

OUR PEOPLE



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.

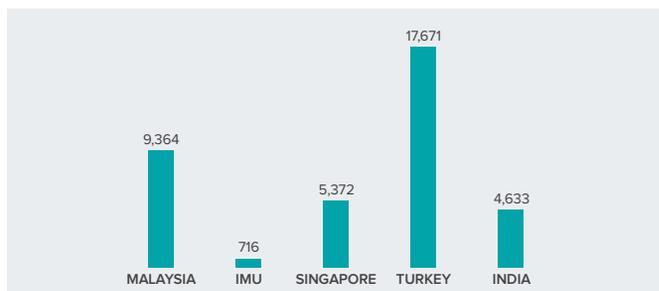
We have a diverse group of people working in IHH across the four countries. The following figures demonstrate the distribution of our employees by gender, age and employment level.

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

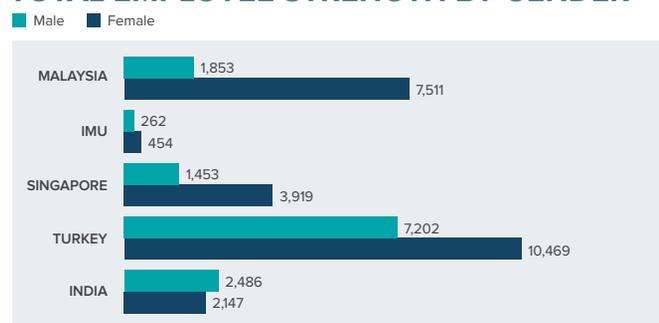
conducive workplace by facilitating effective communication and clear channels for feedback. Moreover, our employees are continuously exposed to new cultures, ideas and knowledge.

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



TOTAL EMPLOYEE STRENGTH BY GENDER



Employee distribution from 1 January 2018 to 31 July 2018

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



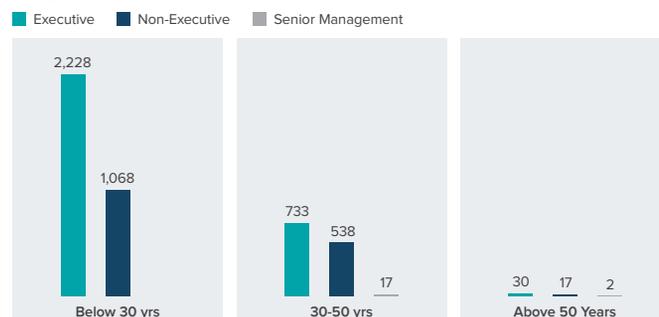
IMU



SINGAPORE



INDIA



TURKEY



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.

TURKEY: CASE STUDY

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. Acibadem 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.

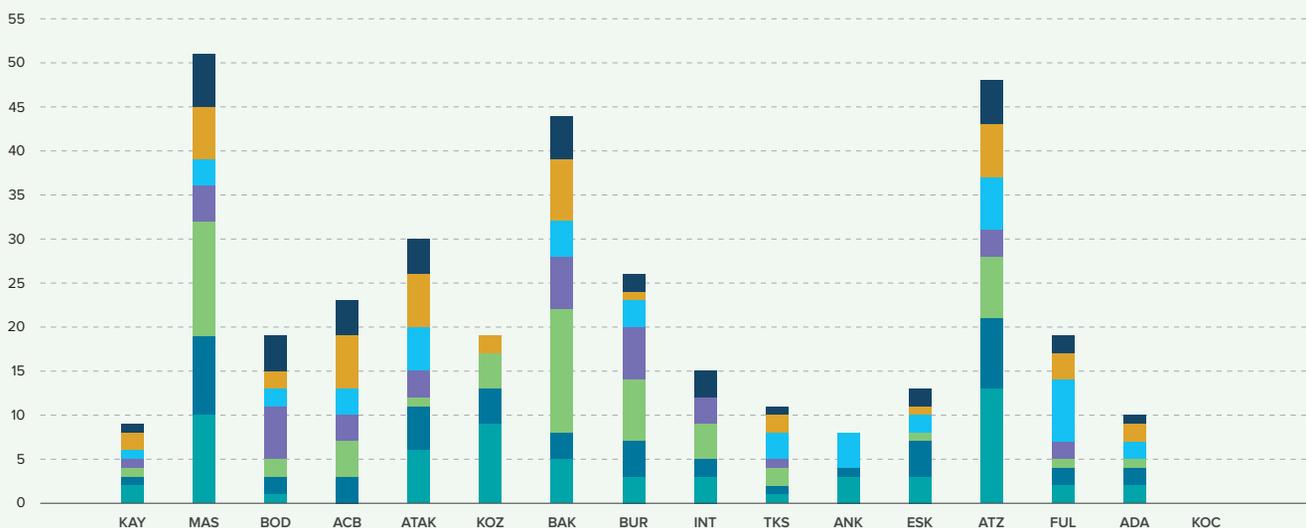
Acibadem Hospitals	Committee Members	Worker Representatives
Kadikoy (ACB)	24	4
Kozyatagi (KOZ)	16	4
Fulya (FUL)	18	4
Maslak (MAS)	17	5
Bakirkoy (BAK)	13	4
International (INT)	20	3
Taksim (TKS)	13	3
Kayseri (KAY)	18	4
Bursa (BUR)	19	5
Kocaeli (KOC)	14	3
Eskisehir (ESK)	26	3
Bodrum (BOD)	14	6
Adana (ADA)	20	3
Ankara (ANK)	16	3
Atakent (ATAK)	21	5
Altunizade (ATZ)	29	8

Acibadem 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 Acibadem in financial year 2018. Four out of the 16 hospitals recorded less than 10 incidents in the first half of 2018 with Acibadem Kocaeli having zero incidents. The following graph represents the number of workplace incidents/injuries that occurred on a monthly basis across the 16 hospitals.

WORKPLACE INCIDENTS AT ACIBADEM HOSPITALS (JAN–JUL 2018)

■ January ■ February ■ March ■ April ■ May ■ June ■ July



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).

Sustainability

OUR PEOPLE

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.

Training Programmes	Training Placements			Training Hours		
	Total Training Placements Attended	Clinical Staff	Non-Clinical Staff	Total Staff Training Hours	Clinical Staff	Non-Clinical Staff
Management and Supervisory Skills, Productivity and Quality-Related Skills, IT Systems	2,627	1,833	794	30,568	20,130	10,438
Academic Qualification and Sponsorship	14,328	14,328	–	18	18	–
Professional Certification (e.g. AED ¹ , BCLS ²)	678	668	10	4,850	4,806	44
Workshops, Overseas Seminars and Conferences	2,215	1,482	733	24,592	15,142	9,450

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.