

Stakeholder Engagement

IHH recognises our stakeholders to be the individuals and groups that influence our ability to provide quality healthcare services, as well as those who have an interest in the performance of the Group as a leading international healthcare provider.

Stakeholder Group	Stakeholder Profile
Senior Management	Senior Management sits below the Board of Directors. Members guide the Group in addressing economic, environmental and social issues in order to achieve sustainable growth.
Doctors, Nurses and Employees	Our employees are the backbone of our success. We ensure a conducive working environment in which they can work optimally and sustainably, and we encourage them to communicate their concerns to Senior Management.
Investors and Shareholders	Investors and shareholders provide capital funding for IHH to develop across all geographic regions. They prioritise the Group’s performance and reputation, ensuring that we continue to operate in an ethical and sustainable manner.
Academia	The academic community at IMU plays an important role in fostering the next generation of healthcare professionals. IHH ensures that they have the materials and resources necessary to provide top quality medical education.
Students	Students at IMU represent the future of healthcare. To nurture them as the next generation of highly skilled healthcare professionals, IHH provides students with a conducive learning environment.

This year, we have included students from our IMU campus in IHH's list of stakeholder groups. We continue to regularly engage with our stakeholders to understand their concerns and address these accordingly.

Stakeholder Expectations	IHH's Response	Methods and Frequency of Engagement
<ul style="list-style-type: none"> Financial performance Talent attraction and retention Succession planning Operational performance Sustainable growth 	<p>IHH equips our Senior Management with the resources and other support to help them lead their teams in performing to the best of their capabilities so as to enhance the Group's reputation</p>	<ul style="list-style-type: none"> Monthly IHH Operations Meetings Quarterly Board Meetings Quarterly Board Audit Committee Meetings Quarterly Risk Management Committee Meetings Monthly Board Steering Committee Meeting Board Nomination Committee Meetings when required Board Remuneration Committee Meetings when required
<ul style="list-style-type: none"> Staff and doctor engagement/ feedback sessions Positive workplace culture and a conducive work environment Career development and training 	<p>We conduct town hall meetings to address concerns raised and develop strategies to improve performance. Training is provided to enhance skill sets and support career development.</p>	<ul style="list-style-type: none"> Annual town hall meetings Annual focus group sessions Annual/biannual employee engagement surveys Weekly physicians meetings
<ul style="list-style-type: none"> Continued operational growth and financial sustainability Clear and transparent reporting Strong Corporate Governance framework Effective and timely shareholder engagement Succession planning 	<p>IHH fosters trust with our investors and shareholders through transparent disclosures of our economic, environmental, social, and governance risks and opportunities.</p>	<ul style="list-style-type: none"> Annual General Meeting (AGM) Extraordinary General Meeting (EGM) when 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
<ul style="list-style-type: none"> Research and development Strong relationship with Partner Schools/ Universities Education financing, teaching and learning support Industry partnership Students' welfare and emotional support Strong relationship with residents and community 	<p>We foster an environment where leading academics can exchange ideas and information on the latest healthcare developments.</p>	<ul style="list-style-type: none"> Biannual town hall meetings Faculty meetings held every two months Quarterly Dean meetings Biennial Staff Barometer Survey
<ul style="list-style-type: none"> High-quality education at premium price point Highest level of knowledge, skills and competency upon graduation and throughout professional career 	<p>We provide world-class education to support the next generation of medical professionals. We foster an environment conducive to learning and keeping abreast of the latest industry developments.</p>	<ul style="list-style-type: none"> Regular monitoring of teaching and learning activities Quarterly meeting with Students 'Representative Council I-Barometer survey on students' satisfaction Mentor-mentee system Programme Director briefing to the class in the semester

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Patients	Patients are among our most valued stakeholder group. We provide them with satisfactory levels of healthcare services to build their trust and loyalty, and improve clinical outcomes.
Accreditation Bodies	Accreditation bodies, such as Malaysian 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.
Regulators	Regulators assess IHH operations for compliance with relevant laws and regulations. We maintain frequent communication with them to ensure the Group is kept up to date with the latest regulatory requirements.
Local Communities	Local communities are the main beneficiaries of our corporate social responsibility (CSR) projects. These projects aim to make a positive impact on the communities we engage with and to improve public health awareness.
Intermediaries	Intermediaries are third-party representatives that assist in our provision of healthcare services across IHH hospitals and clinics. They include insurance companies, privately insured patients, and third-party administrations, among others.
Suppliers and Service Providers	Suppliers and service providers are a key stakeholder group that supports IHH in providing quality healthcare services to our patients. We maintain a professional relationship with our suppliers and service providers to ensure a transparent and sustainable supply chain.

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<ul style="list-style-type: none"> • Delivery of quality healthcare • Patient experience • Health awareness and information • Cost-effectiveness • Patient privacy and data protection 	<p>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"> • Consultations when required • Patient Satisfaction Surveys conducted throughout the year • Admission and discharge • Patient Education and Family Conferences when required
<ul style="list-style-type: none"> • Regular audits and verification • Meeting international benchmarks 	<p>To ensure that we meet the requirements of the accreditation bodies, we conduct regular audits and inspections to evaluate our performance and bridge gaps.</p>	<ul style="list-style-type: none"> • Triennial JCI (Joint Commission International) audit and inspections • Annual MSQH (Malaysian Society for Quality in Health) surveillance audit • MSQH certification inspection conducted every four years • NABH (National Accreditation Board for Hospitals & Healthcare Providers) surveillance audit conducted every one and a half years • Triennial NABH certification audit • MQA (Malaysian Qualification Agency) audits conducted when required • Biennial SETARA (Higher Education Rating system in Malaysia) assessment • Annual Malaysia Research Assessment ("MyRA")
<ul style="list-style-type: none"> • Compliance • Regulatory reform relating to hospital planning • Employee and patient safety 	<p>Regular inspections and audits are conducted to ensure that we comply to relevant legislations and requirements.</p>	<ul style="list-style-type: none"> • Formal correspondence and meetings when required • Hospital visits when necessary • Biennial audits and inspections by the Ministry of Health
<ul style="list-style-type: none"> • Improve accessibility to healthcare services • Increase public awareness about healthcare • Providing opportunities to the next generation of healthcare professionals • Funding community projects 	<p>IHH conducts various health and education programmes to promote the health and well-being of our local communities.</p>	<ul style="list-style-type: none"> • Ongoing programme for free medical treatment • Health awareness initiatives when necessary • Scholarships and professorships are endowed and carried out in perpetuity • Sponsorships and donations
<ul style="list-style-type: none"> • 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 	<p>We strengthen relationships with intermediaries through frequent engagement via referral letters and talks to guarantee smooth operations of health system functions.</p>	<ul style="list-style-type: none"> • Guarantee Letter/Referrals sent out daily • Health talks, forums, Continuing Medical Education (CME) carried out monthly or every 2 months • Process and service improvements carried out monthly, quarterly, or when required • Hospital empanelment/renewal when required • Claims and charges review meeting when required
<ul style="list-style-type: none"> • Cost-effectiveness • Fair and transparent negotiations • Value proposition price and quality 	<p>We foster good relationships with our suppliers and service providers by ensuring transparent tender processes, and evaluate their performances as well.</p>	<ul style="list-style-type: none"> • Vendor presentations and product demonstrations are conducted upon the introduction of new products • Formal sessions to update knowledge on product information conducted at least twice a year • Tender briefings held at each tender session upon users request to brief tenderers on tender specifications • Tender clarification sessions held with each tender launched to seek clarification on details relating to tender submissions • Group Procurement Office/MMD (Materials Management Department)/Purchase committee for price negotiations with vendors, carried out continuously – for both existing and new purchases.