

# Our People



## Occupational Safety and Health

Employees are the Group’s greatest assets and their safety and wellbeing are paramount to IHH’s long-term strategy. All IHH hospitals are equipped with Occupational Safety and Health (“OSH”) Management System that meets all regulatory requirements and standards. Internal policies and procedures have been established encompassing all facets of OSH, from pre-emptive measures to post-incident reporting and handling.

In accordance with SOPs, an OSH Committee is established in every hospital and clinic to oversee all OSH matters. Employee representatives are present in OSH Committee meetings to report any complaints or communicate any changes to policies/procedures. Regular risk assessments will be carried out to proactively identify any unsafe work practices or hazardous situations. A dedicated OSH mechanism is also available for employees to report any issues that could potentially harm a staff or patient. Findings from risk assessments will be reviewed by the Committee for implementation of Corrective and Preventive Action (“CAPA”).

In order to inculcate safety at the workplace, all employees attend compulsory safety training every year.

We focus on making the trainings practical and relevant by organising the programmes in modules. All employees are trained on topics such as fire safety, emergency response plan, workplace violence and infection control, with specialised training provided on safe handling of dangerous chemicals and management of chemical spills.

### COVID-19 Safety Measures

COVID-19 brought many uncertainties to the healthcare industry and to adapt to such situations, decisive measures were needed to protect our staff worldwide. Our first act was to develop a COVID-19 response team and plan. New hospital protocols and work procedures were established with expert guidance to safely handle suspected COVID-19 patients. Strict triage screening, testing and dedicated hospital wards have allowed our staff to perform their duties without worry of COVID-19 infection.

In the early stages, potential shortage of essential PPEs such as face shields, N95 masks, gloves and disposable gown was identified as a major risk to IHH operations. The stockpile and consumption rate of PPEs were monitored daily to ensure our supplies not fall below critical levels. Our Procurement Teams took proactive measures to source PPEs through close

cooperation with suppliers and distributors to secure uninterrupted supply.

We also recognise the possibility of stressed and overburdened healthcare workers due to increased workload arising from the pandemic. Additional manpower was recruited to provide optimal healthcare services during periods of increased occupancy, with rotation systems in place to avoid burnout. IHH remains committed to complying with all government regulations pertaining to work hours.

### Staff Vaccination

Getting our staff vaccinated is critical not only to keep our workforce safe but to also set an example for the wider public. We at IHH strongly recommend all eligible members of public to get fully vaccinated and contribute to a COVID-resistant society. The vaccination rate among IHH staff as of Q4 FY2021 are presented below:

China	88%
Fortis	95%
Hong Kong	93%
India	95%
Malaysia	100%
IMU	99%
Turkey and Europe	86%
Singapore	100%



Protecting our staff’s health and wellbeing through the provision of Personal Protective Equipment (PPE), establishing safe work practices, and ongoing infection control training.



At IHH, our staff’s welfare and safety is our top priority. We want to ensure that our staff are protected for them to perform their duties with peace of mind.

## Human Rights

At IHH, we recognise the principles of universal human rights and strive to ensure this commitment is exemplified by our actions. Respect for human rights and the interests of employees are enshrined in the Group's core values: Patients First, Integrity, Empathy, Teamwork, and Excellence. Our dedication to protecting

human rights extends beyond the Group's operations. All IHH associates are made aware of our Third-Party Code of Conduct. Upon entering a business deal with the Group, our associates acknowledge that they comply with IHH's expectations in multiple issues such as labour standards, business conduct and sustainable practices.

We take a firm stance against discrimination across all levels of operation, from the Board to new hires. Our Workforce Diversity Policy is designed to provide a safe and inclusive work environment for all employees and is regularly reviewed by our management. This policy is applied Group-wide and embedded throughout our operations from hiring practices to promotion opportunities.

### Case Study: Non-discrimination in Singapore

IHH Singapore endeavours to be a progressive employer by complying with the following guidelines:

1. Fair Consideration Framework under the Ministry of Manpower ("MOM")
2. Tripartite Alliance on Fair and Progressive Employment Practices ("TAFEP")
3. Terms and Conditions of Collective Agreement

IHH Singapore abides by the Tripartite Guidelines on Fair Employment Practices ("TGFEF"). Under the TGFEF, candidates are selected based on merit regardless of age, race, gender, religion, marital status or disability. During the recruitment and selection process, the Human Resource ("HR") Talent Acquisition Team conducts a thorough reference check and background verification to ensure the candidates are trustworthy and meet our employment criteria.



Workplace diversity improves team performance. Photo: Gleneagles Hospital's 2021 Workplan Seminar.

When hiring foreign workers, we comply with MOM and Immigration and Checkpoints Authority ("ICA") requirements. If external agencies are to be engaged in the recruitment process, we perform an assessment and select reputable employment agencies that are registered with the government.

We do not employ any individual under the age of 16 or engage in forced labour practices. As IHH Singapore maintains a strict adherence to the guidelines and framework, no risks involving human rights infringement were identified in its operations.

## Our People

### Employee Capability Building

At IHH, we have a skilled and competent team at the helm of our operations.

Employee training is planned with holistic development in mind but with a focus on

individual job scopes; technical skills for our clinical staff, and functional and behavioural competencies for non-clinical staff. Our training initiatives provide employees with ample opportunities

through a mixture of job exposure, projects and formal programmes. Since the onset of COVID-19, a greater portion of our training initiatives have moved to a virtual platform to adapt to the new normal.

### Case Study: Training and Learning Management System in China

#### Key Training Programmes

In FY2021, we successfully conducted three training programmes to raise the competency level of our employees.

A series of workshops were conducted throughout the year for fifty frontline staff on administrative skills, grooming standards, telecommunication skills and customer complaint management. These workshops aim to improve staff awareness when attending to patients' needs, as well as strengthen communication between clinics. Sixteen of our internal trainers attended a two day 'Train the Trainer' course to enhance their abilities to conduct training sessions and teach others.

Thirty of our staff also attended JCI training sessions to better understand the JCI standards and framework.

#### Learning Management System ("LMS")

The LMS has been successfully implemented in Malaysia, Singapore, and Hong Kong, as a method of synchronising staff training and development across our regions. Each team member has access to their own unique LMS account, which can be used to track progress through the learning materials.

Recently, the LMS was introduced at Gleneagles Hospital Chengdu, China,

to further promote knowledge transfer between IHH hospitals. Fifty accounts were created for our nurses as pilot users to test the system's implementation.

As of this moment, our Nursing department will download LMS training material to be reviewed offline so that they can provide their feedback on the system. Currently, the LMS content is from Singapore and is only available in English. Due to this multi-language support limitation, the LMS is yet to be offered to all staff. Nevertheless, we will continue to improve on the LMS as it provides a beneficial avenue for hospitals to collaborate on learning opportunities.

### Talent Recruitment and Retention

In the current competitive business environment, having a diverse and motivated workforce is crucial for the Group's success. Our commitment to preventing discrimination at the workplace is instilled in IHH's core values.

#### Talent Acquisition

In this reporting period, we took significant steps to elevate our effort in talent acquisition. This includes leveraging the Group's reputation and high professional standards to attract new talent to the IHH family. As a private healthcare group with global market presence, IHH is recognisable to most people within the medical field in the countries we operate in. This, combined with clear career progression

and endless learning opportunities have allowed us to shape IHH into a strong employer.

Our talent acquisition team keeps meritocracy at the forefront of their decisions. We continue to engage with universities to scout fresh graduates as potential new hires during career events. Internship programmes are implemented in select hospitals, with job offers for students who exhibit high potential during the internship.

#### Retention

We endeavour to understand the needs and issues faced by our staff by listening to and obtaining their feedback. To enrich our human capital, we launched many engagement activities including National Doctor and International Nurse Day,

Employee Recognition Awards for Long Term Service and Employee of the Month. Hospital staff also celebrate cultural festivities depending on the regions they are in. Additionally, we undertake initiatives to identify qualified individuals for potential career advancement. We have made it a KPI for all eligible employees across IHH to undergo performance appraisals.

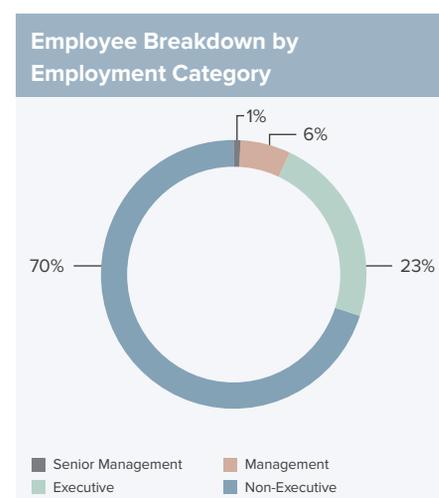
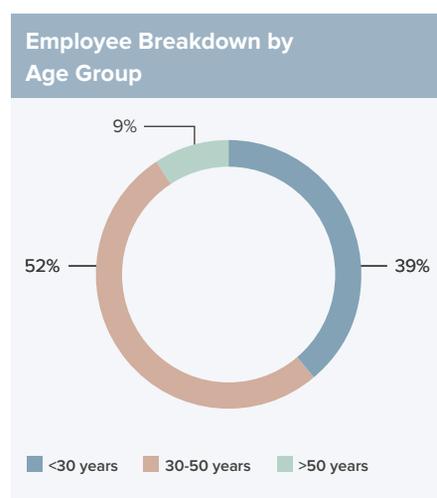
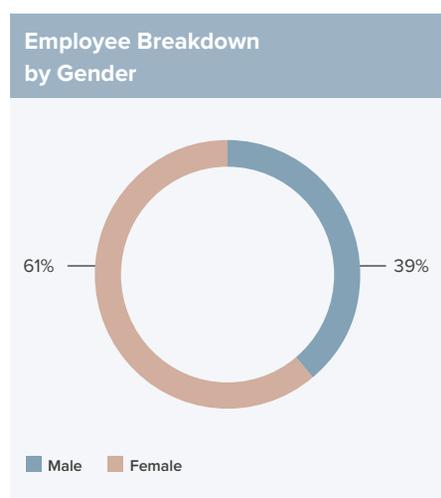
We retain our current talent by offering competitive remuneration and benefits. Our employees are remunerated according to market rates and in compliance with relevant wage regulations. IHH provides conventional benefits across the Group such as annual leave, medical benefits and insurance coverage, with fringe benefits awarded depending on business units such as mobile reimbursements, subsidised parking and food vouchers.

## Our People – Employee Strength

As of Q4 FY2021, our global workforce is predominantly based in India (41%)<sup>1</sup>, and Turkey and Europe (29%), followed by Malaysia (19%)<sup>2</sup>.

### Group Employee Breakdown

Country	Gender (%)		Age Group (%)			Employment Category (%)			
	Male	Female	<30 years	30-50 years	>50 years	Non-Executive	Executive	Management	Senior Management
Malaysia (19%)	21.3	78.7	35.2	56.5	8.3	64.7	28.3	6.4	0.6
Singapore (8%)	27.4	72.6	17.7	60.6	21.7	14.5	64.3	18.8	2.4
India (41%)	54.2	45.8	41.5	52.4	6.1	71.9	21.8	5.3	1.0
Hong Kong (2%)	23.5	76.5	22.4	58.7	18.9	37.1	49.9	12.4	0.6
China (1%)	21.0	79.0	13.2	77.4	9.4	44.7	44.0	9.9	1.4
Turkey & Europe (29%)	32.8	67.2	44.7	44.9	10.4	90.9	6.5	2.0	0.6
<b>Group Total (100%)</b>	<b>38.7</b>	<b>61.3</b>	<b>38.7</b>	<b>52.0</b>	<b>9.3</b>	<b>70.5</b>	<b>22.8</b>	<b>5.8</b>	<b>0.9</b>



#### Notes

- 1 India data is inclusive of Fortis.
- 2 Malaysia data is inclusive of IMU.