



OUR ORGANISATION

We uphold organisational integrity and operate ethically in accordance with applicable legislation and industry best practices.

Our Organisation

Corporate Governance

IHH is committed to upholding the highest standards of corporate governance. By doing so, we are able to safeguard institutional integrity and boost investor and patient confidence.

The Group's Board is responsible for governing and setting strategic direction. Guided by the Malaysian Code on Corporate Governance 2017 (MCCG), the Board is able to sustain long-term value creation by upholding stakeholder expectations and steering the organisation. The roles and responsibilities of Board members are outlined in our Board Charter, which is available on our corporate website. We appoint our Directors on

a non-discriminatory basis, regardless of gender, age and background. In line with IHH's Boardroom Diversity Policy, three of our 12 Directors are women. The Group publishes a Corporate Governance Report that summarises our corporate governance performance annually, in line with Bursa Securities' Main Market Listing Requirements.

Group-wide policies are also established and reviewed regularly to ensure alignment with the latest industry developments and best practices. This year, our Code of Conduct and Whistle Blowing Policy were reviewed and amended to comply with the latest regulatory requirements.

The Group's Anti-Bribery and Corruption Policy (ABC Policy) was established in 2019. With the implementation of the ABC Policy, Group corporate functions collaborated with Division Anti-Corruption Compliance Leads to review existing Standard Operating Procedures (SOPs) and policies and update them according to the ABC Policy and relevant anti-corruption laws in 2020.

In addition to revamping SOPs and policies, we also conduct training to ensure employees are aware of our ABC Policy and its contents. It is vital that employees complete the training and in FY2020, 100% of employees across all IHH operations were given access to resources to ensure they fulfil this requirement.



Code of Conduct (Code)

Outlines the Group's values, and provides guidance to all employees on expected business standards and behaviour.



Whistle Blowing Policy

Provides a channel for employees to communicate concerns and reassures them that they will be protected from repercussions resulting from whistleblowing.



Anti-Bribery and Corruption Policy (ABC Policy)

Elaborates on core principles iterated in the Group's Code, and promotes compliance by all employees with anti-corruption laws that apply to the Group, including the anti-corruption laws of all countries in which the Group operates.

Case Study: Turkey and Central and Eastern Europe

Acibadem is subject to the laws and regulations of the countries it operates in. In February 2020, Acibadem established a division-level Anti-Bribery and Corruption Policy to outline standards and principles iterated by anti-corruption regulations of the countries it operates in.

Acibadem's Legal Register

- Turkish Criminal Code No: 5237 (2004)
- Law on Declaration of Property and Combating Bribery and Corruption No: 3628 (Turkey, 1990)
- Malaysian Anti-Corruption Commission Act (Malaysia, 2009)
- Money Laundering and Terrorism Financing Prevention Law (Malaysia, 2001)
- Whistleblower Protection Act (Malaysia, 2010)
- Witness Protection Act (Malaysia, 2009)
- Malaysia Code of Corporate Governance (2017)
- Malaysia Code of Ethics
- Bribery Act (UK, 2010)
- Foreign Corrupt Practices Act (USA, 1977)
- Prevention of Corruption Act (Chapter 241) (Singapore)
- Prevention of Corruption Act (India, 1988)
- Criminal Law of the People's Republic of China (Bribery of public officials and foreign public officials)
- Anti-Unfair Competition Law of the People's Republic of China (Private bribery)
- Prevention of Bribery Ordinance (Cap 201) (Hong Kong, 1971)

All departments within Acibadem are required to adhere to applicable laws and regulations, as well as established procedures. If there are changes to regulations or laws, each department has the responsibility to streamline its operations and procedures with updated regulations.

In FY2020, Acibadem recorded zero cases of non-compliance with laws and regulations pertaining to corporate governance, anti-bribery and corruption. The culture of integrity throughout the organisation is attributed to our strong corporate governance and good leadership.

Our Organisation

Emergency Preparedness and Crisis Response

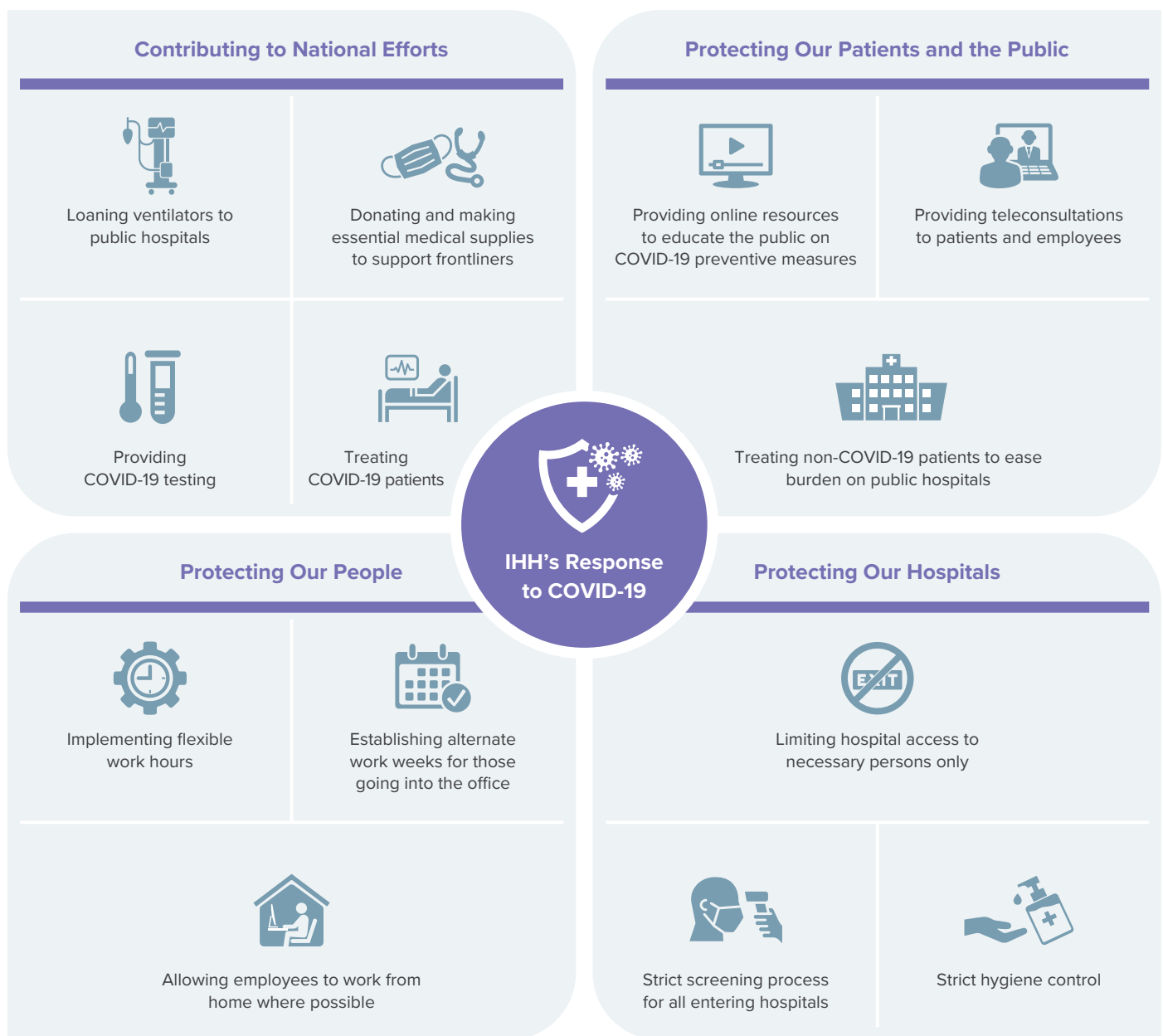
The coordination of an emergency response system is critical to ensuring that we are able to provide medical care under challenging circumstances. Emergency and crisis readiness translates to having the necessary structures in place and resources available to manage a crisis or emergency situation. Coordination

across operations is crucial to our implementing prompt and effective measures in response to a crisis.

COVID-19 Response

The COVID-19 pandemic spread across the world leaving no country unaffected. It has forced new standards of normal for the way businesses continue operating, despite obstacles arising from the pandemic outbreak.

The rapid transmission of the virus called for immediate action to mitigate its spread and rehabilitate those infected. As a healthcare provider, we prioritised the need to protect our employees at work, especially those dealing with infectious diseases. We took great measures to ensure the safety of our employees, patients, and all visitors at our healthcare facilities.



Policies and Plans

At IHH, we have strict policies and plans that outline the course of action for such events, and act as the foundation for deploying our resources and personnel. We also have a series of initiatives and programmes in the various locations where we operate to support the general public where possible.

Our hospitals across the Group are equipped to handle such situations and have in place the necessary measures to manage emergencies such as the COVID-19 pandemic. In line with the regulations of countries where we operate, as well as the recommendations set out by WHO, we established Emergency and Crisis Response (ECR) plans to provide medical care during the pandemic without compromising the safety and health of our employees and patients. Each ECR plan outlines procedures to prevent the spread of the disease and to manage patients accordingly.

We have minimised entry points to our hospitals and clinics to better control the influx of patients and visitors, and implemented social distancing measures. On entry, all persons are required to scan the QR codes and have their temperatures taken. They are also required to input contact information for the hospital's record. This serves as a quick response measure for contact tracing, enabling us to notify patients and visitors in case of possible exposure.

To safeguard the health and well-being of our staff, we enhanced the surveillance of medical staff movement and restricted inter-hospital movement of medical practitioners to limit the spread of the virus. For employees at our corporate offices, IHH implemented flexible work arrangements at the height of the pandemic, such as working from home and flexible work hours, and encouraged employees to practise good hand hygiene and respiratory etiquette at the workplace. In addition, we increased cleaning and disinfection for frequently touched surfaces across the workplace.

Training and Testing

We provided training to medical and non-medical staff to communicate new practices expected of them while at the hospital. These sessions covered mask fitting, as well as the proper ways to wear personal protective equipment (PPE). All units were split into teams and the teams worked on rotation. Breaks were scheduled into these rotations to make sure our staff were not overworked. The ECR committees conducted drills at the departmental level to test response to a confirmed COVID-19 case.

All employees are currently still required to fill out a declaration form to help us determine the possibility and risk of their exposure to those with COVID-19. In addition, medical staff working in the inpatient department are required to undergo a nucleic acid test to confirm that they are not carrying the virus.

COVID-19 Wards

We have designated areas and wards for COVID-19 patients and allocated spaces for fever cases in our Accident and Emergency Department to isolate these patients and prevent further spread of the contagion. Designated rooms with two or more beds are adequately spaced apart for safety. COVID-19 wards have 24-hour security to minimise movement into and out of the ward. Furthermore, patient meals are served in disposable plastic containers, along with disposable cutlery. Any patient who tests positive for COVID-19 is transferred to other hospitals or other facilities, as directed by government legislation.

Telemedicine & e-Health Video Consultation

Even with the implementation of strict infection control procedures to make our hospitals safe to visit, we had patients who were unable or chose not to visit hospitals as a precautionary measure. For these patients, we launched our telemedicine and e-Health video consultation services. This platform offers patients convenient access to a wide range of our medical services,

from booking virtual consultations with our doctors to receiving prescribed medications at their doorsteps and being transferred to our hospitals or clinics for treatment. Through this platform, we ensure patients can access uninterrupted quality medical care, be it from home or at our facilities.

Contribution to National Efforts Malaysia

As a private hospital, we are not permitted by Malaysia's Ministry of Health (MOH) to treat COVID-19 patients at our facilities in the country. Therefore, we supported and offered services in other ways to help alleviate the overwhelming medical needs of the COVID-19 pandemic. IHH allocated 200 beds from across our network of 15 Pantai and Gleneagles Hospitals in Malaysia to treat non-COVID-19 patients transferred from public hospitals. This helped lighten the burden on public hospitals and allowed them to focus on infected patients. We also pledged more than RM24 million to subsidise the medical treatment of patients going to public hospitals.

Due to the rise in demand for ventilators to treat critical COVID-19 patients, public hospitals were facing a shortage. IHH was equipped to loan out 20 ventilators while still being able to provide for our own patients. These ventilators were distributed to intensive care units in public hospitals across Malaysia.



Loaned **20**
ventilators to
Malaysian public
hospitals

Our Organisation

We facilitated the mobilisation of an experienced infectious disease physician from our Gleneagles hospital in Kota Kinabalu to support the MOH in managing the COVID-19 outbreak in the state of Sabah. Our physician has been working alongside MOH doctors at outbreak centres across the state to help treat and manage COVID-19. This physician has been selected as the technical member in the Government assessment programme for a COVID vaccine and is the only member from a private hospital in the National COVID vaccine committee.

In addition, IHH Malaysia’s laboratory division, Pantai Premier Pathology, worked in collaboration with the MOH to increase the testing capacity for COVID-19. It was one of four private laboratories in Malaysia to provide a home-based COVID-19 sampling service, which includes the COVID-19 drive-thru screening service that gives people the alternative of being screened in their vehicles.

IMU

As demand for ventilators increased, hospitals struggled to treat patients because of insufficient equipment. Given this situation, IMU donated two ventilator units to a public hospital. In addition, it collaborated with a local

fashion designer/textile company to manufacture and donate PPE for frontliners across public hospitals in Malaysia. Other essential items were donated throughout the country to non-governmental organisations and homes for the underprivileged. More information on IMU’s contributions can be found on pages 88 to 89 of this statement.

Singapore

Our hospitals here accepted stable and recovering COVID-19 patients from public hospitals. To date, we have admitted and discharged more than 350 patients. We were also deployed by Singapore’s Ministry of Social and Family Development to conduct swab testing for more than 11,500 people in dormitories, polytechnics, and other locations, and to operate temporary testing centres for a month. Up to 500 people were tested daily at each facility.

Our clinical staff were part of the pioneering medical team for the planning and operation of the Community Care Facility. All 10 halls of the Singapore Expo with a capacity of 8,000 beds were utilised towards this effort.

Our lab at Parkway Pantai was the first private hospital in Singapore to provide

Acibadem
Labmed processed
168,780
COVID-19 PCR,
antibody and
antigen tests

**First private
hospital**
in Singapore to
provide COVID-19
PCR testing

COVID-19 polymerase chain reaction (PCR) testing. Priority testing is still being offered 24 hours a day, seven days a week, including on weekends and public holidays, continuing all year in 2021.

Turkey and Central and Eastern Europe

All 16 of our Acibadem hospitals in Turkey have been declared “Pandemic Hospitals” by government decree and have designated wards for COVID-19 patients and persons under investigation (PUI). Acibadem hospitals have also been designated testing



Dr Serene Wee, general practitioner at Parkway Shenton Medical Group, together with her team mates, stepped out of their comfort zones to provide COVID-19 swab tests for migrant workers.



40 of our ACIBADEM Healthcare Services specialists travelled across borders to help COVID-19 patients at the recently opened Yeni Klinika Hospital in Baku.



IHH's Gleneagles Hospital Hong Kong's team offers free COVID-19 swab tests to all Hong Kong residents.

centres while the Acibadem Labmed laboratories have been certified by the Ministry of Health for the running of COVID-19 PCR, COVID-19 antibody and COVID-19 antigen tests. This year, a total of 168,780 tests were processed by Acibadem Labmed.

The Acibadem City Clinic (ACC) in Bulgaria opened and maintained special units specifically for treating COVID-19 patients. A separate infections department was opened to care for these patients and recently expanded its COVID-19 unit to include a total of 67 beds of which seven are designated for intensive care.

In Macedonia, Acibadem Sistina Hospital donated its vacant facilities to aid governments in the management and treatment of COVID-19 patients. All 27 mechanical ventilation machines were made available for use. Acibadem Sistina Hospital is the only lab in Macedonia performing three types of tests to detect COVID-19. In addition to this, employees of the hospital donated packages of food and hygiene kits to vulnerable residents in the municipalities of Debar and Centar Zhupa, who were fully quarantined.

Mobile hospitals were set up to improve patients' accessibility to healthcare. The five mobile hospitals have a total capacity of 70 beds, arranged at least two metres apart.

Hong Kong

On 1 September 2020, the Government of Hong Kong set up its Universal Community Testing Programme, with 141 testing centres across the 18 districts. IHH's GHK volunteered its services at the Wong Chuk Hang COVID-19 testing centre which offers free COVID-19 swab tests to all Hong Kong residents. The aim is to find asymptomatic patients as early as possible for early identification, isolation and treatment to disrupt the virus transmission chain in the community.

Occupational Safety and Health

The safety of our patients and employees is IHH's highest priority. Our systems comply with occupational safety and health (OSH) legislation and standards. The management of our OSH risks is carried out through a series of procedures such as, hazard assessments and controls, and incident reporting. The results of these assessments are reported and

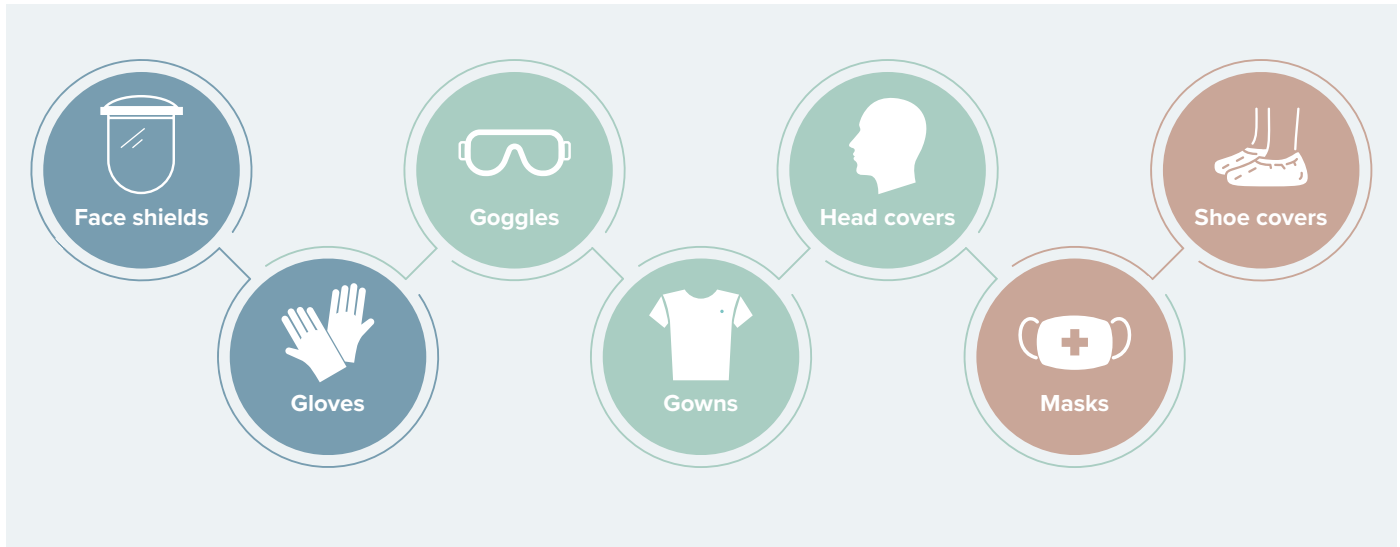
discussed by key personnel at weekly and monthly meetings. By maintaining a safe work environment, we support the consistent delivery of quality healthcare services to our patients.

OSH committees are established at our hospitals, clinics and universities to oversee the development of safety and health rules, review their effectiveness, assess workplace injuries and develop corrective actions accordingly. The OSH committees serve as a contact point for employees to raise any concerns or complaints pertaining to workplace safety, as well as to report safety incidents.



Our Organisation

Across our facilities, we have ample personal protective equipment (PPE) supplies and all medical staff are provided with the necessary PPE to protect them from contagions. PPE provided include:



Mandatory training on topics such as infection control, manual handling, workplace violence, and fire safety, was carried out throughout the year on e-learning platforms.