

Sustainability Report

About this Report

Our Vision at IHH Healthcare Berhad (referred to as "IHH" in this report) is to become the world's most trusted healthcare network through patient-centred care. We are committed to achieving our Vision and improving the sustainability of our operations by constantly seeking improvements and innovation. Our sixth annual Sustainability Report documents our efforts to explore and enhance sustainability aspects of our business.

Scope and Boundary

Unless otherwise noted, this report contains information on the Group's performance and initiatives in sustainability across the period from 1 January 2021 to 31 December 2021 ("FY2021").

IHH's Operations

The key home markets are defined as those with the greatest operating capacity. These include Malaysia, Singapore, Turkey, and India. Other countries served by the Group include Greater China, Brunei, Bulgaria, Macedonia, the Netherlands, and Serbia. Additionally, we have our academic branch International Medical University ("IMU").

10

Countries

80

Hospitals

>15,000

Licensed Beds

Malaysia

Hospital

- Pantai Hospital Ampang
- Pantai Hospital Ayer Keroh
- Pantai Hospital Batu Pahat
- Pantai Hospital Cheras
- Pantai Hospital Ipoh
- Pantai Hospital Klang
- Pantai Hospital Kuala Lumpur
- Pantai Hospital Laguna Merbok
- Pantai Hospital Manjung
- Pantai Hospital Penang
- Pantai Hospital Sungai Petani
- Prince Court Medical Centre
- Gleneagles Hospital Kota Kinabalu
- Gleneagles Hospital Kuala Lumpur
- Gleneagles Hospital Medini
- Gleneagles Hospital Penang

Academic

- International Medical University

Singapore

- Mount Elizabeth Novena Hospital
- Mount Elizabeth Hospital
- Parkway East Hospital
- Gleneagles Hospital

India

- Aware Gleneagles Global Hospitals LB Nagar
- BGS Gleneagles Global Hospitals Kengeri
- Gleneagles Global Hospitals Lakdi-Ka-Pul
- Gleneagles Global Hospitals Parel
- Gleneagles Global Hospital, Richmond Road
- Gleneagles Global Health City Perumbakkam
- Continental Hospital

Greater China

China

- Gleneagles Hospital Chengdu
- Shanghai Xin Rui Healthcare Co. Ltd (Luwan Clinic/GPS Clinic)
- Shanghai Rui Xin Healthcare Co. Ltd (Shanghai Center Clinic)
- Shanghai Rui Pu Clinic Co. Ltd (Jinqiao Clinic)
- Shanghai Rui Xiang Clinic Co. Ltd (Hongqiao Clinic)
- Shanghai Rui Ying Clinic Co. Ltd (Tomorrow Square Clinic)
- Suzhou Industrial Park Yuan Hui Clinic Co. Ltd
- Chengdu Shenton Health Clinic Co. Ltd

Hong Kong

- Gleneagles Hospital Hong Kong

Turkey*

- Acibadem Adana Hospital
- Acibadem Altunizade Hospital
- Acibadem Ankara Hospital
- Acibadem Bakirköy Hospital
- Acibadem Bodrum Hospital
- Acibadem Bursa Hospital
- Acibadem Eskişehir Hospital
- Acibadem Fulya Hospital
- Acibadem International Hospital
- Acibadem Kadiköy Hospital
- Acibadem Kayseri Hospital
- Acibadem Kocaeli Hospital
- Acibadem Kozyatağı Hospital
- Acibadem Maslak Hospital
- Acibadem Mehmet Ali Aydınlar Üniversitesi Atakent Hospital
- Acibadem Taksim Hospital

Europe*

Bulgaria

- Acibadem City Clinic Cardio Hospital
- Acibadem City Clinic Mladost Hospital
- Acibadem City Clinic Tokuda Hospital

Macedonia

- Acibadem Sistina Hospital

Netherlands

- Acibadem International Medical Center

Serbia

- Acibadem Bel Medic Hospital

* Turkey and Europe are collectively referred to as Acibadem, or "ASYH".

Sustainability Report

Reporting Framework






The statement has been prepared in compliance with the Bursa Malaysia Securities Berhad's Main Market Listing Requirements, with reference to the Sustainability Reporting Guide

(2nd edition). Further, this statement incorporates the Global Reporting Initiative Standards, including the Sector Specific Sustainability Topics for Healthcare Providers and Services and Healthcare Technology.

By using Integrated Reporting, IHH can consider and communicate both financial and non-financial risks and opportunities. The table of contents below summarises where the sustainability-related content can be found in the Integrated Report.

Contents of the Sustainability Statement	Location within the Integrated Report	Page number
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FY2021 Report Highlights

 Our Patients	<ul style="list-style-type: none"> Reached the group-wide KPI goal for Net Promoter Score 	<ul style="list-style-type: none"> Adherence to COVID-19 guidelines to ensure patient safety
 Our People	<ul style="list-style-type: none"> Gave performance appraisals to all eligible employees 	<ul style="list-style-type: none"> Recorded zero workplace fatalities in all business units
 Our Organisation	<ul style="list-style-type: none"> Established telemedicine to support patients via video consultations from the comfort of their home 	<ul style="list-style-type: none"> A competitive tendering process ensures the cost-effectiveness of our services under the Group Procurement Strategy
 Our Environment	<ul style="list-style-type: none"> Solar panels generated 61,356 kWh of electricity at IHH Malaysia's Pantai Hospital Laguna Merbok (PHLM) 	<ul style="list-style-type: none"> Implemented waste reduction initiatives across all business units
 Our Community	<ul style="list-style-type: none"> Offering transparent and fixed-price medical packages 	<ul style="list-style-type: none"> Contributed to the advancement of biomedicine by supporting the Indian Council of Medical Research

Our Approach to Sustainability

We have developed a comprehensive framework that outlines the Group’s approach to embed sustainable values to help further IHH’s sustainability ambitions and support the United Nations Sustainable Development Agenda. Our Sustainability Strategy Framework shows how important sustainability focus areas align with relevant United Nations Sustainable Development Goals (“SDGs”), as well as our five Sustainability Pillars and Group-wide Sustainability Policy.



The Sustainability Policy, developed and approved by our Board in FY2020, provides principles guiding how a culture of sustainability should be promoted across the Group. The Policy complements our sustainable approach to our business by expanding on our key sustainability focus areas.

IHH Sustainability Policy Tenets

1	Ensuring ethics and transparency are at the forefront of our daily operations	6	Providing high-quality healthcare services through highly trained medical, nursing, and administrative personnel
2	Complying with legislation, regulations, and codes of practice governing medical facilities in the countries where we operate	7	Analysing and improving our environmental performance by identifying and monitoring the environmental impacts of the Group’s business activities and facilities
3	Enriching the local economy and delivering sustainable economic growth to investors	8	Raising employee awareness of environmental issues and encouraging green practices as much as possible
4	Engaging continuously with all relevant stakeholders, such as but not limited to patients, employees, suppliers, and students to manage their concerns and expectations of the Group	9	Making a positive impact on local communities and assisting them with improving their quality of life
5	Continually working to improve the quality of our healthcare services to meet stakeholder expectation		

Sustainability Report

IHH's Sustainability Journey

International experiences in the past few years have reinforced the value of sustainable practices at IHH. Our business model is based on a tri-fold strategy in sustainability – Quality Healthcare, Eco-Efficiency and Sustainable Growth. Our objective is to become the most trusted healthcare provider globally and create sustained value for our stakeholders through five sustainability pillars.

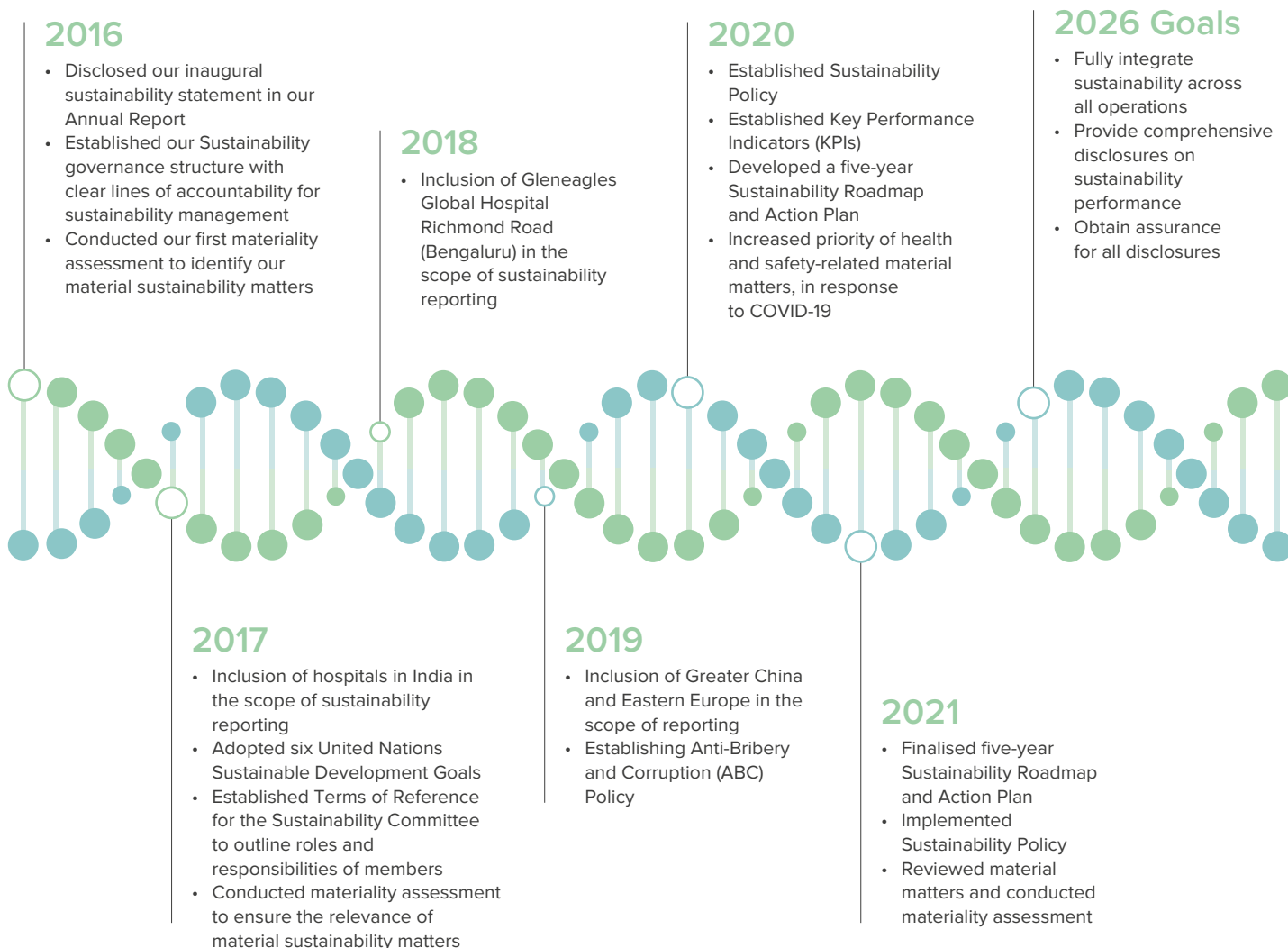
In 2016, we introduced our first sustainability statement and identified the Group's material sustainability priorities. In the six years since the report,

IHH has made significant strides to embed sustainability throughout all its operations. A robust governance structure governs all sustainability-related matters, and we have adopted seven of the Sustainable Development Goals.

The FY2021 reporting period marks our first steps in our five-year Sustainability Roadmap and Action Plan, including implementing Key Performance Indicators (KPIs) to track our progress toward the goals we consider fundamental to IHH's sustainable future. Last year, a Sustainability Roadmap was created to develop a clear timeline for our objectives and goals. The Group can build upon existing strategies

and current knowledge to better focus on our targets. Our targets reflect our five sustainability pillars and three strategic thrusts, ensuring we are directing our efforts in the direction that will significantly impact the Group and stakeholders. Our Sustainability Management Committee ("SMC") reviews the Roadmap annually to ensure it remains up to date and that we are progressing towards our goals.

We have enhanced our report to communicate IHH's sustainability performance concisely and transparently. Please refer to more information about the Group's sustainability efforts on page 70 to 84.



The United Nations Sustainable Development Goals

With a global network of private healthcare systems spanning ten countries, IHH recognises the importance of developing a science-based foundation for addressing the Group's sustainability challenges. Globally, IHH has committed to reducing social inequalities and tackling climate change in line with the Sustainable Development Goals (SDGs) while safeguarding universal human rights.

The Group has identified seven SDGs most relevant to its business and best placed to make a significant impact. We review the Goals annually to ensure our operations and initiatives align with each SDG. As illustrated below, the Group has adopted the relevant SDGs to contribute to the 2030 Global Agenda for Sustainable Development.



Sustainability Report

Our Pillars of Sustainability

In FY2017, the Group established its five sustainability pillars. Our five key strategic areas define our highest priorities and allow us to tailor our sustainability efforts, ensuring our initiatives are developed for those areas where they will most benefit.



Our Patients

We put the needs of our patients first. Patients are vital to what we do as the world's leading private healthcare provider. Our ultimate goal is to provide safe, effective, and high-quality healthcare services to our patients to ensure their safety and satisfaction.



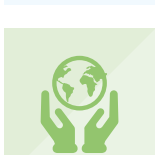
Our People

Operational efficiency is a function of our human capital. We strive to make our team members feel appreciated by maintaining a safe and conducive working environment. Our diverse team's unique perspectives and dedication to work make our team strong.



Our Organisation

We take pride in operating ethically and following all applicable legislation and industry best practices throughout the organisation. This commitment to integrity has earned us the reputation we have.



Our Environment

We take strict measures to minimise our environmental footprint and decrease our operation's impact on the environment. To protect our planet and the wider community, we focus on efficient consumption of natural resources and appropriate management of generated wastes.



Our Community

Community support is integral to the success of our Group. Our goal is to promote healthy living and wellbeing in our communities by providing basic healthcare and health education.

Global Initiatives (Our Key Performance Indicators)

IHH established three global key performance indicators ("KPIs") applicable to all countries where it operated last year. Our KPIs were developed to improve our management of three key sustainability areas while ensuring consistency across the whole organisation. Our three KPIs reflect three aspects of our sustainability: "Our Patients", "Our People", and "Our Environment".

Our Patients

Material Matter: Quality of Care and Patient Satisfaction

The Net Promoter Score ("NPS") measures how satisfied our patients are with their experience. We use the NPS to gauge the likelihood patients will recommend our services to their family and friends.

KPI Target	Business Units	Achieved
A unique NPS target is set for each business units, based on their unique performance factors and criteria.	IHH Malaysia	✓
	IHH Singapore	✓
	Greater China	✓
	Hong Kong	✓
	IHH India	✓
	Acibadem	✓

Our People

Material Matter: Employee Capability Building

Our employees are the Group's most vital asset to deliver superior quality healthcare services. To ensure our operations remain successful, we ensure employees remain satisfied with their jobs and work environment. Employee performance appraisals is an important way to check in with our employees, evaluate their work, and help them achieve their unique professional development goals.

KPI Target	Business Units	Achieved
100% of eligible employees across all business units are to receive performance appraisals.	IHH Malaysia	✓
	IHH Singapore	✓
	Greater China	✓
	Hong Kong	✓
	IHH India	✓
	Acibadem	✓
	IMU	✓

Our Environment

Material Matter: Waste Management

Reducing waste sent to landfills is a fundamental aspect of reducing our environmental footprint. As an environmentally conscious organisation, we have established a waste management process that maximises the recovery of non-scheduled wastes, thereby reducing the amount of waste sent to landfills.

KPI Target	Business Units	Achieved
Each business units must conduct waste recovery activities to reduce the quantity of non-scheduled waste entering the landfills.	IHH Malaysia	✓
	IHH Singapore	✓
	Greater China	✓
	Hong Kong	✓
	IHH India	✓
	Acibadem	✓
	IMU	✓