approach, ensuring a balanced, data-driven, and practical response to climate-related challenges, while aligning with our broader sustainability objectives.

Risk Type & Description	Examples
PHYSICAL RISKS	
ACUTE Sudden, short-term events resulting from extreme weather conditions that disrupt operations.	• Extreme precipitation and floods can disrupt hospital access and damage critical infrastructure. Heatwaves can strain cooling systems, increase energy demands, impact patient comfort and safety, and overwhelm patient load.
CHRONIC Long-term, gradual environmental changes that create ongoing operational challenges.	• Rising temperatures increase energy demands for cooling. • Water scarcity affects facility upkeep and patient care.
TRANSITION RISKS	
POLICY Changing environmental regulations may require stricter emissions standards, increasing compliance costs.	• New policies mandating reduced emissions. • New standards for energy efficiency, waste management, and water-use in healthcare facilities. • Carbon tax.
REPUTATION Stakeholders, including patients, regulators, and investors, expect proactive climate action.	• Expectations from investors for sustainable practice and greater disclosure. • Patients seeking eco-conscious healthcare providers.

The above risk categories and examples are a selection of preliminary risks that were identified in early 2024. These will be further elaborated upon as we align future disclosures to the IFRS S2 Climate-related Disclosures in 2025.

Responsible Sourcing

Climate resilience also requires building a climate-conscious supply chain. Through *Responsible Sourcing*, we aim to work with suppliers who share our sustainability values and have robust climate adaptation practices. With our new Global Responsible Sourcing Policy, we aim to guide and ensure that our company's supply chain is ethical, sustainable, and socially responsible. Our goal is to work more closely with vendors committed to sustainable practices which will also help reduce the risks associated with climate disruptions across our supply chain.

Our environmentally responsible sourcing efforts include collaborating with suppliers to improve transparency in emissions data, encouraging sustainable product options, and embedding climate-focused criteria in our procurement standards. By strengthening supply chain resilience and supporting sustainable sourcing practices, we not only reduce potential disruptions but also contribute to a circular economy, reinforcing our commitment to environmental stewardship across all markets.

Our Performance

	2023	2024
Proportion of spending on local suppliers*	98.7%	99.6%

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

Our Progress and Highlights

ENVIRONMENTAL IMPACT & ACTIONS

In 2024, we advanced our commitments to lower our environmental impact through targeted actions on emissions reduction, energy efficiency initiatives, lowering single-use plastics in non-clinical areas, and better waste management.

1. **Desflurane Reduction Across Core Markets**
   Desflurane, an anaesthetic gas, is 2,500 times more potent than carbon dioxide in warming our planet. Recognising the significant global warming potential of desflurane, we established internal KPIs and emphasised reduction efforts across all our core markets. The efforts led to a reduction of up to 55% across our operations.

2. **Energy Efficiency Enhancements**
   Many of the chiller systems in our core markets underwent replacements or upgrades with higher-efficiency technologies such as magnetic bearing chillers. These upgrades are expected to be 30% more efficient than its predecessor, which help reduce our energy intensity and operational costs, as well as strengthen facility resilience to rising energy demands.

3. **Increased Deployment of Renewable Energy Sources**
   The move towards more renewable energy sources is key in our decarbonisation journey.
   - In 2024, we signed a contract to implement a large-scale solar farm for our Türkiye operations, which is expected to be ready in 2025, covering up to 80% of its annual energy needs.
   - Our rooftop solar efforts are also continuing, with systems already installed at 10 hospitals in Malaysia and Gleneagles Hong Kong, and six additional Malaysia hospitals scheduled for installation by the end of 2025.

4. **Advancing Waste Practices**
   - After the successful implementation on lowering single-use plastics in non-clinical areas within Malaysia and Singapore, we expanded the efforts to our other markets where Hong Kong and Türkiye achieved above 90% reduction.
   - Detailed waste profiling efforts were undertaken in Malaysia that provided insights which will allow for targeted waste segregation improvements.

5. **Fostering Culture Change**
   Shared commitment starts with shared understanding. In 2024, we continued to focus on a range of sustainability training and communication activities such as:
   - **Training:** We engaged with our finance and procurement teams to conduct segmented training focusing on topics such as an introduction on the financial impact of climate risks and opportunities, and sustainable procurement.
   - **Communication:** Through events and initiatives such as the IHH Quality Summit 2024, HealthcareInsider, and participating in COP29, we kept our stakeholders abreast of our sustainability journey.

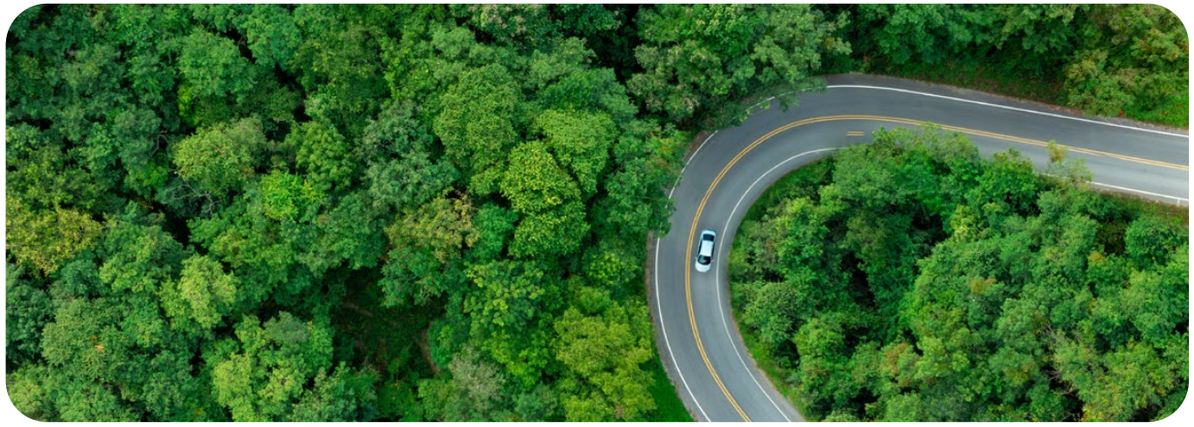
CLIMATE RESILIENCE

In 2024, we focused on deepening our understanding of climate-related risks and opportunities while strengthening our supply chain's sustainability practices. These efforts are key to building resilience across our operations and aligning with our long-term environmental goals.

1. **Climate Risks and Opportunities Workshop**
   We conducted an introductory climate-risk workshop for our senior leadership to establish a baseline understanding on the physical and transition risks that may be important for us as a healthcare provider to consider. A preliminary list of climate risks and opportunities was identified through the workshop.

2. **Climate Scenario Analysis**
   In 2024, we began our scenario analysis efforts for physical risks. This ongoing work includes examining potential physical risk vulnerabilities for our hospitals. Such vulnerabilities include acute risks like floods, extreme precipitation, and heatwaves, as well as chronic risks such as water scarcity and temperature variability.

3. **Global Responsible Sourcing Policy**
   In 2024, we implemented our new Global Responsible Sourcing Policy, setting clear expectations for vendors to meet and adopt climate-conscious and social-conscious practices. We will continue to integrate sustainability into our procurement processes, focusing on aligning our supply chain with our environmental and climate goals.



Our Progress and Highlights

We have made good progress on our Planet-related targets in 2024. Amidst the 2.5% YoY growth in our patient-bed days compared to 2023, our Scope 1 and 2 GHG emissions decreased by 0.7%, the emissions intensity per patient bed-day decreased by 3.2%. Anaesthetic related emissions has decreased by 16.9% and natural gas usage has decreased by 7.2%.

To achieve Net-Zero by 2050, there is a need for us to also establish our Scope 3 GHG emissions baseline before science based targets are set. We started reporting on Scope 1 and 2 GHG emissions since 2022 and included two Scope 3 categories in 2023. For 2024, we have expanded the number of Scope 3 categories that we are reporting on to include Category 3: Fuel- and Energy-Related activities.

Following the successful reduction efforts of single use plastics in non-clinical areas in Singapore and Malaysia in 2023, we expanded the efforts to our other markets where above 90% reduction was achieved in Türkiye and Hong Kong.

Targets and Metrics

Targets	Metrics	2022	2023	2024
To cap Scope 1 and 2 GHG emissions at 2022 baseline level by 2025, inclusive of IHH's growth	Total Scope 1 and 2 GHG emissions, metric tonnes CO_2e	277,628 Scope 1: 75,466 Scope 2: 202,162	291,347 Scope 1: 81,236 Scope 2: 210,111	289,468 Scope 1: 71,914 Scope 2: 217,554
To reduce year-on-year Scope 1 and 2 GHG emissions intensity per patient-bed-day	Emissions intensity, kilogram CO_2e per patient-bed-day	151.5	145.6	141.0
Long-Term Target: To achieve Net-Zero emissions by 2050	To be SBTi (Science Based Targets Initiative) ready by 2025*	Established Scope 1 and 2 GHG emissions baseline	Reported 2 of 15 Scope 3 categories	Reported 3 of 15 Scope 3 categories
Reduce single-use virgin plastic by 90% in non-clinical areas in IHH Malaysia and IHH Singapore by 2023	Percentage reduction of single-use plastic in non-clinical areas	Malaysia: 66% Singapore: 44%	Malaysia: 79% Singapore: 99%	Achieved for Singapore and Malaysia. Expanded to: Türkiye: 99% Hong Kong: 94%

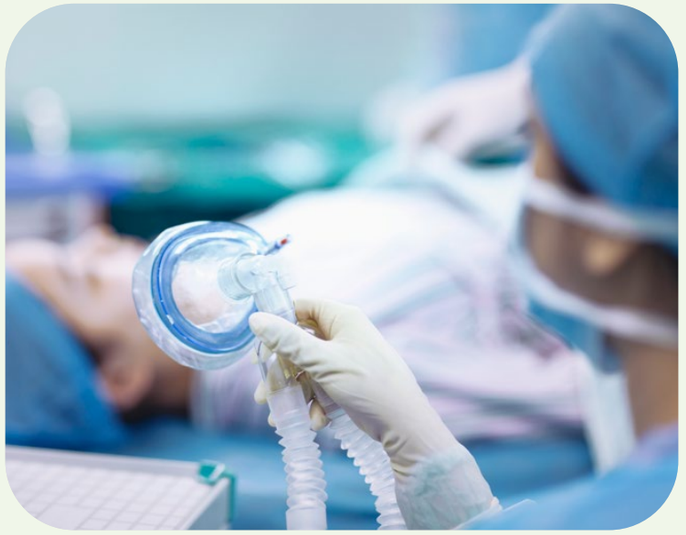
* Our 2025 SBTi-ready target is an interim milestone on the path to Net-Zero by 2050, as science-based targets require a complete baseline of Scope 1, 2, and 3 emissions. Because only partial data was available initially, this stepwise approach ensures we collect the necessary insights to formalise evidence-based targets.

Trimming Greenhouse Gases in Operating Theatres: Acıbadem and IHH Malaysia Set the Pace

In 2024, IHH Healthcare advanced its commitment to reducing the environmental impact of anaesthetic gases, with desflurane – a potent greenhouse gas – at the centre of this effort. Known for its significantly higher global warming potential (GWP) compared to alternatives, desflurane has been identified as a key emissions hotspot within healthcare.

Leading the way in these reduction efforts, Acıbadem's Türkiye operations achieved a remarkable 55% year-on-year reduction in desflurane emissions, while IHH Malaysia recorded an impressive 35% decrease. This success was driven by localised approaches that involved close collaboration with anaesthesiology teams and comprehensive staff training on sustainable anaesthesia practices to implement changes seamlessly. Additionally, the distribution and usage of desflurane is limited so that hospitals use it for only necessary cases.

Across other core markets and Hong Kong, hospitals also launched targeted initiatives to switch to lower-GWP anaesthetic agents or optimise desflurane use where clinically necessary.



Acıbadem's Türkiye operations and IHH Malaysia's results serve as compelling case studies for the wider organisation. By demonstrating that emissions reductions can be achieved without compromising patient care, these two markets have set the benchmark for sustainable anaesthetic practices. These efforts are part of IHH Healthcare's broader strategy to lower Scope 1 emissions.

As we build on these successes, the achievements remind us that focused action, informed by localised strategies and collaboration, can drive meaningful progress toward climate-conscious healthcare.

Our Progress and Highlights

Becoming More Energy Efficient
From Incremental Changes to Measurable Reductions

In 2024, IHH Healthcare expanded its energy efficiency initiatives with a series of chiller upgrade projects across our operations in Singapore, Malaysia, and India. These upgrades included deploying smart technologies, such as advanced sensors to optimise performance, as well as adopting cutting-edge magnetic-bearing centrifuge chillers. The magnetic chillers, which enhance cooling efficiency, are up to 30% more energy-efficient than traditional oil-based systems.

Upgraded chillers were installed at Gleneagles Hospital Singapore, two hospitals in Malaysia, and two hospitals in India. In some locations, smart technologies were integrated into existing systems to improve operational efficiency, while others underwent full replacements with magnetic-bearing chillers. Gleneagles Hong Kong adapted AI technology to optimise energy efficiency, saving 459,196kWh in 2024, equivalent to the monthly electricity consumption of 1,670 households in Hong Kong.

These efforts demonstrate IHH Healthcare's commitment to modernising infrastructure with scalable, energy-efficient solutions tailored to each facility's needs. Reducing energy consumption aligns with the overall effort to cap our Scope 1 and 2 emissions. We continue to integrate sustainable operations across our global network, reinforcing our role as a leader in environmentally conscious healthcare.

Transitioning to Renewables
Spotlight on Large-Scale Solar Farm and Rooftop Solar

With Scope 2 emissions accounting for 72% of IHH Healthcare's total Scope 1 and 2 emissions, expanding the use of renewable energy is a crucial step in reducing our carbon footprint. Transitioning to cleaner energy sources allows us to address one of the largest contributors to our emissions profile while supporting long-term sustainability goals.

In 2024, we achieved a major milestone in Türkiye by signing a contract for the development of a large-scale solar farm. Scheduled for completion in 2025, this solar project is expected to generate up to 80% of the annual energy needs for our Türkiye operations, significantly lowering our reliance on fossil fuels.

In Malaysia, rooftop solar installations are being progressively deployed to complement renewable energy adoption. While the impact is relatively modest, these systems help reduce dependency on grid electricity. By the end of 2024, 10 hospitals had already installed rooftop solar systems, with plans to extend installations to 16 hospitals by the end of 2025. Gleneagles Hong Kong's rooftop solar system generated 125,163kWh in 2024, equivalent to the monthly electricity consumption of 455 households in Hong Kong. These efforts represent incremental progress in integrating renewable solutions across our operations.

Looking ahead, IHH Healthcare is actively exploring opportunities for larger-scale renewable energy projects in markets such as Malaysia and Singapore over the next few years. Additionally, we remain open to leveraging renewable energy certificates (RECs) where direct renewable adoption may not be feasible. These initiatives reflect our commitment to transitioning toward a low-carbon future and strengthening our sustainability efforts globally.

IHH Malaysia Launches Nation's First Electric Motorcycle Ambulance

Prince Court Medical Centre, in collaboration with First Ambulance, launched Malaysia's first electric motorcycle ambulance in August 2024 as part of its First Responder Service, highlighting the hospital's commitment to delivering faster, life-saving medical assistance and enhancing emergency care. On top of reducing carbon emissions, the electric motorcycle ambulance plays a crucial role in Prince Court's aim to improve response times, providing immediate care in traffic-congested areas until a conventional ambulance arrives to transport patients to the hospital's Accident & Emergency department.

Equipped with essential medical supplies, the electric motorcycle ambulance enables paramedics to stabilise patients and provide vital interventions quickly, which can be crucial in life-threatening situations.

As part of Prince Court's dedication to community well-being, the hospital is providing free ambulance services within a 10-km radius of its location in Kuala Lumpur. This marks an exciting step forward for emergency medical services in Malaysia, proving that sometimes, two wheels can be just as powerful as four when it comes to saving lives.

Our Progress and Highlights

Balancing Infection Control and Environment Sustainability

In selected hospitals across Malaysia, IHH Healthcare is piloting a modified Contact Precaution for healthcare workers caring for selected MRSA or VRE[1] patients. This initiative, which was introduced after extensive consultations with internal and external stakeholders including infection control teams and leading hospitals worldwide, aims to improve infection prevention while prioritising patient safety and environmental sustainability.

With robust horizontal infection prevention measures such as hand hygiene, antimicrobial body washes and environmental cleaning already in place, the use of single-use gowns was deemed unnecessary for staff who did not have direct physical contact with a specific group of patients or their environment.

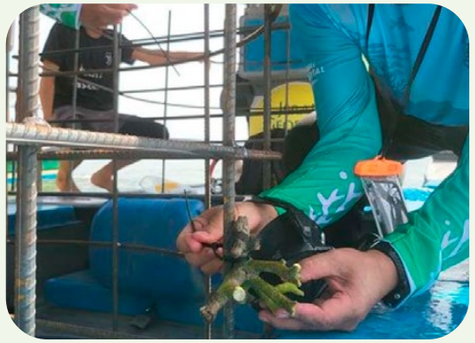
Early findings indicate a reduction of over 60% in single-use gown usage across the piloted wards. This not only minimises clinical waste but also underscores IHH Healthcare's commitment to sustainable, evidence-based practices.

[1] MRSA (Methicillin-Resistant Staphylococcus aureus) and VRE (Vancomycin-Resistant Enterococci) are antibiotic-resistant bacteria that can cause infections, particularly in healthcare settings. They are often more challenging to treat due to their resistance to commonly used antibiotics.

Healing the Environment: IHH Healthcare Malaysia's Community-Driven Initiatives

As part of promoting environmental stewardship and building resilience, IHH Healthcare Malaysia has implemented community-driven initiatives across the country, addressing critical sustainability challenges while fostering a connection with the environment. These efforts range from restoring rivers and rehabilitating coral reefs to rethinking food sourcing practices, underscoring our commitment to a sustainable and resilient future.

Restoring Rivers with Mudballs
At Pantai Hospital Sungai Petani, the themed event "Pantai SP Heals the Mother Earth" brought together staff, consultants, parents, and children to produce 4,000 mudballs enriched with Effective Microorganisms (EM). These mudballs were introduced into the Sungai Petani River to clean the water through enzymatic and bacterial activity, decomposing sludge and improving river health. This initiative supports local waterway restoration efforts while promoting environmental awareness within the community.



Coral Restoration at Pulau Songsong
In celebration of 2024 World Environment Day, Pantai Hospital Sungai Petani and Pantai Hospital Laguna Merbok partnered with Jabatan Alam Sekitar and the Malaysian Nature Society to initiate a coral-planting project at Pulau Songsong, Kedah. Corals were tied to specially designed cages, which were submerged on the seafloor to encourage natural growth and habitat restoration. In addition, participants carried out a beach cleanup, removing 50kg of trash, including plastic bottles and aluminium cans, to maintain the island's ecosystem and protect marine biodiversity.

Urban Vertical Farm in Gleneagles Johor (GHJ)
Understanding how the food waste and supply chain could affect its carbon footprint, GHJ collaborated with Boomgrow in operating a Machine Farm and Tower Farm, utilising precision farming and AI technology located on-site at GHJ. The farm embodies the 'From Farm to Fork' concept, providing optimal conditions for year-round produce cultivation regardless of external weather conditions. It uses 95% less water, is energy-efficient, requires less land, and reduces emissions and travel time. It has produced approximately 22 types of mixed vegetables and 16 types of microgreens that are enjoyed by the patients and employees in GHJ.

Our Progress and Highlights

Strengthening Sustainability and Resilience at Gleneagles HealthCity Chennai

Gleneagles HealthCity Chennai continues to enhance its sustainability and resilience efforts, focusing on reducing environmental impact and strengthening infrastructure to ensure uninterrupted patient care. From minimising food waste to improving flood protection, these initiatives reflect the hospital's commitment to responsible and future-ready healthcare.

Reducing Food Waste
To improve food management and minimise waste, Gleneagles HealthCity Chennai partnered with a specialised waste vendor to optimise food preparation. Initiatives included improved production planning, portion control, and self-service systems for staff, ensuring better alignment between food supply and actual consumption. Standardised preparation processes further reduced overproduction.

As a result, food production waste decreased from approximately 26% to 10%. Additionally, food waste is now sustainably repurposed through composting and as feed for pig farms, reducing landfill contributions and supporting a circular waste approach.

Enhancing Climate Resilience
To mitigate the risks posed by severe monsoons, the hospital has implemented key flood protection measures, including flood walls, elevated ramps, drainage modifications, and the relocation of critical equipment to higher floors. These enhancements are designed to strengthen infrastructure and maintain essential healthcare services during extreme weather conditions.

Through these efforts, Gleneagles HealthCity Chennai is improving operational efficiency while building resilience against environmental challenges, in line with IHH Healthcare's broader sustainability goals.

Collective Transformation: Fostering a Culture of Environmental Stewardship in Healthcare

Health Day in COP 29
At the United Nations Climate Change Conference, COP29, in Baku, Azerbaijan, IHH Healthcare participated in Health Day discussions, with Group CEO Dr Prem Kumar Nair joining the panel "Diagnosing Scope 3 Emissions in Healthcare: The Elephant in the Room", at the Singapore Pavilion.

Dr Nair highlighted IHH's strategies for managing Scope 3 emissions, including collaborative supplier engagement and data-driven procurement approaches, while emphasising the role of public-private partnerships in driving progress toward healthcare sustainability.

Sustainability Day at Gleneagles Hospital Singapore
In conjunction with World Antimicrobial Awareness Week (WAAW), Gleneagles Hospital Singapore hosted Sustainability Day, highlighting its commitment to environmental sustainability.

The event showcased the hospital's initiatives in energy-saving, waste segregation, and water optimisation, alongside workshops and discussions educating staff and visitors on responsible practices. Attendees praised the interactive activities and actionable insights, reflecting strong community engagement.

Sustainability Breakout at the Quality Summit
For the first time, the IHH Healthcare Quality Summit included a sustainability breakout session, highlighting the integration of environmental stewardship into healthcare.

The session featured the panel discussion "Shaping Our Future Sustainably: Care for Good" and presentations from the Sustainability Track Winners, showcasing impactful projects and practical insights for embedding environmentally sustainable practices across IHH's network.

HealthcareInsider Leadership Dialogue
The second HealthcareInsider leadership dialogue, themed "Shaping Our Future, Sustainably", brought together IHH Healthcare's senior leaders to discuss how sustainability is shaping healthcare.

Moderated by Ashok Pandit, Group Chief Corporate Officer, the panel explored reducing carbon emissions, improving waste management, and addressing antimicrobial resistance, while highlighting innovation and staff well-being in advancing sustainable practices.

Looking Ahead

Looking ahead, we remain committed to integrating environmental sustainability into every facet of our operations. By addressing emissions, waste, risks, and sourcing with a strategic and data-driven approach, we are poised to make meaningful progress toward a healthier, more sustainable future for our patients, communities, and the planet. We will also be progressively adopting the IFRS Sustainability Disclosure Standards, beginning with IFRS S2 Climate-related Disclosures from FY2025 onwards.

Environmental Impact & Actions

Reducing Scope 1 emissions
We will continue efforts to reduce desflurane emissions across our core markets by aligning clinical practices with sustainability objectives. These actions aim to significantly reduce the environmental impact of anaesthetic gases.

Accelerating renewable energy adoption
The large-scale solar energy project in Türkiye, set to operationalise in 2025, is expected to supply up to 80% of Türkiye's annual energy needs. Rooftop solar installations will also continue across IHH Malaysia hospitals, with plans to evaluate feasibility in Singapore.

Advancing Scope 3 emissions baselining
We will focus on refining our understanding of Scope 3 emissions across key categories such as Purchased Goods and Services, Capital Goods, and Waste Generated in Operations. These efforts will lay the groundwork for developing targeted strategies to address emissions hotspots across our value chain.

Conducting waste audits
We will conduct comprehensive waste audits with external vendors across our hospital network to better understand waste sources and co-mingling issues. These insights will guide targeted interventions to improve recycling rates and reduce overall waste volumes.

Setting 2030 environmental goals
In 2025, we will define our 2030 targets to drive progress on emissions, energy optimisation, waste management, and water efficiency.

Climate Change Resilience

Aligning with IFRS S1 and S2 Reporting Standards
In line with Bursa Malaysia's enhanced sustainability reporting requirements, we will align our disclosures with the IFRS S1 and IFRS S2 standards as outlined in Malaysia's National Sustainability Reporting Framework (NSRF). This alignment will involve comprehensive assessments of both physical and transition climate-related risks, ensuring our reporting meets regulatory expectations and reflects our commitment to transparency and sustainability.

Advancing responsible sourcing
Building on our Global Responsible Sourcing Policy, we will introduce sustainability-related scoring into the vendor selection process. By leveraging procurement analytics tools, we aim to identify emissions hotspots and expand collaborations with suppliers to adopt sustainable alternatives for high-impact procurement areas.

Planet Scorecard

Energy Use	FY2022	FY2023	FY2024
Total energy consumed (Gigajoules)	**2,136,705**	**2,227,572**	**2,282,592**
– Grid electricity	NR	57.9%	63.2%
– Natural gas, town gas, liquefied petroleum gas	NR	38.1%	34.6%
– Petrol & diesel	NR	2.0%	1.4%
– Renewable energy (rooftop solar, off-site renewable)	NR	2.0%	0.8%
Energy consumption intensity (Megajoules/patient-bed-day)	**1,166**	**1,113**	**1,113**

Greenhouse Gas (GHG) Emissions	FY2022	FY2023	FY2024
Total Scope 1 and 2 GHG emissions (tCO_2e)	**277,628**	**291,347**	**289,468**
– Scope 1 GHG emissions (tCO_2e)	75,465	81,236	71,914
– Gas fuels (natural gas, town gas, LPG, LNG)	45,537	48,460	44,615
– Anaesthetic gases	22,054	24,605	20,427
– Refrigerant	4,310	4,995	4,446
– Liquid fuels (diesel, petrol)	3,565	3,175	2,426
– Scope 2 GHG emissions (tCO_2e)	202,163	210,111	217,554
Total Scope 1 and 2 GHG emissions intensity ($kgCO_2e$/patient-bed-day)	**151.5**	**145.6**	**141.0**
Total Scope 3 emissions (tCO_2e)	**NR**	**18,846**	**96,025**
– Category 3: Fuel- & energy-related activities not included in Scope 1 or Scope 2	NR	NR	76,074
– Category 6: Business travel	NR	2,747	3,162
– Category 7: Employee commuting	NR	16,099	16,789

Waste	FY2022	FY2023[3]	FY2024
Total waste (metric tonnes)	**14,308**	**19,603**	**19,116**
Total hazardous waste[1] (metric tonnes)	8,352	8,523	8,491
Total non-hazardous waste[2] (metric tonnes)	5,956	11,079	10,655
– Recycled or Diverted from Landfill	NR	1,985 (18%)	1,955 (18%)
– Incinerated	NR	4,572 (41%)	3,658 (34%)
– Landfill	NR	4,522 (41%)	5,042 (47%)

Water	FY2022	FY2023	FY2024
Total amount of water used (megalitres)[4]	**3,123**	**3,553**	**3,378**
Water usage intensity (litres/patient-bed-day)	1,704	1,776	1,646
Number of hospitals operating in water-stressed regions[5]	NR	27	26
Amount of water used in water stressed regions (megalitres)	NR	NR	1,075

NR: Not Reported
Data in this scorecard excludes Fortis hospitals (India), Agilus laboratories (India), GJPMC (Brunei), and our latest acquisition Island Hospital (Malaysia).
Figures may not sum accurately due to rounding differences.
Minor restatement of 2022 and 2023 Scope 1 and 2 GHG emissions after clarifications on towngas emissions factors in Hong Kong and Singapore.

1 Medical waste is >95% of our hazardous waste footprint. All hazardous waste are managed according to local regulatory requirements and are considered as diverted to disposal either as incinerated or treated before landfill.
2 Regulatory requirements on data collection differ by countries. Data does not include non-hazardous waste from Turkiye and Europe.
3 Hazardous waste for 2023 figures restated.
4 All water used are municipal potable water.
5 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 2024 to 31 December 2024
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
		2-4	Restatements of information	56; 69
		2-5	External assurance	2
		2-6	Activities, value chain and other business relationships	36-37 (Annual report)
		2-7	Employees	43
		2-9	Governance structure and composition	72 (Annual report)
		2-10	Nomination and selection of the highest governance body	89-93 (Annual report)
		2-11	Chair of the highest governance body	73 (Annual report)
		2-12	Role of the highest governance body in overseeing the management of impacts	16
		2-13	Delegation of responsibility for managing impacts	16
		2-14	Role of the highest governance body in sustainability reporting	2
		2-15	Conflicts of interest	57-71 (Annual report)
		2-16	Communication of critical concerns	13-14
		2-17	Collective knowledge of the highest governance body	17
		2-18	Evaluation of the performance of the highest governance body	72-88 (Annual report)
		2-19	Remuneration policies	72-88 (Annual report)
		2-20	Process to determine remuneration	72-88 (Annual report)
		2-21	Annual total compensation ratio	72-88 (Annual report)
		2-22	Statement on sustainable development strategy	6
		2-23	Policy commitments	IHH website – Corporate governance policy disclosures: https://www.ihhhealthcare.com/investors/corporate-governance/corporate-governance-policy-disclosures
		2-24	Embedding policy commitments	72-88 (Annual report)
		2-25	Processes to remediate negative impacts	99-106 (Annual report)
		2-26	Mechanisms for seeking advice and raising concerns	99-106 (Annual report)
		2-28	Membership associations	3
		2-29	Approach to stakeholder engagement	13-14
Material Topics				
	GRI 3: Material Topics 2021	3-1	Process to determine material topics	10-12
		3-2	List of material topics	12

GRI Content Index

SASB Code	GRI Standard	Disclosure Number	Disclosure Title	Page Reference
Patients				
Transparency (Quality of Care and Patient Stewardship)				
HC-DY-270a.1			Pricing and billing transparency	25
	GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	18
		205-2	Communication and training about anti-corruption policies and procedures	18
		205-3	Confirmed incidents of corruption and actions taken	18
Data Privacy and Security				
HC-DY-230a.2	GRI 3: Material Topics 2021	3-3	Management of material topics	24; 26
HC-DY-230a.3	GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	26
People				
Employee Safety and Total Well-Being				
	GRI 3: Material Topics 2021	3-3	Management of material topics	33-34; 37
HC-DY-330a.1	GRI 403: Occupational Health and Safety 2018	401-1	New employee hires and employee turnover	44
		401-3	Parental leave	44
		403-5	Worker training on occupational health and safety	43
HC-DY-320a.1		403-9	Work-related injuries	43
People Engagement and Talent Development				
HC-DY-330a.2	GRI 3: Material Topics 2021	3-3	Management of material topics	35; 37-38
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	44
		404-2	Programmes for upgrading employee skills and transition assistance programmes	41
Diversity and Inclusion				
	GRI 3: Material Topics 2021	3-3	Management of material topics	36; 39
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	43
Public				
Community Investment				
	GRI 3: Material Topics 2021	3-3	Management of material topics	49; 51
	GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	51
Planet				
Emissions Management				
	GRI 3: Material Topics 2021	3-3	Management of material topics	58-60; 63-64
HC-DY-130a.1	GRI 302: Energy 2016	302-1	Energy consumption within the organisation	69
		302-3	Energy intensity	69
	GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	69
		305-2	Energy indirect (Scope 2) GHG emissions	69
		305-3	Other indirect (Scope 3) GHG emissions	69
		305-4	GHG emissions intensity	69
Waste and Water Management				
	GRI 3: Material Topics 2021	3-3	Management of material topics	61; 63
	GRI 303: Water and effluents 2018	303-5	Water consumption	69
	GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	69
		306-2	Management of significant waste-related impacts	61; 63
HC-DY-150a.1, HC-DY-150a.2		306-3	Waste generated	69
HC-DY-150a.1, HC-DY-150a.2		306-4	Waste diverted from disposal	69
HC-DY-150a.1, HC-DY-150a.2		306-5	Waste directed to disposal	69

Summary Performance Table

Indicator	Measurement Unit	2024
Bursa (Anti-corruption)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Senior Management	Percentage	85.00
Management	Percentage	90.00
Executive	Percentage	87.00
Non-Executive	Percentage	90.00
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	4
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	10,356,235.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	28,858
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	0.00
Senior Management Between 30-50	Percentage	59.00
Senior Management Above 50	Percentage	41.00

Internal assurance | External assurance | No assurance | (*)Restated

Summary Performance Table

Indicator	Measurement Unit	2024
Management Under 30	Percentage	6.00
Management Between 30-50	Percentage	75.00
Management Above 50	Percentage	19.00
Executive Under 30	Percentage	33.00
Executive Between 30-50	Percentage	60.00
Executive Above 50	Percentage	8.00
Non-Executive Under 30	Percentage	48.00
Non-Executive Between 30-50	Percentage	40.00
Non-Executive Above 50	Percentage	11.00
Gender Group by Employee Category		
Senior Management Male	Percentage	53.00
Senior Management Female	Percentage	47.00
Management Male	Percentage	41.00
Management Female	Percentage	59.00
Executive Male	Percentage	29.00
Executive Female	Percentage	71.00
Non-Executive Male	Percentage	27.00
Non-Executive Female	Percentage	73.00
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

Internal assurance | External assurance | No assurance | (*)Restated

Summary Performance Table

Indicator	Measurement Unit	2024
50-59 years	Percentage	20.00
60-69 years	Percentage	60.00
Bursa (Energy management)		
Bursa C4(a) Total energy consumption	Megawatt	72.18
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	1.15
Bursa C5(c) Number of employees trained on health and safety standards	Number	39,899
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Senior Management	Hours	34,464
Management	Hours	53,766
Executive	Hours	183,998
Non-Executive	Hours	990,659
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	3.00
Bursa C6(c) Total number of employee turnover by employee category		
Senior Management	Number	58
Management	Number	475
Executive	Number	2,089
Non-Executive	Number	9,529

Internal assurance | External assurance | No assurance | (*)Restated

Summary Performance Table

Indicator	Measurement Unit	2024
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	99.60
Bursa (Data privacy and security)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	1
Bursa (Water)		
Bursa C9(a) Total volume of water used	Megalitres	3,378.000000
Bursa (Waste management)		
Bursa C10(a) Total waste generated	Metric tonnes	19,116.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	1,955.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	17,191.00
Bursa (Emissions management)		
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	71,914.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	217,554.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	96,025.00

Internal assurance | External assurance | No assurance | (*)Restated

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