

# Stakeholder Engagement

IHH recognises that our stakeholders are people impacted by the Group’s position as one of the world’s leading international healthcare providers. We realise that their voices are integral to our decision-making process. Our key stakeholders include senior management, doctors, nurses, employees, investors, shareholders, academia, students, patients, accreditation bodies, regulators, local communities, intermediaries, suppliers and service providers.

| Stakeholder Group                                                                                                             | Stakeholder Profiles                                                                                                                                                                                                                                                                       |
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| <p><b>Senior Management</b></p>              | <p>Senior Management sits right below the Board of Directors in our governance structure. They guide the Group’s economic, environmental and social strategic decisions to achieve constant and sustainable business growth.</p>                                                           |
| <p><b>Doctors, Nurses and Employees</b></p>  | <p>This stakeholders group is the backbone of our organisation and critical to our success as a leading international healthcare provider. We prioritise having a conducive work environment, one that encourages open communication to promote optimal performance.</p>                   |
| <p><b>Investors and Shareholders</b></p>   | <p>Our investors and shareholders provide capital funding for IHH to develop our operations across all geographic regions. Their emphasis is on the Group’s performance and reputation, providing value to our patients, which then become value to our investors.</p>                     |
| <p><b>Academia</b></p>                     | <p>Our academia at IMU have the ultimate responsibility to nurture the next generation of healthcare professionals. We strive to foster their success, and that of our students, by ensuring our academia are provided all the necessary resources to provide a top quality education.</p> |
| <p><b>Students</b></p>                     | <p>IMU students are the future of healthcare. We provide them with a conducive learning environment and quality education, creating opportunities for them to develop into highly skilled healthcare professionals.</p>                                                                    |

IHH strives to better understand our stakeholders' key issues and concerns through numerous engagements. By mapping stakeholder interests against business objectives, we can help define our strategic priorities. We aim to build a meaningful relationship with all our stakeholders through active and continuous engagement.

| Key Expectations                                                                                                                                                                                                                                                                                                                                                                      | IHH's Response                                                                                                                                                                                                                                           | Methods and Frequency of Engagement                                                                                                                                                                                                                                                                                                                     |
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| <ul style="list-style-type: none"> <li>Financial performance</li> <li>Talent attraction and retention</li> <li>Succession planning</li> <li>Operational performance</li> <li>Sustainable growth</li> </ul>                                                                                                                                                                            | <p>At IHH, our Senior Management is equipped with resources and support systems to effectively lead and support their teams in striving to perform to the best of their abilities, which in turn enhances the Group's reputation and performance.</p>    | <ul style="list-style-type: none"> <li>Monthly IHH Operations Meetings</li> <li>Quarterly Board Meetings</li> <li>Quarterly Board Audit Committee Meetings</li> <li>Quarterly Board Risk Management Committee Meetings</li> <li>Monthly Board Steering Committee Meeting</li> <li>Board Nomination Committee Meetings (as required)</li> </ul>          |
| <ul style="list-style-type: none"> <li>Staff and doctor engagement/ feedback sessions</li> <li>Positive workplace culture and a conducive working environment</li> <li>Career development and training</li> <li>Celebrate and share quality improvement efforts across IHH Group</li> <li>Embark on innovative approaches to inspire and encourage idea generation at work</li> </ul> | <p>Town hall meetings are conducted to have an open dialogue with employees to address their concerns and develop strategies to improve performance. Training and development programs are provided to enhance skill sets and support career growth.</p> | <ul style="list-style-type: none"> <li>Annual Town Hall Meetings</li> <li>Annual Focus Group Sessions</li> <li>Annual/Bi-annual Employee Engagement Surveys</li> <li>Weekly Physician's Meetings</li> <li>Annual Quality Summit</li> </ul>                                                                                                              |
| <ul style="list-style-type: none"> <li>Continued operational growth and financial sustainability</li> <li>Clear and transparent reporting</li> <li>Strong Corporate Governance framework</li> <li>Effective and timely shareholder engagement</li> <li>Succession planning</li> </ul>                                                                                                 | <p>Our investors and shareholders are directly linked to the wealth creation of the Group. Their investment decisions and interest in IHH depends on both the financial and non-financial performance of the Group.</p>                                  | <ul style="list-style-type: none"> <li>Annual General Meeting (AGM)</li> <li>Extraordinary General Meeting (EGM) (as required)</li> <li>Ongoing investor conferences, site visits and ad hoc events with investors, engagement sessions with sell-side and buy-side analysts</li> <li>On-going non-deal roadshows</li> <li>Corporate website</li> </ul> |
| <ul style="list-style-type: none"> <li>Research and development</li> <li>Strong relationship with Partner Schools/Universities</li> <li>Education financing, teaching and learning support</li> <li>Industry partnership</li> <li>Students' welfare and emotional support</li> <li>Strong relationship with residents and community</li> </ul>                                        | <p>At IHH, we cultivate an environment where academia can exchange ideas and information on the latest healthcare development and research, as well as provide a platform for community engagements.</p>                                                 | <ul style="list-style-type: none"> <li>Bi-annual Town Hall Meetings</li> <li>Faculty Meetings (every two months)</li> <li>Quarterly Dean Meetings</li> <li>Biennial Staff Barometer Survey</li> </ul>                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>High-quality education at affordable prices</li> <li>Highest knowledge, skills and competency upon graduation and throughout professional career</li> </ul>                                                                                                                                                                                    | <p>At IHH, we strive to provide world-class education and support to the next generation of medical professionals. We foster an environment conducive for learning and keeping abreast of the latest industry developments.</p>                          | <ul style="list-style-type: none"> <li>Regular monitoring of teaching and learning activities</li> <li>Quarterly Meeting with Students' Representative Council</li> <li>I-Barometer survey on student's satisfaction</li> <li>Mentor-Mentee system</li> <li>Programme Director briefing to the class every semester</li> </ul>                          |

# Stakeholder Engagement

| Stakeholder Group                                                                                                                 | Stakeholder Profiles                                                                                                                                                                                                                                                                                                      |
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| <p><b>Patients</b></p>                           | <p>At IHH, our patients are among our most valued stakeholder groups. We provide them with satisfactory levels of healthcare services to build trust and loyalty, and improve clinical outcomes.</p>                                                                                                                      |
| <p><b>Accreditation Bodies</b></p>               | <p>Accreditation bodies such as Malaysia Society for Quality in Health (MSQH), Joint Commission International (JCI), Malaysia Research Assessment (MyRA), ensure that IHH provides high-level healthcare services and education in line with accreditation requirements and standards.</p>                                |
| <p><b>Regulators</b></p>                         | <p>Regulators assess IHH's operations and ensure compliance with relevant laws and regulations. We maintain frequent communication with them to ensure that the Group is kept up to date with the latest regulatory requirements.</p>                                                                                     |
| <p><b>Local Communities</b></p>                | <p>Local communities are the main beneficiaries of our Corporate Social Responsibility (CSR) initiatives. These initiatives primarily aim to develop and enrich the communities we engage with and improve public health awareness.</p>                                                                                   |
| <p><b>Intermediaries</b></p>                   | <p>Intermediaries are third-party representatives that assist us in the provision of healthcare services across IHH hospitals and clinics. Some examples of our intermediaries include insurance companies, corporate customers, and third-party administrators.</p>                                                      |
| <p><b>Suppliers and Service Providers</b></p>  | <p>Suppliers and service providers are an important group to IHH as they support our operations by providing the quality provisions necessary for our operations. We maintain an ethical and professional relationship with our suppliers and service providers to ensure a transparent and sustainable supply chain.</p> |

| Key Expectations                                                                                                                                                                                                                                                                       | IHH's Response                                                                                                                                                                                                  | Methods and Frequency of Engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Delivery of quality healthcare</li> <li>• Patient experience</li> <li>• Health awareness and information</li> <li>• Cost-effectiveness</li> <li>• Patient privacy and data protection</li> </ul>                                              | <p>At IHH, we strive to deliver excellent healthcare services that revolve around patient care. We conduct patient satisfaction surveys to better understand and enhance our performance.</p>                   | <ul style="list-style-type: none"> <li>• Consultations (as required)</li> <li>• Patient Satisfaction Surveys conducted throughout the year</li> <li>• Admission and Discharge</li> <li>• Patient Education and Family Conferences (as required)</li> </ul>                                                                                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>• Regular audits and verifications</li> <li>• Meeting international benchmarks</li> </ul>                                                                                                                                                       | <p>To ensure that we meet the requirements set by the accreditation bodies, regular audits and inspections are conducted to evaluate our performance and actions are taken to bridge any “gaps” identified.</p> | <ul style="list-style-type: none"> <li>• Triennial JCI audit and inspections</li> <li>• Annual MSQH surveillance audit</li> <li>• MSQH certification inspection conducted every four (4) years</li> <li>• Triennial NABH certification audit</li> <li>• MQA audits (as required)</li> <li>• Biennial SETARA Assessment</li> <li>• Annual Malaysia Research Assessment (“MyRA”)</li> </ul>                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>• Compliance</li> <li>• Regulatory reform relating to hospital planning</li> <li>• Employee and patient safety</li> </ul>                                                                                                                       | <p>Regular inspections and audits are conducted to ensure that we comply with relevant legislations and requirements.</p>                                                                                       | <ul style="list-style-type: none"> <li>• Formal correspondence and meetings (as required)</li> <li>• Hospital visits (as required)</li> <li>• Biennial audits and inspections by the Ministry of Health</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>• Improving accessibility to healthcare services</li> <li>• Increasing public awareness about healthcare</li> <li>• Providing opportunities to the next generation of healthcare professionals</li> <li>• Funding community projects</li> </ul> | <p>IHH conducts various health and education programmes to promote the health and wellbeing of our local communities.</p>                                                                                       | <ul style="list-style-type: none"> <li>• On-going programmes for free medical treatment</li> <li>• Health awareness initiative</li> <li>• Scholarships and professorships are endowed and carried out in perpetuity</li> <li>• Sponsorships and donations</li> </ul>                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>• At the service level – timeliness of the guarantee letter issuance from intermediaries</li> <li>• The cost of healthcare in private hospitals, especially in medical treatment packages and services</li> </ul>                               | <p>At IHH, we strive to strengthen relationships with intermediaries through frequent engagement via referral letters and talks to guarantee smooth operations of our healthcare systems.</p>                   | <ul style="list-style-type: none"> <li>• Daily Guarantee Letter/Referrals</li> <li>• Health talks, forums, Continuing Medical Education (“CME”) carried out monthly or every two months</li> <li>• Process and service improvements carried out monthly, quarterly, or when required</li> <li>• Hospital empanelment/renewal (as required)</li> <li>• Claim and charges review meeting (as required)</li> </ul>                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>• Cost-effectiveness</li> <li>• Fair and transparent negotiations</li> <li>• Value proposition price and quality</li> </ul>                                                                                                                     | <p>We foster good relationships with our suppliers and service providers by ensuring transparent tender processes as well as evaluating their service performances.</p>                                         | <ul style="list-style-type: none"> <li>• Vendor presentations and product demonstrations are conducted upon the introduction of new products</li> <li>• Formal sessions to update knowledge on product information conducted at least twice a year</li> <li>• Tender briefings are held at each tender session upon the user's request on tender specifications</li> <li>• Tender clarification sessions are held with each tender launched on details in related to tender submissions</li> <li>• Price negotiations with vendors are carried out regularly – both for existing and new purchases.</li> </ul> |