

OUR PEOPLE

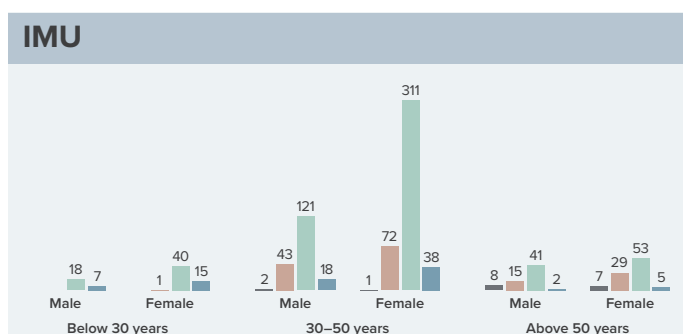
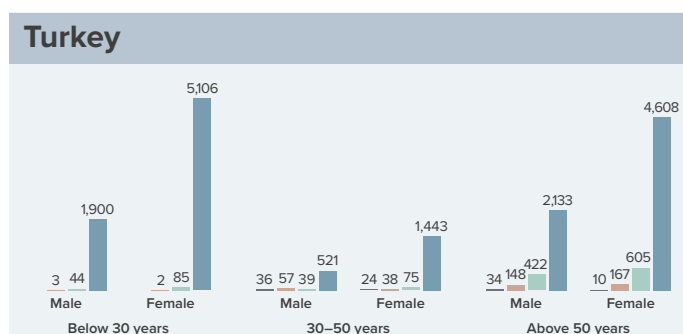
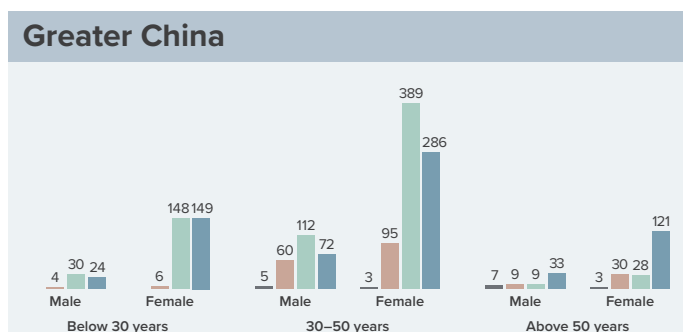
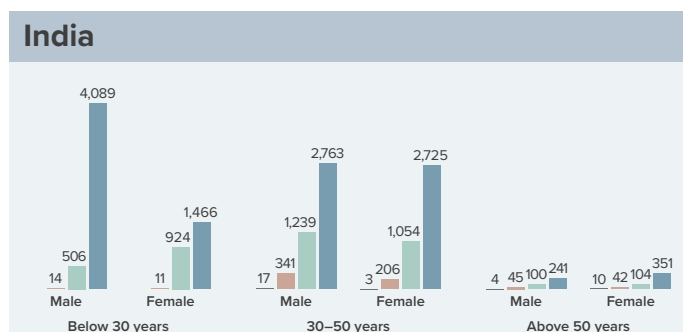
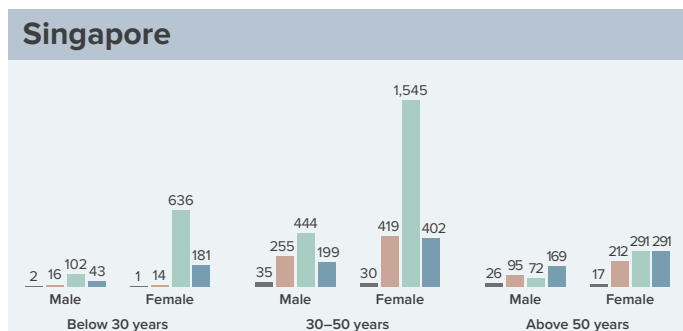
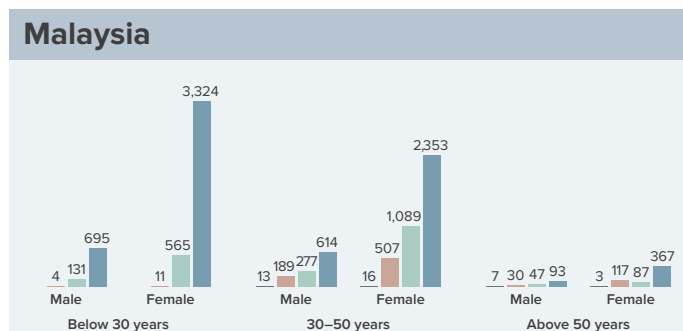
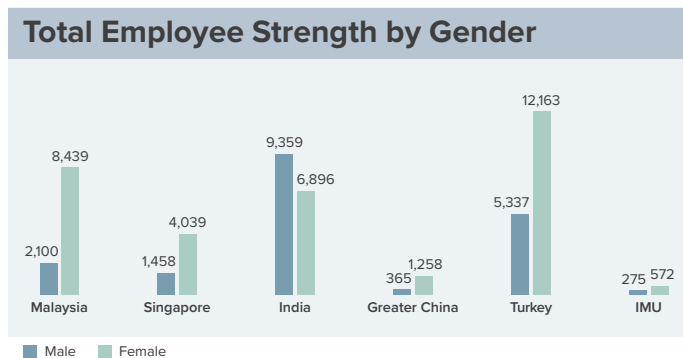
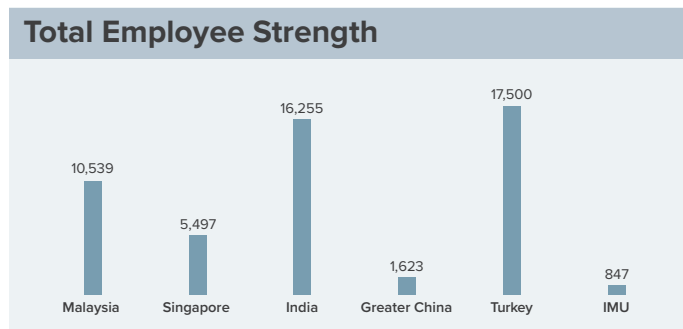
We continuously provide a conducive work environment to safeguard employee satisfaction and loyalty.



Our People

As at 30 September 2020, the Group's total workforce comprises 52,261 employees across our six home and growth markets. The majority are based in Turkey and Central and Eastern Europe followed by India, Malaysia, Singapore, and Greater China.

We believe that diversity will propel us to become the healthcare employer of choice in the countries where we operate. Our hiring practices are non-discriminatory and we practise equal opportunity at the workplace. This is reinforced by the Group-wide Workforce Diversity Policy which aims to promote inclusivity in the workplace by embracing diversity and recognising and accepting individual differences.



■ Senior Management ■ Management ■ Executive ■ Non-Executive

The headcounts exclude outsourced personnel from India Operating Division, doctors from Fortis and Greater China Operating Division (including Hong Kong), and employees from Acibadem's European Operations (ACC; Bulgaria, IMC; Netherlands, Sistina; Bulgaria), SRL Diagnostic, Prince Court Medical Centre and Gleneagles, and Jerudong Park Medical Centre, Brunei.

Our People

Talent Recruitment and Retention

Both our clinical and non-clinical staff are the largest contributors to IHH's success as a leading premium healthcare provider. We provide our employees with a conducive work environment, competitive benefits, and opportunities for career growth.

IHH has undertaken various initiatives to attract and retain talent across our operations worldwide. Annual benchmarking is conducted against key industry players to ensure our employees are compensated accordingly. Pathways to provide employees with career development opportunities have also been established.

For the Group to identify employee expectations of our clinical and non-clinical staff, we conduct employee engagement surveys annually and biennially, depending on the home market. Training is also provided to address identified skill gaps and to enhance the abilities of our workforce. Through such efforts, we strengthen employee morale and keep our employees motivated.

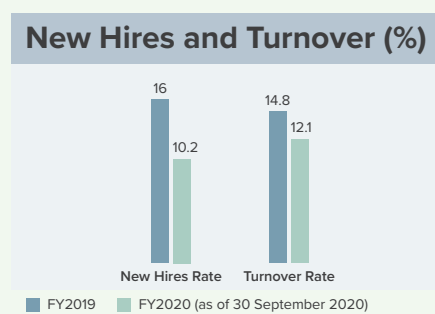
Case Study: Singapore

In Singapore, the competition for clinical and non-clinical staff is extremely high. We strive to maintain a favourable work environment at our facilities so as to attract the country's top talents and to be a preferred choice for employment within the healthcare industry.

Recruitment

We recruit talents using physical and online platforms. To recruit new employees, we organise hospital open houses and participate in career fairs and campus recruitment events at polytechnics and institutes of technical education. We even recruit talents at our corporate social responsibility (CSR) events. Individuals can also be recommended for employment through staff referrals.

This year, however, we were highly dependent on our online recruitment platforms as the Circuit Breaker implemented by the Government of Singapore in response to the COVID-19 outbreak across the country restricted everyone's movements. We utilised a variety of channels to engage with candidates, including the Group's corporate website, job portals and social media platforms (i.e. Facebook, LinkedIn, Telegram).



In FY2020, we achieved a new hires rate of 10.2% and a turnover rate of 12.1%. These results are lower than FY2019's rates of 16% and 14.8% respectively.

Remuneration and Benefits

Our employees are remunerated equitably according to market rates. In recognition of employee needs, the Group has implemented a flexi-benefits programme that allows employees to

use flexi-dollars to purchase privileges from a suite of benefits that cater to their respective lifestyles. Furthermore, we have extended outpatient medical benefits to include employees' family members.

With the Long Service and Golden Years' Service awards, we recognise employees who have achieved key milestones in their career journeys and who have remained loyal to the Group. We also have in place a Retirement and Post-Retirement Re-employment Policy that allows the Group to offer employment to individuals who are beyond the retirement age of 62.

We show our support for employees who are looking to grow their families by granting them parental leave. This gives them additional flexibility and time to bond with their children while adjusting to their new familial needs.

Parental Leave	Female	Male
Number of employees who took parental leave as of 30 September 2020	143	19
Number of employees who returned to work after parental leave ended as of 30 September 2020	142	19
Number of employees who were still employed 12 months after their return to work in FY2020 (as of 30 September 2020)	132	19

Capability Building

Our talent management programme offers employees opportunities to advance in their careers and grow professionally. It gives high-performing employees exposure to senior-level jobs so they can gain the relevant experience for taking on future leadership roles.

An annual budget for training and development programmes enables the Group to equip our employees with the latest industry knowledge and best practices. These programmes focus on areas of leadership, quality improvement, service, life support, digitalisation and nursing. This year, we spent a total of SGD591,818 on employee capacity building across our operations in Singapore.

The Group also offers high-performing employees the opportunity to further their studies and obtain diplomas and degrees by giving them financial assistance. In FY2020, a total of 52 employees received this opportunity to further their studies.

Safety and Well-being

In light of the COVID-19 pandemic, precautionary measures were implemented to keep our employees healthy and safe. We ensured that our frontline staff were equipped with appropriate and sufficient

personal protective equipment (PPE) and given care packs with hand sanitisers and vitamin C supplements to combat COVID-19 while carrying out their duties. We also distributed tokens of appreciation, such as ice cream treats and self-care products, to boost their morale.

During the early stages of the COVID-19 crisis, we arranged for corporate staff to work staggered hours before we transitioned them to working from home. Other control measures in the workplace included the implementation of strict protocols,

developed in line with the requirements of Singapore's Government.

Working extended hours can impact an employee's ability to maintain the desired work-life balance. Despite the pandemic, clinical and non-clinical staff were encouraged to take annual leave to spend time with their families and to take a break from their hectic work schedules whenever possible. For employees feeling anxious and emotionally affected by the COVID-19 outbreak and Singapore's Circuit Breaker, we offered professional in-house counselling.



30 Pantai Hospital Ayer Keroh staff from various clinical and non-clinical departments gather every day since the beginning of April 2020 to make Personal Protective Equipment (PPE) and face shields for frontliners.