To provide a safe working environment that is conducive for the personal and professional growth of our employees and corporate culture that is built on good communication practices, transparency and integrity.

We have a diverse group of people working in IHH across the four countries. The following figures demonstrate the distribution of our employees by gender, age and employment level.

IHH’s Workforce Diversity Policy, Gender Diversity Policy and Boardroom Diversity Policy allow for an open workplace that nurtures diversity and inclusiveness. We are able to create a positive and conducive workplace by facilitating effective communication and clear channels for feedback. Moreover, our employees are continuously exposed to new cultures, ideas and knowledge.
The graphs below describe the total employee strength and the distribution of full-time employees by gender across the main home markets – Malaysia, Singapore, Turkey and India.

**TOTAL EMPLOYEE STRENGTH**

<table>
<thead>
<tr>
<th>Country</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malaysia</td>
<td>1,853</td>
<td>7511</td>
</tr>
<tr>
<td>IMU</td>
<td>262</td>
<td>454</td>
</tr>
<tr>
<td>Singapore</td>
<td>1,453</td>
<td>3,919</td>
</tr>
<tr>
<td>Turkey</td>
<td>3,999</td>
<td>7,202</td>
</tr>
<tr>
<td>India</td>
<td>2,486</td>
<td>2,347</td>
</tr>
</tbody>
</table>

The graphs below capture the distribution of employees by age and employment category across the four home markets from 1 January 2018 to 31 July 2018.

**MALAYSIA**

- **Executive**: 3,774
- **Non-Executive**: 795
- **Senior Management**: 716

**IMU**

- **Executive**: 454
- **Non-Executive**: 131
- **Senior Management**: 14

**SINGAPORE**

- **Executive**: 356
- **Non-Executive**: 733
- **Senior Management**: 733

**INDIA**

- **Executive**: 2,228
- **Non-Executive**: 733
- **Senior Management**: 733

**TURKEY**

- **Executive**: 3,724
- **Non-Executive**: 4,252
- **Senior Management**: 4,115
EMPLOYEE HEALTH AND SAFETY

At IHH, we believe in creating a strong safety culture. The Group reports on employee incidents and identifies trends and key risk areas, such as employee injuries, needle-stick injuries, employee falls, employee mobility incidents, occupational health-related incidents, infection-related incidents and exposure to bodily fluids. Our safety mechanism also entails the submission of health and safety recommendations about workplace conditions, the continual improvement of occupational health and safety standards by applying the lessons gained through experience and ongoing instruction and advice for staff and management. Our hospitals in the different home markets appoint key personnel and committees to promote and execute workplace health and safety measures.

Acıbadem has a policy on OHS to increase awareness and to ensure that the management of OHS activities is in accordance with the legal regulations, as well as national and international standards. This policy involves standard controls, higher risk environment controls, and other controls to protect workers from incidents and occupational diseases. This is in addition to job entry and periodic examinations and risk assessments. OHS Committees meet periodically depending on the risk class of the workplace. As hospitals are considered high risk, the committees meet on a monthly basis.

According to the Turkey Labour Law Act No. 6331, firms employing 50 or more workers (with job durations of more than 6 months) are obligated to establish a committee responsible for occupational health and safety activities. Acıbadem Healthcare Group has appointed 298 committee members to the Occupational Health and Safety (OHS) Board to oversee the 16 hospitals. Each OHS committee consists of the following people:

1. Employer or representative of the employer
2. Occupational Safety Specialist
3. Occupational Physician
4. Representative from Human Resources
5. Civil defense expert, if applicable
6. Foreman, workman or chief workman, if it exists
7. Worker representatives

22 per cent of the total strength of the OHS committees across all 16 hospitals consists of worker representatives. The table opposite represents the number of worker representatives and the total number of committee members for each hospital, which complies with the requirements given by the Declaration on the Qualifications, Rules and Procedures for the Designation of Worker Representatives for Occupational Health and Safety.

Acıbadem has a policy on OHS to increase awareness and to ensure that the management of OHS activities is in accordance with the legal regulations, as well as national and international standards. This policy involves standard controls, higher risk environment controls, and other controls to protect workers from incidents and occupational diseases. This is in addition to job entry and periodic examinations and risk assessments. OHS Committees meet periodically depending on the risk class of the workplace. As hospitals are considered high risk, the committees meet on a monthly basis.

With regard to workplace incidents, there were no occupational fatalities at Acıbadem in financial year 2018. Four out of the 16 hospitals recorded less than 10 incidents in the first half of 2018 with Acıbadem Kocaeli having zero incidents. The following graph represents the number of workplace incidents/injuries that occurred on a monthly basis across the 16 hospitals.
TRAINING AND DEVELOPMENT

IHH’s development and reputation in the healthcare industry wholly rely on the dedication, skills and knowledge of our workforce. Various training and development programmes are offered to our employees at every employment level. We frequently assess high-performing individuals and empower them through leadership programmes that will help bring their career forward.

There are ongoing training programmes across IHH’s home markets that cater to the different skill requirements and training needs of our staff. These programmes ensure that all our healthcare professionals are regularly updated, trained and developed in order for them to achieve their personal and professional goals, and so that they can deliver the best quality care.

SINGAPORE: CASE STUDY

In Singapore, the learning and development approach for employees focuses on three areas.

1. CORPORATE ATTACHMENT, STRETCHED ASSIGNMENTS AND ON-THE-JOB STINTS
2. UNDERSTANDING LEADERSHIP STYLES AND COACHING
3. PROFESSIONAL TRAINING, CONFERENCES, WORKSHOPS AND SEMINARS

Training is given both in-house and through third-party coaching for clinical staff (physicians and nurses) and non-clinical staff (pharmaceutical representatives, biomedical technicians and HR).
The table below illustrates the total amount of training hours and placements undertaken for the clinical and non-clinical hospital staff from January to June 2018.

<table>
<thead>
<tr>
<th>Training Programmes</th>
<th>Training Placements</th>
<th>Training Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Training</td>
<td>Clinical Staff</td>
</tr>
<tr>
<td></td>
<td>Places Attended</td>
<td>Staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and Supervisory Skills, Productivity and Quality-Related Skills, IT Systems</td>
<td>2,627</td>
<td>1,833</td>
</tr>
<tr>
<td>Academic Qualification and Sponsorship</td>
<td>14,328</td>
<td>14,328</td>
</tr>
<tr>
<td>Professional Certification (e.g. AED¹, BCLS²)</td>
<td>678</td>
<td>668</td>
</tr>
<tr>
<td>Workshops, Overseas Seminars and Conferences</td>
<td>2,215</td>
<td>1,482</td>
</tr>
</tbody>
</table>

1. Automated External Defibrillator, a device used to resuscitate patients after CPR has proved ineffective.
2. Basic Cardiac Life Support.

Performance appraisal is an important step in the career development of our employees. It is also very beneficial for both employees and management to understand the individual’s current performance level, challenges, training needs and areas for improvement. In Singapore, the annual Performance Management cycle is held formally to review the employee’s performance and contribution for the year. It is a conversation to understand the employer-employee expectation, the employees’ aspirations and how the business can support employees in their work and career growth opportunities. In addition to the formal reviews, informal check-ins take place frequently throughout the year to discuss and manage performance progress and expectations.