



Sustainability Report 2025



Care.
For good.

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About This Report

At IHH Healthcare, sustainability is about making healthcare better and creating a lasting impact in the markets we operate in. Guided and united by our aspiration to “Care. For Good.”, we forge ahead to touch lives and transform care.

This sustainability report seeks to provide a full and balanced view of IHH Healthcare’s identified material matters and sustainability performance. We have paid careful consideration to the expectations and concerns of our stakeholders and remain committed to our vision of becoming the world’s most trusted healthcare service network.



Organisational Boundary

The scope of this Report covers the Group’s principal business segment in Hospital and Healthcare Services across operations in Malaysia, Singapore, India, Türkiye, Greater China, Brunei, Bulgaria, Serbia, the Netherlands, and North Macedonia.

Additional Boundary Considerations and Limitations

Climate scenario analysis and the subsequent determination of potential locations exposed covers all hospitals across the Group and major non-hospital laboratories in Singapore, Malaysia, and India (from Agilus Diagnostics Limited) as of 31 December 2025. It does not include the following:

- Hospitals operating as part of Bayındır Healthcare Group (80% stake acquired in Aug 2025 through Acıbadem Healthcare Group);
- Clinics and ambulatory centres outside of hospitals;
- Central warehouses across operating countries (where applicable); and
- Ancillary healthcare support service entities in Türkiye operating outside of our hospital facilities

The Group is progressively expanding its reporting boundary to include these entities. The organisational boundary applied for this Report differs from the Group’s financial consolidation boundary due to the exclusions noted above. The operations covered in the climate scenario analysis accounted for approximately 95% of Group revenue in FY2025.

About This Report

Operational Boundary for Environmental Metrics

In 2025, the Group expanded its environmental reporting boundary to include Fortis Healthcare's hospital operations. The Group's newly established 2030 climate-related goals include Fortis Healthcare, whereas the earlier 2022–2025 goals did not. Data from Fortis Healthcare is reported based on the Group's financial year aligned to the calendar year and therefore differs from Fortis's own disclosures which follow the April to March financial year.

The environmental metrics reported covers all hospitals, clinics, ambulatory centres, warehouses, and corporate offices across the Group. The following entities are excluded:

- Agilus Diagnostics Limited in India;
- Hospitals from Bayındır Healthcare Group (acquired August 2025);
- Gleneagles JPMC in Brunei, which operates within a shared hospital facility where the Group's environmental data is not separately identifiable; and
- Ancillary healthcare support service entities in Türkiye whose standalone operations fall outside of our hospital facilities (environmental impacts from services delivered within hospital premises are captured within hospital-level data)

GHG emissions are measured using an operational control approach in accordance with the GHG Protocol Corporate Accounting and Reporting Standard (2004). Energy, water, and waste metrics follow the same operational control boundary. GHG Disclosures include:

- **Scope 1:** Direct emissions from sources owned or controlled by the Group
- **Scope 2:** Indirect emissions from purchased electricity, reported using both location-based and market-based methodologies in accordance with the GHG Protocol Scope 2 Guidance
- **Scope 3:** Selected categories (Categories 3, 5, 6, and 7) disclosed in FY2025 where data maturity and methodology are assessed to be sufficiently mature. Scope 3 Categories 1, 2, and 15 have been identified as material but are not yet reported. The Group plans to progressively expand Scope 3 coverage

Waste disclosures include non-hazardous waste by disposal method and total hazardous waste.

Water disclosures for FY2025 include total withdrawal by source (municipal/third-party, groundwater, surface water) and water use in water-stressed regions.

Water and waste data for certain non-hospital facilities may be incomplete where these facilities operate within shared premises and activity data is not separately identifiable.

Reporting Framework

This report was prepared with reference to the IFRS S2 Climate-related Disclosures including IFRS S2 Industry-based Guidance Vol. 28 Health Care Delivery (HC-DY), and the Bursa Malaysia Securities Berhad's Main Market Listing Requirements (MMLR), and with reference to Global Reporting Initiative Universal Standards 2021.

In preparation for IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information, we are assessing our sustainability disclosures against the SASB Standards for Health Care Delivery to identify areas of alignment. Details on the current mapping can be found in the IFRS S2 and GRI Content Index from pages 90 to 94.

This report has been reviewed by IHH Healthcare's Sustainability Committee and Board Risk Management Committee, with overall approval granted by the Board of Directors. It should be read in conjunction with the IHH Healthcare Annual Report 2025, and the ISSB Sustainability Statement 2025, which has been prepared to comply with the National Sustainability Reporting Framework requirements and MMLR for listed issuers.



Scan to read the IHH Healthcare Annual Report 2025 and the ISSB Sustainability Statement 2025

Statement of Assurance

In 2025, the Group conducted an internal review to assess the effectiveness of controls over compliance with existing reporting requirements and standards, as well as the data collection and verification processes for Scope 1 and Scope 2 GHG emissions. As a result, we have tightened our internal controls and reporting processes to improve readiness for independent external assurance, which the Group targets for FY2027.

The disclosures in this Report have not been subjected to independent external assurance.

Feedback


We welcome feedback on this report as well as on any aspects of our sustainability performance and data. Please direct any feedback to the Group Chief Sustainability Officer at ihh.sustainability@ihhhealthcare.com

Who We Are

IHH is a leading multinational healthcare provider shaping the future of care. Across 10 countries, including Malaysia, Singapore, Türkiye, India, and Greater China, our 76,000-strong team delivers world-class excellence every day, within and beyond our 190 healthcare facilities, including more than 89 hospitals. Our comprehensive services span the full healthcare continuum, from primary care to complex treatments complemented by diagnostics, imaging, rehabilitation, telehealth, and home care.

For us, sustainability is not just another checkbox. It is a guiding ethos for how we deliver on our aspiration to “Care. For Good.”


<p>Our Vision</p> <p>To be the world’s most trusted healthcare services network</p>	<p>Our Mission</p> <p>To take exemplary care of our patients, anchored around our people who strive to continuously raise the bar in clinical, operational and service excellence</p>	<p>Our Values</p> <table border="0"> <tr> <td data-bbox="887 600 1283 671"> <p>Patients First We put patients’ needs first</p> </td> <td data-bbox="1334 600 1730 671"> <p>Teamwork We are better together</p> </td> </tr> <tr> <td data-bbox="887 708 1283 780"> <p>Integrity We do the right thing</p> </td> <td data-bbox="1334 708 1730 780"> <p>Excellence We champion continuous improvement and innovation</p> </td> </tr> <tr> <td colspan="2" data-bbox="887 817 1730 888"> <p>Empathy We listen with our hearts</p> </td> </tr> </table>		<p>Patients First We put patients’ needs first</p>	<p>Teamwork We are better together</p>	<p>Integrity We do the right thing</p>	<p>Excellence We champion continuous improvement and innovation</p>	<p>Empathy We listen with our hearts</p>	
<p>Patients First We put patients’ needs first</p>	<p>Teamwork We are better together</p>								
<p>Integrity We do the right thing</p>	<p>Excellence We champion continuous improvement and innovation</p>								
<p>Empathy We listen with our hearts</p>									


- 

> 80
Hospitals
- 

10
Countries
- 

> 1.2 million
Patients served*
- 

> 14,000
Operational beds
- 

8
Leading brands
- 

> 76,000
Talented and dedicated employees

Our Brands

ACIBADEM



IHH Healthcare is proud to be part of the following networks and organisations:



IHH Malaysia, under the legal entity Pantai Holdings Sdn Bhd, is a participant of the UN Global Compact.

* Comprises inpatient admissions and day cases.


Highlights of Our Sustainability Journey

Patients

Empowering Our Patients
by providing better, faster and more transparent care


>8.4m

patients now have access to their medical records online



S\$5m

Launched a transformative SGD5 million programme to accelerate clinical research and innovation



Achieved **90%** of value-driven outcomes (VDO)¹ at or above international benchmarks

while increasing the number of VDO quality indicators tracked by

200%


from 113 to 336

Public


Nurturing a Healthier Society
by tackling global health issues and reducing disease burden

>13,800

free cancer screenings conducted in high-need geographies across our Fortis network in India



Conducted **>4.2m** health screenings and cancer screenings for breast, cervical and colorectal cancers since 2022



1st private hospital network in Asia to implement AMR interventions in line with CDC guidelines across all of our hospitals


1,149 patients in Malaysia received free cancer treatment through Life Renewed programme since 2022

People

Shaping the Best Place to Work
by embracing diversity and prioritising well-being and growth

2%

above Global Healthcare Benchmarking scores² in 2025 Group-wide Engagement Score



>1.5m training hours in 2025, a **50%** increase from 2023

50% women in leadership roles across IHH against 2022 baseline


15% increase in nursing talent pool against 2022 baseline

Planet

Protecting Our Planet's Health
by accelerating our path to net zero and building climate resilience


44%

reduction in Desflurane³ use compared to 2023 levels



Commenced operations of our **62MW** solar plant, which is expected to power up to 80% of our annual energy needs in Türkiye, equivalent to CO₂ sequestered by 1.3 million trees

>90% reduction in single-use virgin plastics in non-clinical areas across Malaysia, Türkiye, Singapore, and Hong Kong



8.2% reduction in Scope 1 and 2 GHG emissions intensity⁴ compared to 2024 levels

¹ VDO is about using data to improve quality and outcomes while ensuring cost effectiveness.

² The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 32 million respondents across 1,006 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 124 companies worldwide, with more than 3.3 million respondents (2022–2024). Our Employee Engagement Score benchmark has been set to be used from 2023–2025.

³ Desflurane is an anaesthetic gas used during surgery. It has a much higher climate impact than most other gases, with a warming effect around 2,500 times stronger than carbon dioxide.

⁴ 2022 and 2025 Scope 1 and 2 GHG intensity was 151.5 kg/patient-bed-day 146.0 kg/patient-bed-day respectively. Scope 2 GHG emissions are location-based figures.

Message from Our Chairman and Group CEO

The healthcare industry is a major contributor of greenhouse gas (GHG) emissions globally. While this represents a big challenge for us, it also gives us significant opportunities to lead the way for meaningful change. By prioritising clean energy, effective waste and water management, and equitable care, we can be an example of how patient outcomes and environmental stewardship can advance hand-in-hand.

Recognising the increasing volatility of our surrounding environment, we have been working to transform and re-invent ourselves to prepare for uncertainties that may come our way, be it extreme weather events or geopolitical instability.

With an extensive network of 190 healthcare facilities including 89 hospitals, clinics and ambulatory care centres, we have the resources and the reach to deliver cutting-edge healthcare in a sustainable manner. From reducing our operational footprint to upskilling our staff with sustainability and AI skillsets, we are committed to delivering on our promise to Care. For Good.

A New Chapter for Sustainability

Our structured sustainability journey began in 2020, when we released our first sustainability policy. This was followed up with our first standalone Sustainability Report in 2022. Since then, we have been making steady progress, and have as of 2025, achieved 14 of the 16 sustainability goals that were presented in our inaugural 2022 report.

As we conclude the first chapter of our journey, we are excited to embark on a new one with refreshed goals that continue to deliver long-term value to our stakeholders.

The following broadly describe our new goals for 2030, and the thought process behind them. More details can be found in the scorecard section and specific Patients, People, Public, and Planet chapters.

Empowering Our Patients

IHH has been consistently meeting international benchmarks for our clinical quality indicators (CQIs), in areas from infection control to timeliness. Taking advantage of technological advances at our disposal, we have put forth plans and initiatives to harness the power of AI to further improve patient care and operations. At the same time, we are also mindful of AI's accompanying risks and environmental footprint and will be managing that accordingly.

Our 2030 goals for Patients will be to meet or exceed international benchmarks or our key CQIs, improve our Net Promoter Scores for patient satisfaction across our markets, and improve billing estimates according to country norms.

Shaping the Best Place to Work

IHH will strengthen our talent pipeline through deliberate succession planning for key roles and targeted leadership development to ensure balanced representation at every level. Concurrently, we are expanding our focus on total employee well-being, with safety as our foremost priority.

Our 2030 goals for People will be to maintain a 50:50 male to female ratio in leadership roles in all markets, rise above global benchmarking scores in employee engagement, and maintain or reduce lost time injuries annually.

Nurturing a Healthier Society

Over the past few years, we have made significant headways in the areas of antimicrobial resistance (AMR), as well as reducing the disease burden for patients in our various markets.

Following the full implementation of AMR guidelines, our 2030 goal is to secure ongoing compliance and improvement across all business units. Separately, and in line with our group Corporate Responsibility strategy, we will also continue to reduce disease burden by providing free or subsidised cancer treatments and screenings to the underserved.

Protecting Our Planet's Health

To effectively protect our planet, we need to accelerate our path to net zero and build up our climate resilience. To do so, we will intensify our focus on integrating climate and sustainability risks and opportunities into our governance and strategy.

From now till 2030, we have set new goals to accelerate our journey towards net zero by 2050. These include achieving a 42% reduction in Scope 1 and 2 emissions from 2025 levels (referencing the Science Based Targets initiative), a 30% non-hazardous waste recycling rate, and 10% reduction in water intensity from 2025 baseline.

Looking Ahead

As we prepare to move forward with renewed focus, we continue to be guided by the foundational strategies that have delivered our successes. Our vision remains to be the world's most trusted healthcare services provider. By treating our sustainability goals as a core business priority, we future-proof our mission and build a lasting legacy of health.



Tan Sri Dr Nik Norzrul Thani
Non-Executive Chairman

Dr Prem Kumar Nair
Group Chief Executive Officer

Our Approach to Sustainability

As a global healthcare leader, we are dedicated to building a healthier and more sustainable future for all. After all, “doing no harm” is one of the key principles of the Hippocratic Oath. At IHH Healthcare, sustainability is about going beyond “doing no harm” and is aptly summarised in our aspiration to “Care. For Good.”

We believe that a solid sustainability framework allows us to not only achieve our purpose of touching lives and transforming care, but also encourages good business performance.

Our sustainability framework is built in accordance with the ESG framework to positively impact our four key stakeholders – Patients, People, Public and Planet.



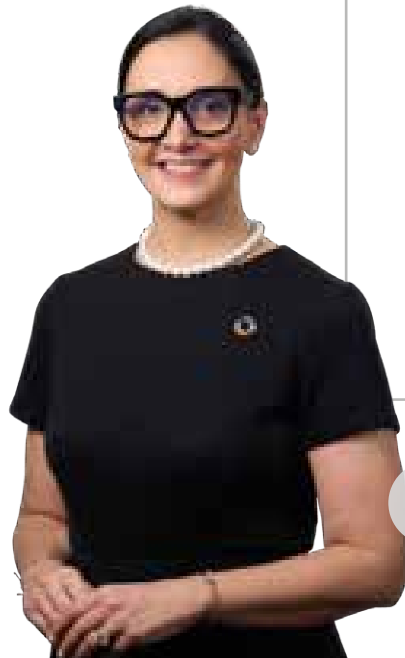
Caring for people is at the core of who we are, and sustainability is inseparable from that commitment. Every day, we see how environmental and social factors shape health outcomes for our patients, the well-being of our people, and the resilience of the communities we serve.

The impacts of climate change from rising chronic disease pressures to operational disruptions demand that we evolve how we deliver care. That is why mitigation and adaptation are no longer optional; they are essential acts of care.

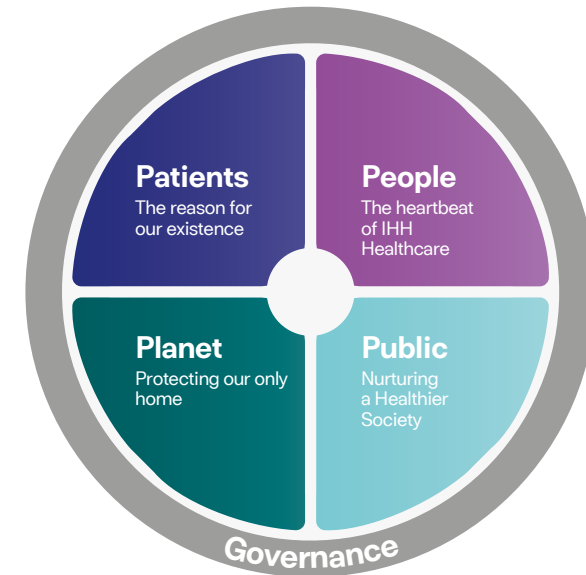
Protecting the planet and protecting human health are one and the same mission.



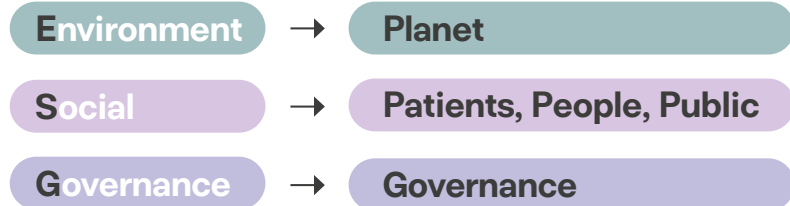
Yasemin Tecmen Stubbe
Group Chief Sustainability Officer



Our Sustainability Framework



How Our Framework Corresponds to ESG



Our Sustainability Framework

This framework is underpinned by a robust governance structure to keep us on track in our sustainability journey. It is also tied to performance and remuneration in the Group's Balanced Scorecard as part of our wider business strategy.



Robust governance with clear accountability and ethical conduct is the foundation that keeps us on track in our sustainability journey, whilst ensuring that all legal and regulatory obligations are met.

Meeting Our 2025 Targets

Since launching our sustainability goals in 2022, we have turned ambition into action. Over the last three years, we have pushed ourselves to rethink how we operate, how we source, and how we care for our people and our communities.

Of the 16 goals set in 2022, 14 have been fully achieved, and one has been partially met. These results are more than just numbers. They reflect the learnings and experience we have gained over the past three years, building a proven track record that will guide and strengthen our transition towards our 2030 goals.



Patients


Empowering Our Patients

	OUTCOME
To be the most trusted private healthcare provide in all our markets by 2025	✓
Achieve 90% of value-driven outcomes (VDO) at or above international benchmarks by 2025	✓ <small>see page 28</small>
Billing estimates to be 90% accurate in our core markets ¹ by 2025	◐ <small>see page 28</small>
Admission for A&E cases to be within one hour of doctors' instructions in our core markets ¹ by 2025	○ <small>see page 28</small>
To be in top quartile in Net Promoter Score (NPS) ² in our core markets by 2025	✓ <small>see page 28</small>

3 GOOD HEALTH AND WELL-BEING

9 INDUSTRY INNOVATION AND INFRASTRUCTURE

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



People

Shaping the Best Place to Work

	OUTCOME
To be the employer of choice in private healthcare in all our markets by 2025	✓
Achieve 50:50 male to female ratio in leadership roles by 2025	✓ <small>see page 47</small>
Increase global nursing talent pool by 10% by 2025	✓ <small>see page 47</small>
Reduce lost time injuries and have zero workplace fatalities	✓ <small>see page 47</small>
Be above Global Healthcare benchmarking scores in Employee Engagement Survey (EES) by 2025	✓ <small>see page 47</small>

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH




Public

Nurturing a Healthier Society

	OUTCOME
To touch five million lives³ for healthier communities by 2025	✓
Have 100% of hospitals implement antimicrobial resistance interventions in line with CDC, WHO, and national guidelines by 2025	✓ <small>see page 62</small>
Reduce disease burden on cancer and cardiovascular diseases through screenings, health literacy, and disease management programmes	✓ <small>see page 62</small>
Establish public corporate responsibility programmes in at least two of our core markets ¹ to make available quality healthcare to the underserved by 2023	✓ <small>see page 62</small>

3 GOOD HEALTH AND WELL-BEING

17 PARTNERSHIPS FOR THE GOALS



Planet

Protecting Our Planet's Health

	OUTCOME
To cap carbon growth by 2025 and achieve Net-Zero by 2050	✓
Cap Scope 1 and 2 emissions at 2022 baseline (inclusive of our growth) by 2025 and reduce year-on-year carbon intensity per patient bed-day	✓ <small>see page 75</small>
Strategise Scope 3 carbon accounting by 2023	✓ <small>see page 75</small>
Be SBTi (Science Based Targets initiative) ready by 2025	✓ <small>see page 75</small>
Reduce single-use virgin plastic by 90% in non-clinical areas in Malaysia and Singapore by 2023	✓ <small>see page 75</small>

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

✓ Achieved
 ◐ Partially met
 ○ Not met

¹ Our core markets refer to Malaysia, Singapore, India, and Türkiye.
² NPS is a widely used market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or service to a friend or colleague.
³ Number of lives touched includes cumulative number of patient interactions through IHH Healthcare services targeted at reducing antimicrobial resistance and disease burden, and number of beneficiaries reached through our corporate responsibility programmes.

Charging Ahead: Our New 2030 Goals

We arrived at our 2030 goals through a series of collaborative workshops focused on the issues that matter most to our stakeholders. By balancing regulatory requirements, market trends, and strategic board input, we have set a bold new course for the next five years. The following goals outline our path toward a more resilient and sustainable IHH.



Patients

Empowering Our Patients
By providing better, faster and more transparent care

Meet or exceed international benchmarks for our **key clinical quality indicators (CQIs)**¹

Improve YoY **billing estimates** in our markets²

Improve YoY **Net Promoter Score (NPS)**³ in our markets²








Public

Nurturing a Healthier Society
By tackling global health issues and reducing disease burden

Achieve compliance with the **antimicrobial stewardship (ASP)** implementation protocols

Provide **free or subsidised cancer treatments or health screenings** annually to underserved communities in our markets²






People

Shaping the Best Place to Work
By embracing diversity and prioritising well-being and growth

Maintain **50:50 male to female ratio in leadership roles**

Continue to be above benchmarks in **Engagement Scores**⁴ across our markets

Maintain or reduce **lost time injuries** annually



Planet

Protecting Our Planet's Health
By accelerating path to net zero and building climate resilience

Emissions: Reduce **Scope 1 and 2 emissions** by 42% from 2025 levels by 2030

Scope 3: Engage with **top 70% of suppliers by spend**⁵ to encourage their Scope 1 and 2 reporting and target setting by 2030

Waste: Achieve 30% **non-hazardous waste** recycling/landfill diversion rate by 2030

Water: Reduce **water intensity** by up to 10% by 2030 from 2025 baseline





¹ The following four key CQIs form part of our 2030 Patients goal: i) Infection control: Central Line Associated Bloodstream Infection (CLABSI) in ICU/NICU per 1,000 device days; ii) Safety (Patient & Staff): Complication Rate per 100 Peripheral Intravenous Lines Inserted; iii) Effectiveness: All-cause in-hospital mortality per 100 patients admitted for Acute Myocardial Infarction (AMI); and iv) Timeliness: Notification of Inpatient Laboratory Test Results with Critical Values within 10 minutes upon results verification per 100 Inpatient Laboratory Test Results with Critical Values.

² This refers to Malaysia, Singapore, India, Türkiye, and Hong Kong.

³ NPS is a widely used market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or service to a friend or colleague.

⁴ The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 32 million respondents across 1,006 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 124 companies worldwide, with more than 3.3 million respondents (2022–2024).

⁵ For suppliers by spend in Scope 3 Category 1: Purchased Goods & Services and Category 2: Capital Goods.

Our Material Matters

Our materiality assessment guides us in identifying, prioritising, and managing the sustainability matters that most impact our business and stakeholders.

By closely engaging with our stakeholders across the many geographies we operate in, we align our sustainability strategy to their needs and expectations. At the same time, we regularly keep abreast of published literature sustainability disclosure standards and industry news to inform our materiality assessment exercise.

We are continuously monitoring our list of material issues and we plan to conduct a materiality assessment every two years.



Materiality Assessment Exercise

The following steps outline the processes we underwent in 2024 to arrive at our current set of nine material matters. Our next materiality assessment exercise will be conducted in 2026.

1



Review of Previous Material Matters

We reviewed our 2022 material matters against internal and external sources of data to identify new material topics.

2



Multi-stakeholder Engagement

We conducted a multi-stakeholder (employees, patients, doctors, payors, shareholders, and suppliers) engagement exercise across our core markets to validate identified material topics as well as any potential gaps.

3



Materiality Matrix

We juxtaposed the findings from stakeholder engagement and management ranking to devise a materiality matrix.

4



Management Alignment

IHH Board and Senior Management reviewed the materiality matrix and stakeholder engagement findings and aligned on the material matters.

5

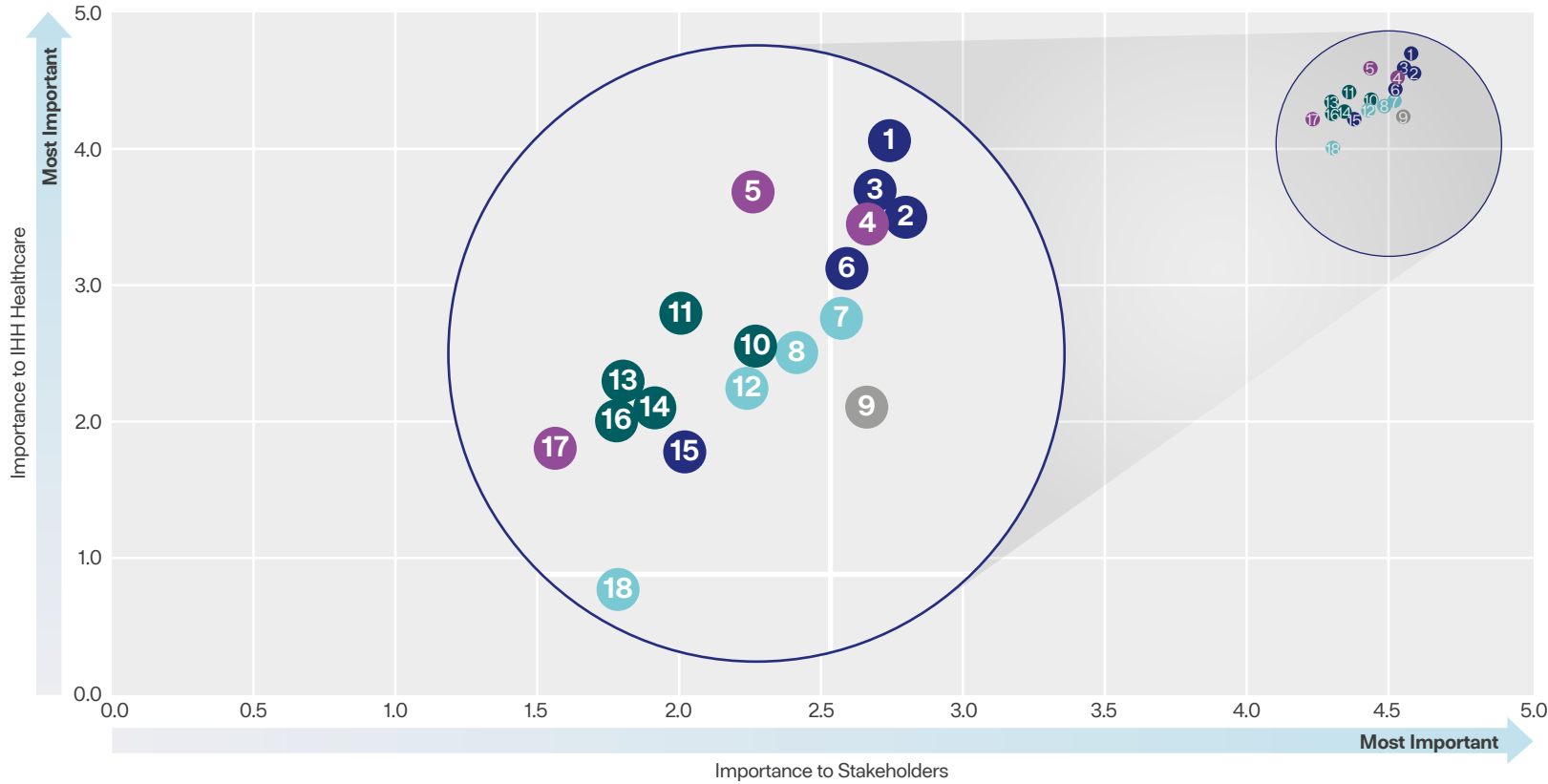


Finalisation of Material Matters

We fine-tuned and categorised the priority material matters under four sustainability pillars.

Our Material Matters

Materiality Matrix



1 Evidence-based, Safe, and Value-based Care	7 Emergency Preparedness	13 Emissions and Energy Management
2 Data Privacy and Cybersecurity	8 Reducing Disease Burden	14 Sustainable Supply Chain Management
3 Fast, Efficient, and Empathetic Care	9 Corporate Governance & Business Ethics	15 Healthcare Digitalisation & Innovation
4 Employee Safety and Total Well-being	10 Waste Management	16 Climate Change Resilience
5 People Engagement and Talent Development	11 Water Management	17 Diversity & Inclusion
6 Transparency in Billing and Outcomes	12 Antimicrobial Stewardship	18 Access for Underserved Communities

● Patients ● People ● Public ● Planet ● Governance

Our final set of nine material matters, which underpins our four sustainability pillars, were consolidated from 18 material matters featured in our materiality matrix.

Patients Pillar

We grouped the following material matters under *Quality of Care and Patient Stewardship*:

- Evidence-based, Safe, and Value-based Care
- Fast, Efficient, and Empathetic Care
- Transparency in Billing and Outcomes

People Pillar

We grouped the following material matters under *Well-being and Development*:

- Employee Safety and Total Well-being
- People Engagement and Talent Development

Public Pillar

We grouped the following material matters under *Tackling Global Health Issues*:

- Antimicrobial Stewardship
- Reducing Disease Burden
- Emergency Preparedness

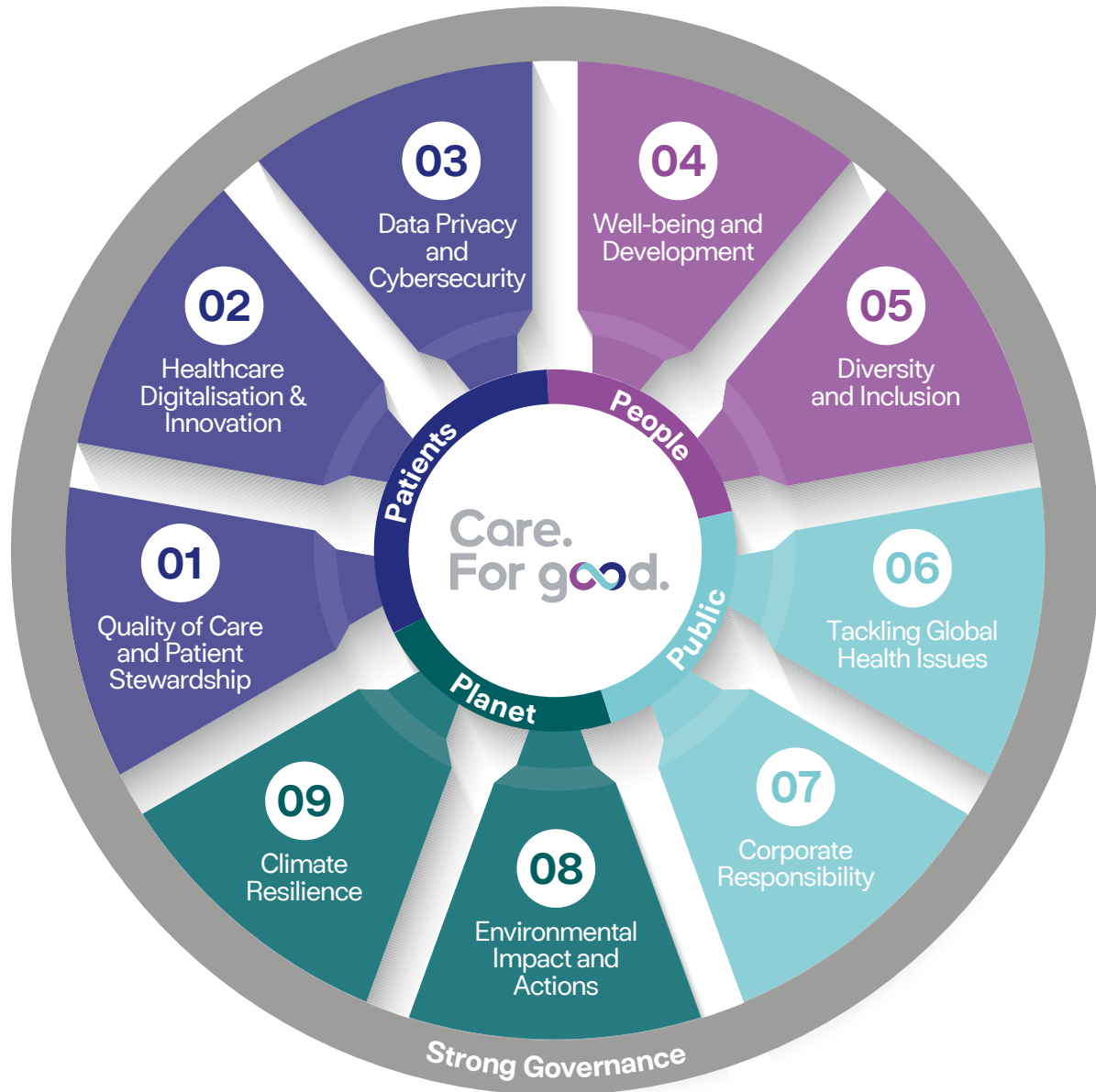
Access for Underserved Communities is captured under *Corporate Responsibility* which covers a wider range of social impact activities.

Planet Pillar

We grouped the following material matters under *Environmental Impact and Actions*:

- Emissions & Energy Management
- Waste Management
- Water Management





Our Material Matters








<p>Quality of Care and Patient Stewardship</p> <ul style="list-style-type: none"> Evidence-based, Safe, and Value-based Care Fast, Efficient, and Empathetic Care Transparency in Billing and Outcomes 	<p>Healthcare Digitalisation & Innovation</p> <p>Providing higher quality care by improving digital and data capabilities and investing in innovative companies.</p>	<p>Data Privacy and Cybersecurity</p> <p>Protecting patients' right to privacy and safeguarding our operations from cyber-attacks and data breaches.</p>
<p>Well-being and Development</p> <ul style="list-style-type: none"> Employee Safety and Total Well-being People Engagement and Talent Development 	<p>Diversity and Inclusion</p> <p>Diversity and inclusion, especially in leadership roles, enhance synergy within the organisation. The diverse perspectives of employees drive creativity, innovation, and satisfaction.</p>	<p>Tackling Global Health Issues</p> <ul style="list-style-type: none"> Antimicrobial Stewardship Reducing Disease Burden Emergency Preparedness
<p>Corporate Responsibility</p> <p>Widen access to and provide quality healthcare to underserved communities through free or subsidised initiatives.</p>	<p>Environmental Impact and Actions</p> <ul style="list-style-type: none"> Emissions & Energy Management Waste & Water Management 	<p>Climate Resilience</p> <ul style="list-style-type: none"> Climate Risks and Opportunities Responsible Sourcing
<p>Strong Governance</p> <p>Ensure accountability, transparency, and ethical conduct through robust systems, practices, and policies to drive our sustainability journey.</p>		

Stakeholder Engagement

The sustainability path of IHH Healthcare is shaped by the diverse perspectives of our internal and external stakeholders, which is gathered via a broad spectrum of channels. We rely on these insights to identify the issues that most impact our sustainability goals and long-term growth objectives. The list of stakeholders below was identified based on their different levels of influence and dependence on our business.

Stakeholder Group	Stakeholder Profiles	Methods/Frequency of Engagement	Key Expectations	IHH's Response
 Senior Management	Senior Management report to the Board of Directors. They are responsible for the company's financial, non-financial, and operational performance.	<ul style="list-style-type: none"> Monthly country business review meetings Quarterly Board Meetings and ad hoc meetings as required Quarterly Sustainability Committee meetings Biennial materiality assessment survey 	<ul style="list-style-type: none"> Financial performance Talent attraction and retention Succession planning Operational performance Sustainable growth 	With resources and support systems at IHH, Senior Management can lead high-performing teams, hence directly impacting IHH's financial and operational excellence.
 Patients	Our patients have come to expect quality care that is convenient yet accessible. Their patient data privacy is of utmost importance.	<ul style="list-style-type: none"> Patient satisfaction surveys conducted throughout the year Patient education and family conferences as required Track and review internationally benchmarked clinical quality and patient safety indicators on a monthly basis Biennial materiality assessment survey 	<ul style="list-style-type: none"> Top-quality care and patient experience Improved health awareness and knowledge Value-driven outcomes Patient privacy and data protection Convenience and accessibility 	In addition to providing consistently excellent clinical care, IHH conducts regular patient satisfaction surveys to address patient needs and enhance our service.
 Doctors/ Nurses/ Employees	Our frontliners play a crucial role to the success of our clinical and non-clinical environments. For them to perform at their best, they need to be provided with a safe and conducive environment, a positive team culture, and ample opportunities for advancement. They also want to feel that they are making a positive difference in the lives of patients.	<ul style="list-style-type: none"> Annual Town Hall meetings at Group level Town Hall meetings at Country level throughout the year Annual/Bi-annual employee engagement survey Annual Quality Summit Weekly physician's meetings Biennial materiality assessment survey 	<ul style="list-style-type: none"> Staff and doctor engagement/feedback sessions Positive workplace culture, conducive and safe work environment Career development and training Quality improvement sharing and celebration across the Group Embarking on innovative approaches to inspire idea generation at work 	IHH provides training and development programmes for employees to upskill, improve their knowledge and pursue career growth. We also hold open dialogues via townhall meetings to address concerns and feedback.
 Investors and Shareholders	Investors and Shareholders play a vital role in IHH Healthcare's development by providing capital funding. As such, they need to feel confident that we are growing both financially and operationally. We do this by providing transparent and timely updates on IHH's performance.	<ul style="list-style-type: none"> Annual General Meeting (AGM) and Extraordinary General Meeting (EGM) Ongoing investor conferences, site visits and ad hoc events with investors, engagement sessions with sell-side and buy-side analysts, and non-deal roadshows Corporate website announcements and updates via social media Biennial materiality assessment survey 	<ul style="list-style-type: none"> Continued operational growth and financial sustainability Clear and transparent reporting Strong corporate governance Effective and timely shareholder engagement Succession planning Mitigation and adaptation to climate change 	IHH's financial and operational performance directly affects our investors and shareholders' interest in the Group. We foster trust and confidence among these stakeholders through active engagements on multiple platforms.

Stakeholder Engagement

Stakeholder Group	Stakeholder Profiles	Methods/Frequency of Engagement	Key Expectations	IHH's Response
 Accreditation Bodies	Accreditation bodies help to ensure that we adhere to the standards expected of a quality clinical provider.	<ul style="list-style-type: none"> Annual Malaysia Society for Quality in Health surveillance audit Triennial Joint Commission International audit and inspection National Accreditation Board for Hospitals & Healthcare Providers certification audit Quarterly internal clinical audits MQA audits as required 	<ul style="list-style-type: none"> Regular audits and verifications Meeting international benchmarks 	Regular audits and inspections are conducted to evaluate IHH's performance and identify improvement areas.
 Regulators	Regulators ensure that IHH complies with relevant local laws and regulations.	<ul style="list-style-type: none"> Formal correspondence and meetings as required Hospital visits as required Audits and inspections by the Ministry of Health in each jurisdiction 	<ul style="list-style-type: none"> Regulatory compliance Including environmental social and governance compliance Regulatory reform relating to hospital planning Employee and patient safety 	We are in frequent communication with regulators to keep abreast of the latest laws and requirements. Regular inspections and audits are conducted to ensure compliance.
 Local Communities	Local communities require easy accessibility to necessary healthcare services. They look up to IHH as a responsible healthcare provider, who are ready to assist underserved groups.	<ul style="list-style-type: none"> Ongoing programmes for free medical treatment Health awareness initiatives Sponsorships, donations, and scholarships Support causes outside healthcare in areas such as environmental and social awareness, through various community outreach programmes 	<ul style="list-style-type: none"> Improved accessibility to healthcare services Increased public awareness of healthy living Education opportunities for disadvantaged, aspiring healthcare professionals Funding for community projects Stepping up in times of need 	IHH corporate responsibility programmes contribute to the health and well-being of local communities, including stepping up during times of crisis by providing disaster relief.
 Intermediaries	Intermediaries refer to third-party healthcare-related service providers such as insurance companies and third-party administrators. They play a meaningful role in extending affordable and accessible care to patients.	<ul style="list-style-type: none"> Daily Guarantee Letter/Referrals Regular health talks, forums and Continuing Medical Education (CME) Process and service improvements carried out monthly, quarterly, or when required Hospital empanelment/renewal as required Claim and charges review meeting as required 	<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 	IHH maintains positive relationships with intermediaries to ensure healthcare operations remain smooth and optimal for the well-being of all patients.
 Suppliers and Service Providers	Suppliers and Service Providers form an integral part of our supply chain, ensuring that provisions needed for IHH's operations are delivered in an ethical, efficient and responsible manner.	<ul style="list-style-type: none"> Vendor presentations and product demonstrations Knowledge updates on product information conducted at least twice a year Objective and transparent supplier's selection Segregation of duties between the evaluation team and decision team during tender process 	<ul style="list-style-type: none"> Climate-conscious supply chain Cost-effectiveness Fair and transparent negotiations Value proposition price and quality 	Our responsible sourcing efforts include working towards closer collaboration with suppliers to improve transparency in emissions data, encouraging sustainable product options, and embedding climate-focused criteria in our procurement standards.

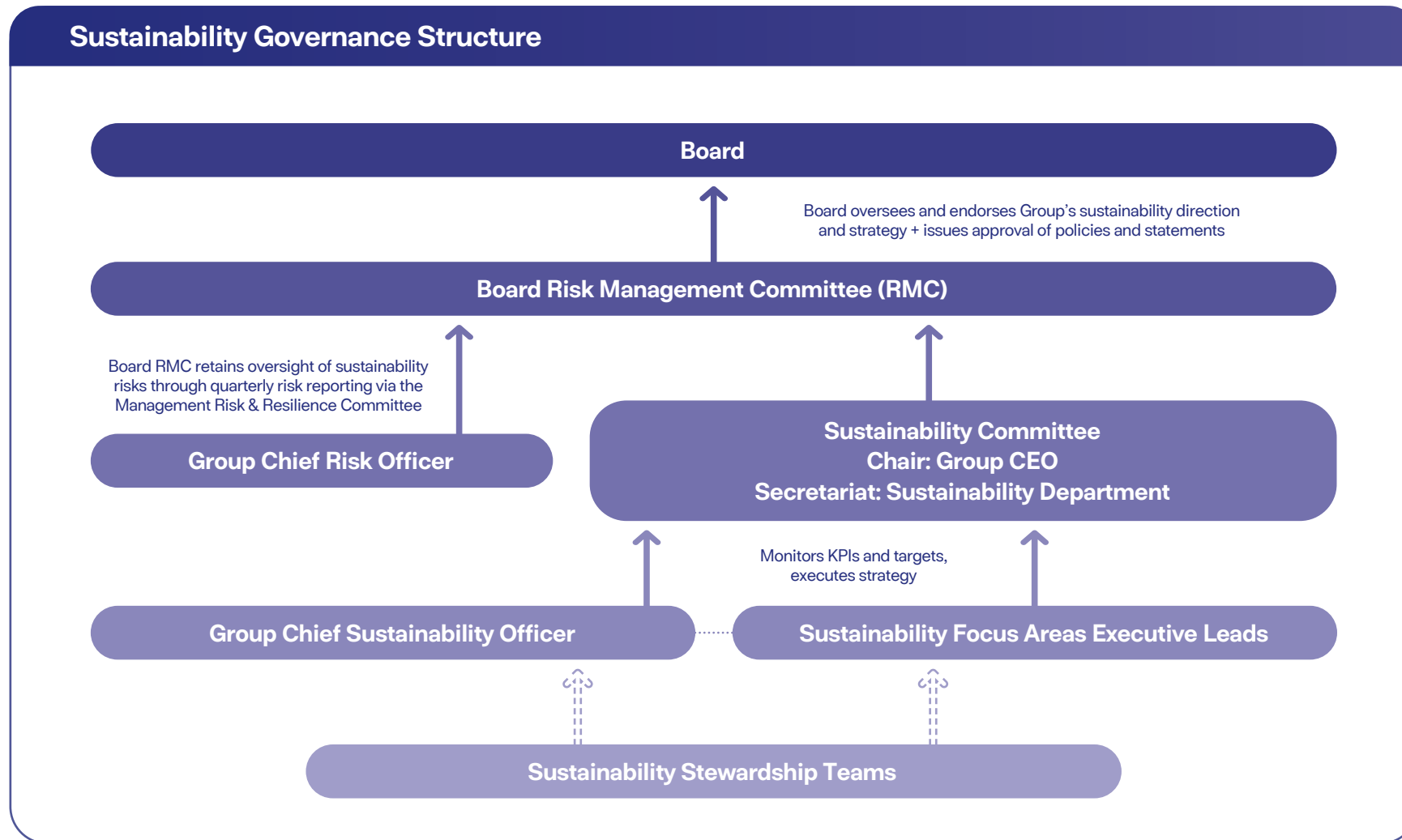


Governance

Stewarding Care with Accountability

Sustainability Governance

A robust governance structure helps to keep us on track in our sustainability journey and ensures that we meet our sustainability goals. This structure sets out clear lines of accountability, sees to it that sustainability is fully embedded throughout the organisation, and ensures all legal and regulatory obligations are met. An overview of IHH Healthcare’s sustainability governance structure is set out below:



Board Oversight

The IHH Healthcare Board of Directors (the Board) holds ultimate responsibility for setting the Group’s sustainability strategy and overseeing its management of sustainability-related risks and opportunities across environmental, social, and governance (ESG) matters. The Board also approves the allocation of resources required to effectively implement sustainability initiatives.

The Board ensures that sustainability is embedded within the Group’s overall corporate strategy. In doing so, it takes into account climate-related risks and opportunities when evaluating the Group’s strategy, performance objectives, and risk management processes and policies. It assesses how these elements address sustainability-related risks and opportunities and align with the Group’s business model, long-term strategy, stakeholder expectations, and net zero transition.

As part of its strategic decisions, including evaluating major transactions, the Board considers the effects of those transactions on the Group’s sustainability-related risks and opportunities. For example, as part of our due diligence process in acquiring new assets in 2025, we took into account the trade-offs associated with climate-related risk and opportunities.

A dedicated Board-level committee, the Board Risk Management Committee (RMC), supports the Board in executing its sustainability oversight responsibility.



Sustainability Governance

The RMC is responsible for driving the Group’s sustainability and climate-related agenda, and provides oversight of material sustainability matters across the Group’s business strategies, operations, and decision-making process. The terms of reference for the RMC sets out its mandate and responsibilities.

The RMC comprises three members including three independent non-executive directors. The RMC meets quarterly to review the latest sustainability developments and challenges and informs the Board on sustainability-related risks and opportunities.

Director	Designation	Total Meetings Attended in 2025
Jill Margaret Watts (Chairman)	Independent Non-Executive Director	4/4
Dato’ Sri Muthanna bin Abdullah (Member)	Independent Non-Executive Director	4/4
Chua Bin Hwee (Member)	Independent Non-Executive Director	4/4

Each member of the RMC possesses business experience and expertise in at least one area of sustainability. To maintain the necessary skills and competencies for overseeing the identification and management of sustainability-related risks and opportunities, the RMC receives quarterly updates from the Group’s Sustainability Committee on current sustainability initiatives, policies, and practices. In addition, the RMC participates in ad hoc briefings and training sessions conducted by external experts to strengthen sustainability knowledge and capabilities at the Board level.

The RMC oversees management’s process of setting sustainability-related targets that align with the Group’s overall strategy and risk management framework. It monitors the implementation of the Group’s climate transition plan and receives quarterly updates on progress toward climate metrics and targets.

The RMC and the Board of Directors review these targets and progress of these targets quarterly.

Management Oversight

Management’s responsibility for assessing and monitoring sustainability-related risks and opportunities is anchored in the executive-level Sustainability Committee (SC). Chaired by the IHH Healthcare Group CEO and supported by the Group Chief Sustainability Officer (GCSO), the SC includes Group C-suite members, country CEOs, Executive Leads for each material matter, and country-level Sustainability Stewardship teams.

The SC supports the RMC in the strategic management of the Group’s sustainability-related risks and opportunities. Its key functions include, but are not limited to:

- Conducting the materiality assessment process;
- Developing sustainability strategies and policies;
- Overseeing the day-to-day implementation of sustainability initiatives in line with the Group’s strategy;
- Recommending, setting, and reviewing sustainability metrics and targets;
- Monitoring progress against sustainability metrics and targets;
- Reviewing the sustainability report; and
- Sharing best practices on sustainability.

The SC meets quarterly to review regulatory developments, emerging sustainability trends, ESG risks and opportunities, performance against sustainability KPIs, and overall strategy execution, ensuring effective implementation across operations. It provides quarterly reports to the RMC and updates the Board on the potential financial implications of sustainability-related risks and opportunities, as well as progress against relevant targets and non-financial metrics.

Impact of Sustainability on Remuneration Policies

The Group has a dedicated Board-level Nomination and Remuneration Committee (NRC) which is responsible for the development and implementation of the remuneration policy for the Board, its committees, and management.

As a key strategic pillar that drives business strategy, sustainability is embedded within the Group’s Balanced Scorecard (BSC), clearly linking it to our managerial and executive remuneration.

The BSC includes a range of key performance indicators (KPIs) determining performance-linked compensation. These KPIs align with our sustainability commitments across the four pillars of Patients, People, Public, and Planet, with approximately 80% of non-financial targets linked to sustainability. This includes ESG targets that we have set across our Patients, People, Public, and Planet pillars, with examples such as:

- Clinical quality targets including VDO targets
- Service quality targets including NPS targets
- Reducing staff and nursing attrition rate
- Promoting DEI
- Energy and waste management

Within these targets, climate-related targets account for approximately 5% of non-financial targets in 2025 and is set to increase to 12.5% of non-financial targets in 2026. Climate-related KPIs include energy and waste management targets.

The achievement of these BSC targets plays a vital role in determining the incentive pool. The incentive pool in turn influences the compensation of the Group’s employees based on their individual performance appraisals.

Sustainability Governance

Risk Management

This year marks the first year IHH Healthcare has prepared a sustainability report in accordance with IFRS Sustainability Disclosure Standards. Consequently, a robust and detailed workshop was performed to identify a preliminary list of climate-related risks and opportunities that could reasonably be expected to affect the Group’s prospects. Although this is the first sustainability report prepared in accordance with IFRS Sustainability Disclosure Standards, the Group has previously considered the sustainability-related risks and opportunities that might impact its operations within the Group’s regular risk management processes.

Further to the workshop, the Group conducted extensive desktop research coupled with findings from a climate scenario analysis to refine the list of climate-related risks and opportunities that could be reasonably expected to affect the Group’s prospects over the short, medium, and long term. The process incorporated both qualitative and quantitative factors, and considered the nature, likelihood, and magnitude of potential risks.

The identified climate-related risks were subsequently tabled to the Management Risk & Resilience Committee (MRRC), which provides regular risk reports, at least quarterly, to the IHH Board Risk Management Committee (RMC). Oversight of ESG risks is undertaken by appropriate Group Risk Owners, and the Management Risk & Resilience Committee (MRRC).

The prioritisation of overall risks for the Group is also undertaken by appropriate Group Risk Owners, and the Management Risk & Resilience Committee (MRRC). Risks are prioritised based on severity and likelihood, considering potential financial impacts, operational disruptions, and regulatory changes. These prioritised risks are approved by the Board.

With regards to climate-related opportunities, the Sustainability Committee, led by the Group CEO, is responsible for reporting and working together with the RMC to ensure prioritisation of the identified climate-related opportunities alongside other opportunities identified by the Group.

Monitoring of climate-related risks is conducted through the Group’s Enterprise Risk Management system, split into two broader categories of Physical Risks and Transition Risks. Monitoring of climate-related opportunities is conducted through the quarterly Sustainability Committee meetings.

As this marks the first year of our IFRS S2 Climate-related disclosures, there have been no changes to the processes we use to identify, assess, prioritise, and monitor climate-related risks and opportunities, compared with the previous reporting period.

[Refer to pages 76 to 79 for more information on how IHH manages climate-related risks and opportunities.](#)

Role of the Board and Committees	FY2025 Highlights
<p>IHH Healthcare Board Oversees and endorses our sustainability direction and strategy. Issues approval of policies and statements.</p>	<ul style="list-style-type: none"> Received quarterly sustainability updates including progress against our 2023-2025 sustainability goals and other sustainability metrics Reviewed and approved our next set of 2030 sustainability goals Stayed up to date on evolving ESG reporting landscape, including the implementation of the National Sustainability Reporting Framework (NSRF), which addresses the use of the IFRS® Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB)
<p>Board Risk Management Committee (RMC) Assists the Board in driving the Group’s sustainability and climate-related agenda, and provides oversight of material sustainability matters across the Group’s business strategies, operations, and decision-making process.</p>	<ul style="list-style-type: none"> RMC monitored key ESG risks and progress of action plans in addressing said risks Reviewed and approved our final list of climate-related risks and opportunities Board oversaw the Group’s Balanced Scorecard, which includes sustainability KPIs Maintained oversight of the overall sustainability strategy and action plans in the short, medium, and long term RMC reviewed standalone Sustainability Report 2024 Board signed off on standalone Sustainability Report 2024
<p>Sustainability Committee Monitors regulatory obligations, sustainability trends, ESG risks and opportunities, sustainability KPIs, and strategy execution, ensuring the sound implementation of sustainability initiatives across our operations.</p>	<ul style="list-style-type: none"> Monitored progress against our 2023-2025 sustainability goals and other regulatory metrics Proposed 2030 sustainability goals which were approved by the Board Reviewed standalone Sustainability Report 2024 Developed proactive action plans to meet the evolving ESG reporting requirements including implementation of the National Sustainability Reporting Framework (NSRF), which addresses the use of the IFRS® Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB) Finalised list of climate-related risks and opportunities Conducted climate scenario analysis Kept abreast of latest ESG news and trends

Sustainability Governance

Ethics and Integrity

At the heart of IHH Healthcare’s commitment to sustainability governance lies a dedication to upholding the utmost standard of ethical conduct and integrity.

Our group-wide policies related to ethics and integrity, and our Group Code of Conduct are essential in empowering our workforce to make ethically and socially responsible decisions, as well as in fostering trust with our key stakeholders.

These policies and the Code are regularly reviewed to ensure compliance with the latest regulations across all our markets.

In addition to undergoing comprehensive training on these ethical policies, employees are also informed whenever updates are made. By having regular and multiple touchpoints, we hope to inculcate these standards as values that employees personally identify with.

2025 Update

In 2025, there were no incidents relating to Bribery & Corruption.

In cases where there are allegations of bribery and corruption, complaints are investigated and where necessary, relevant consequence management is undertaken.

In performing their duties, all employees are required to observe and adhere to IHH ABC Policy and Gifts, Hospitality, Donations and Sponsorship (GHDS) Policy, and ensure compliance with all applicable laws, rules, and regulations relating to anti-corruption. Thus, ongoing and continuous efforts are put in place to ensure all IHH employees complete their anti-corruption training which includes both the ABC and GHDS trainings.

Percentage of employees who have received training on anti-corruption by employee category¹



Total
81%
FY25
89% FY24 | 92% FY23

Senior Management

88% FY25
85% FY24 | 81% FY23

Executive

84% FY25
87% FY24 | 94% FY23

Management

90% FY25
90% FY24 | 92% FY23

Non-Executive

79% FY25
90% FY24 | 91% FY23

Percentage of operations assessed for corruption-related risks



100%
FY25
100% FY24 | 100% FY23

Confirmed incidents of corruption and action taken²



Confirmed Incidents
0
FY25
4 FY24 | 3 FY23



Code of Conduct

Outlines the Group’s values and standards of behaviour expected of all employees.

In 2024, we updated our Code of Conduct to align with our Human Rights, Labour Standards, and Diversity and Inclusion policy.



Whistleblowing Policy & Platform

Our whistleblowing platform – EthicsPoint – provide employees with a confidential channel to report incidents of malpractice, improper conduct, wrongdoings, corruption, fraud, or abuse within the Group, without fear of retaliation.³



Scan to access EthicsPoint



Scan to view our Whistleblowing Policy



Anti-Bribery and Corruption (ABC) Policy

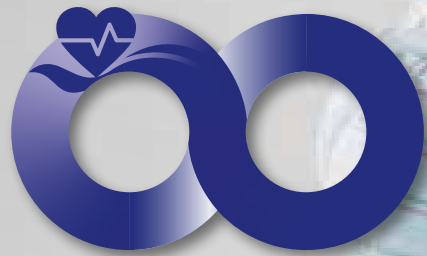
Builds on the principles outlined in the Code of Conduct, including compliance with all anti-corruption laws specific to the countries in which the Group operates.



¹ The percentage of employees who had received the anti-corruption training in all categories is inclusive of new employees still in probation and still within the period to complete the anti-corruption training for FY2025 reporting. FY2025 ABC training completion rate includes Fortis Healthcare for the first time. On a comparable basis excluding Fortis Healthcare, the completion rate was 87%. FY25 ABC training data was unavailable for our operations in Netherlands and Serbia, which constitutes 1% of our global headcount.

² In reporting against this indicator, IHH has considered the provisions of the IHH ABC Policy, which is aligned to the Malaysian Anti-Corruption Commission Act 2009 and other local and international anti-corruption related laws and/or regulations.

³ The reportable matter categories on the EthicsPoint whistleblowing platform include: Accounting and Financial Statement Matters; Bribery and Corruption; Disclosure of Confidential Information; Theft and Embezzlement; and Other Matters.



Patients

Empowering Our Patients

Empowering Our Patients

Our Material Matters



QUALITY OF CARE AND PATIENT STEWARDSHIP

- Evidence-based, Safe, and Value-based Care
- Fast, Efficient, and Empathetic Care
- Transparency in Billing and Outcomes



HEALTHCARE DIGITALISATION & INNOVATION

Providing higher quality care by improving digital and data capabilities and investing in innovative solutions and companies



DATA PRIVACY AND CYBERSECURITY

Protecting patients' right to privacy and safeguarding our operations from cyber-attacks and data breaches



Patients Are Always at the Centre of Care

Our commitment to excellence begins and ends with the people we serve. Across our international network, we deliver clinical quality and compassionate care through every interaction.

We honor the trust our patients grant us by relentlessly refining our services: integrating innovation to ensure patients receive better, faster, more convenient, and transparent care.

As we navigate an increasingly digital world, we remain dedicated to the highest standards of data security and operational integrity. Driven by our "Patients First" philosophy, we don't just provide treatment; we listen, adapt, and evolve to meet the changing needs of our global community.



Our Patients Pillar Achievements in 2025

90%

of value-driven outcomes (VDO) achieved while increasing number of VDO indicators tracked by 200% from 113 to 336

Defined as achieving the best possible outcome relative to cost, VDO improves outcomes and care for patients while ensuring cost effectiveness through continual clinician-led improvements.



>8.4m

patients now have access to their medical records online

Our suite of healthcare apps empower patients with greater convenience in accessing quality healthcare and medical records.

SGD\$5m

Launched a transformative SGD5 million programme to accelerate clinical research and innovation

Our Research Grant & Innovation Sandbox empowers IHH clinicians and employees to pilot clinical research and ground-up ideas that tackle critical health issues and improve patient outcomes.

Why This Matters

VDO prioritises the effectiveness of treatment over the volume of services. It ensures that healthcare success is defined by clinical excellence and the actual quality of a patient's recovery.

By providing patients with a more convenient way to access their healthcare records and access healthcare services, we empower them to better manage their own health.

By encouraging a culture of innovation and improvement, we continually raise the bar in healthcare to benefit patients.

Our Approach and Progress



QUALITY OF CARE AND PATIENT STEWARDSHIP

- Evidence-based, Safe, and Value-based Care
- Fast, Efficient, and Empathetic Care
- Transparency in Billing and Outcomes

We put our patients first by staying laser-focused on Quality of Care and Patient Stewardship. This means delivering evidence-based, safe, and value-based care, in a fast, efficient, and empathetic manner, while staying transparent on matters relating to billing and outcomes.

Quality of Care and Patient Stewardship

At IHH Healthcare, we enhance quality of care and patient stewardship through the following focus areas:

• Evidence-based, Safe, and Value-based Care

Using a data-driven, multidisciplinary framework, we monitor clinical performance to optimise patient outcomes and cost-efficiency. This commitment to global benchmarks allows us to build and sustain enduring healthcare partnerships.

• Fast, Efficient, and Empathetic Care

We combine Lean Six Sigma methodologies with a patient-first mindset to deliver fast and efficient care. Through real-time feedback and NPS tracking, we stay aligned with patient expectations, while our focus on staff recognition and training guarantees a compassionate experience at every touchpoint.

• Transparency in Billing and Outcomes

Transparency is fundamental to our patient experience. Through AI-enhanced billing accuracy and the proactive sharing of medical information, we ensure our patients are well-informed at every stage of their healthcare journey.

Did You Know?
100%
of our hospitals have national and/or international accreditations.

Clinical Quality Indicators (CQIs) to Improve Patient Care



1 Alignment

We rigorously review indicators, use standardised terminology, and align with logical, accurate country-specific definitions and measurements.



2 Stakeholder Engagement

We then conduct stakeholder engagement with healthcare professionals and hospital administrators to ensure CQIs are measured accordingly.



3 Regular Reviews

Post implementation, CQIs are monitored on a monthly and quarterly basis and evaluated every three years to determine if they should be included, retained, revised, or retired.



4 Clinical Risk Assurance Framework

Through the development of our clinical risk assurance framework, we are able to better access and refine our CQIs in order to ensure continuous quality improvement, enhanced patient safety, outcome measurement, transparency, and accountability.

Clinical Risk Assurance Framework

This framework ensures continuous quality improvement, enhanced patient safety, outcome measurement, transparency, and accountability. The framework covers:

- Ensuring the implementation of current policies and procedures to **uphold clinical quality standards** and **promote patient safety**
- Investigation and implementation of **corrective actions for CQIs** that do not meet expectations
- **Horizon scanning and literature review** of internationally reported CQIs and crosswalk analysis using indicators from countries such as the US, UK, Australia, and Singapore
- **External audits** from the Ministry of Health and other local and international quality assurance bodies

Our Approach and Progress | Quality of Care and Patient Stewardship: Evidence-based, Safe, and Value-based Care

Driving Clinical Excellence Through Measurable Outcomes

At IHH Healthcare, we believe that world-class care is defined by measurable results and a culture of continuous improvement. To ensure we provide the safest and most effective environment for our patients, we track 17 Core Clinical Quality Indicators (CQIs) globally. These CQIs are a rigorous suite of evidence-based metrics that serve as our global benchmark for excellence.

These indicators provide a transparent view of our performance across critical domains, ranging from the prevention of surgical site and hospital-acquired infections to the proactive management of chronic conditions like diabetes and hypertension. By systematically monitoring these outcomes, we empower our clinical teams to identify gaps, implement best practices, and mitigate risks such as inpatient falls.

Individual indicators are managed by process owners to ensure managerial responsibility over clinical quality and patient safety.



Central Quality Improvement Forum (CQIF)





This forum serves as the strategic engine for clinical excellence at IHH, unifying medical standards across our network to ensure every facility delivers consistently high-quality care.

Meeting monthly, the forum brings together country CEOs, Medical Affairs leads, and Quality leads from across all markets to maintain a direct line of communication on critical quality issues and emerging trends.

CQIF also acts as a hub for institutional safety by monitoring serious reportable events (SREs), thereby facilitating collective learning to prevent recurrences.

Ultimately, CQIF helps transform data into better bedside care, ensuring excellence remains a constant across our global healthcare network.

Core Clinical Quality Indicators Tracked Across the Group

	Indicator
	Infection control <ul style="list-style-type: none"> Central Line Associated Bloodstream Infection (CLABSI) in ICU/NICU per 1,000 device days Ventilator-Associated Events (VAE) in ICU per 1,000 device days Catheter Associated Urinary Tract Infection (CAUTI) in ICU per 1,000 device days Surgical Site Infection (SSI) per 100 TKR/THR/CABG/Hysterectomy/Colorectal Surgeries
	Safety (Patient & Staff) <ul style="list-style-type: none"> Pressure Injury in Critical Care Units per 100 critical care admissions Inpatient Falls per 1,000 patient days Clinical Sharps and Needle Stick Injury per 1,000 healthcare workers Complication Rate per 100 Peripheral Intravenous Lines Inserted
	Effectiveness <ul style="list-style-type: none"> All-cause in-hospital mortality per 100 patients admitted for AMI All-cause in-hospital mortality per 100 patients admitted for Community Acquired Pneumonia One-Year Survival for Live Donor Renal Transplant Recipient per 100 Live Donor Renal Transplant Severe PPH within 24 Hours of Delivery per 100 deliveries Management of Diabetes Mellitus: Compliance to HbA1c, DRP and DFS Assessment per 100 diabetic patients Management of Hypertension: Compliance to Blood Pressure Measurement, BMI Assessment and Smoking Assessment per 100 hypertensive patients
	Timeliness <ul style="list-style-type: none"> Notification of Inpatient Laboratory Test Results with Critical Values within 10 minutes upon results verification per 100 Inpatient Laboratory Test Results with Critical Values Percentage of Urgent Inpatient Radiology with Turnaround Time (TAT) within four Hours Percentage of patients who came to Emergency Department with stroke symptoms who received a brain scan (CT or MRI) results within 45 minutes

Our Approach and Progress | Quality of Care and Patient Stewardship: Evidence-based, Safe, and Value-based Care

Optimising Care for Our Patients Through Value-Driven Outcomes (VDO)

VDO is a patient-centered approach designed to enhance health outcomes efficiently while optimising the use of available resources. Delivering value-based outcomes begins with understanding the true costs of care.

In 2022, IHH Healthcare established a baseline for VDO indicators at 113. This enables us to track the clinical results that matter most to patients. By 2025, we increased this number to 336, a 200% increase, allowing us to track and monitor patient outcomes more effectively.

Despite the widened base, we have successfully achieved 90% of value-driven outcomes at or above international benchmarks.

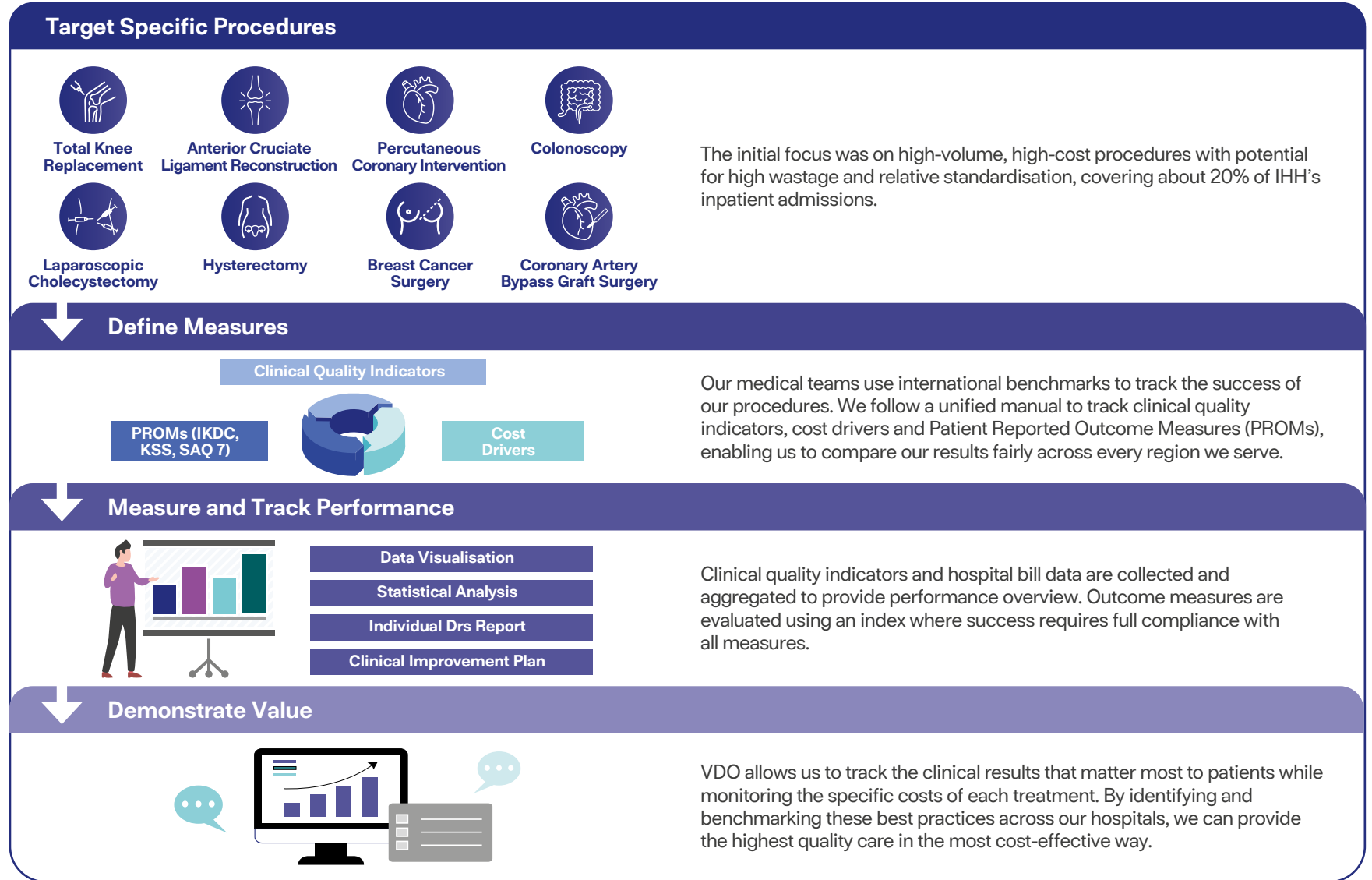


Our VDO Roadmap

	2020	2021	2022	2023	2024	2025
Procedures	4				8	
Indicators		73	113	157	202	336*
Outcomes		96.1%	94.3%	95.7%	91.7%	>90%

* The indicator count was revised from 360 to 336 following scope updates, including hospital coverage and indicator exclusions.

Our VDO Framework



Our Approach and Progress



HEALTHCARE DIGITALISATION & INNOVATION

Providing higher quality care by improving digital and data capabilities and investing in innovative solutions and companies

Patients today expect higher standards of care, a more active role in their own health management, and a greater focus on preventive medicine. To meet these expectations, we leverage on innovative partnerships and digital transformation to enhance care and bring service delivery to a new level of convenience and efficiency.

Healthcare Digitalisation & Innovation

To elevate the patient experience, we are strengthening our digital ecosystem through a multi-faceted transformation strategy. By enhancing digital touchpoints, streamlining internal operations, and collaborating with innovative partners, we improve patient access, enhance clinical quality and safety, and strengthen operational efficiency across our markets. Our success is anchored in three focus areas:

- **Technology-driven Quality of Care**

With digitalisation enhancing the way we work across internal and external systems, our hospitals are able to run more efficiently and clinicians are able to make improved healthcare decisions.

- **Patient Engagement and Empowerment**

New innovations allow us to meet the evolving needs of patients, while empowering patients to be more involved in managing their own health. This allows for patients to enjoy personalised, holistic, and cost-effective care.

- **Intelligence Mining**

By converting data into insights, we are able to drive operational and clinical excellence, support patient growth, and build new businesses.

Leveraging Partnerships to Deliver Better Care

As part of our mission to continually enhance patient experience and improve clinical outcomes, we forge partnerships with innovative and like-minded companies who desire to make a real difference in changing the landscape of healthcare.

Ongoing Partnerships



Belun – An AI-powered wearables diagnostics platform for sleep-related conditions such as obstructive sleep apnoea and insomnia, enabling accessible and scalable home-based screening and follow-up.



DA – Our ongoing investment in and collaboration with regional digital healthcare platform Doctor Anywhere enables us to provide more cost-effective, convenient, and seamless care to our patients 24/7.



Intellect – We became the first strategic healthcare investor in digital mental health company, Intellect, which offers end-to-end mental health services via their platform and in-person at their clinic.



LEO Cancer Care – An innovative upright radiotherapy system that treats patients in a natural seated position to enhance organ stability and patient comfort compared with traditional supine treatment setups.



Harrison.ai – An AI-powered medical diagnostic and workflow solutions aimed at augmenting clinical capacity, reducing diagnostic wait times, and improving accuracy in medical imaging.



Tibaray – Next-generation linear accelerator that uses ultra-high-dose-rate, ultra-short-pulse beams to precisely target tumours for radiation oncology treatment.

Our Approach and Progress



DATA PRIVACY AND CYBERSECURITY

Protecting patients' right to privacy and safeguarding our operations from cyber-attacks and data breaches

Healthcare is a highly data-intensive business. Any data breach of sensitive patient information would not only erode our patients' trust in us and compromise our reputation, but would, more critically, also affect our ability to deliver quality care. As such, we have put in place stringent safeguards to secure data privacy and bolster cybersecurity.

Data Privacy and Cybersecurity

We take data privacy, cybersecurity, and patient confidentiality very seriously and have put in place stringent measures to safeguard against any potential threats. To ensure the effectiveness of these measures, we have adopted a strategy that is represented by the following three pillars:



Strength in Internal Mechanisms

To protect the smooth running of our operations, we leverage cyber defence software and hardware, conduct frequent tests through our internal assurance and verification programme, and implement data protection risk and incident response management processes.

A key highlight of our cyber security system is our Central Security Operations Centre which oversees our defence technologies and protects our IT systems against cyber threats whilst also having the capability to quickly detect, isolate, and recover from hacking attempts.



Regular Data Privacy, Cybersecurity, and Awareness Training

We conduct targeted Data Privacy and Cyber Security trainings and awareness initiatives to keep our employees prepared for situations relevant to their scope of work. In addition to imparting theoretical knowledge, our training also consists of breach simulation and cyber crisis response exercises to enhance awareness and practical preparedness.



Guided by International Frameworks

To ensure we are ready to handle and respond to all levels of security threats in safeguarding data, we align ourselves with international cybersecurity standards and frameworks, many of which help organisations like ours meet data protection and regulatory requirements. These include:

- **ISO27001:2013** – The international standard for information security that sets out the specifications for an Information Security Management System (ISMS) to manage risks related to the security of data
- **MITRE ATT&CK** – A globally-accessible knowledge base of adversary tactics and techniques based on real-world observation
- **National Institute of Standards and Technology (NIST)** – A cybersecurity framework specifically created for healthcare institutions to reduce cyber risk

Additionally, we aim to implement a structured framework to manage risks and further sustain our Data Protection Officers (DPOs) with the relevant guide to address gaps, implement controls, monitor changes, and manage incidents or data subject rights.



Our Approach and Progress

Quality of Care and Patient Stewardship: 2025 Progress

We have met two out of the four of our 2025 Patient goals, with one goal partially met and one goal unmet.

We achieved our value-driven outcomes (VDO) and service excellence goals. In terms of VDO, we achieved 90% of VDO outcomes at or above international benchmarks despite a 200% increase in VDO indicators from 157 to 336 outcome indicators. For service excellence, we've completed the NPS benchmarking studies for our core markets, placing us in the top quartile in NPS in our core markets as of end-2025.

In terms of the remaining goals, when we first announced our sustainability goals in 2022, we deliberately set ambitious targets around billing estimate accuracy and operational excellence. These were intended as stretch goals: The aim was to see how far we could push the envelope, both in providing our patients with greater peace of mind through more accurate billing estimates, and in achieving operational excellence through robust process efficiency measures for faster bed turnaround to enable quicker admissions of A&E patients to our wards.

We partially met our billing estimate goal, achieving 92% billing estimate accuracy in Malaysia and Singapore, and 95% in Türkiye. Due to ongoing efforts to harmonise surgical codes, Gleneagles India deployed the billing estimate initiative in June 2025, and full-year data is not yet available. Since billing transparency is central to the patient experience, we have retained billing estimate accuracy improvement as a core target within our 2030 goals across all markets.

While we were unable to meet our A&E goal, the significant improvement from 54.6% to 74.6% demonstrates that our teams are moving closer to best-in-class standards of operational efficiency and patient experience. Beyond ongoing bed management improvements that support faster A&E admissions into wards, our 2030 goals prioritise the timeliness of clinical care, including the communication of critical inpatient laboratory results within 10 minutes of verification.

We will continue to improve billing transparency and operational excellence through initiatives such as FeeAdvisor.ai, an AI tool that provides an estimate range based on historical item utilisation and price; and Clinical Command Centres that provide an operational bird's eye view offering live updates on emergency departments, bed availability, and staffing.



Targets and Metrics*

Targets	Metrics	2023	2024	2025
Achieve 90% of Value-Driven Outcomes (VDO) at or above international benchmarks¹ for 336 indicators² across 8 VDO procedures by 2025	Percentage of value-driven outcomes at or above international benchmarks	Achieved 95.7% for 157 outcome indicators ³	Achieved 91.7% for 202 outcome indicators ³	Achieved 90% for 336 outcome indicators ³
Billing estimates to be 90% accurate in our core markets⁴ by 2025	Percentage of billing estimate accuracy ⁵ in our core markets	87% in Malaysia and Singapore	82% in Malaysia and Singapore	92% in Malaysia and Singapore; 95% in Türkiye
Admission for A&E cases to be within one hour of doctors' instructions in our core markets⁴ by 2025	Percentage of A&E admissions achieved within one hour of doctors' instructions in our core markets	Baseline established at 54.6%	72.1%	74.6%
Be in the top quartile in Net Promoter Score⁶ (NPS) in our core markets⁴ by 2025	Number of core markets in top quartile of NPS	Appointed a third party survey company to establish NPS benchmarks	Achieved for Singapore and Türkiye; On track for Malaysia and India	Achieved for all core markets

* Excludes sustainability data from Fortis Healthcare, and Bayindir Healthcare Group, in which Acıbadem Healthcare Group acquired an 80% stake in August 2025.

¹ International benchmarks are derived from published medical literature in peer-reviewed journals.

² The indicator count was revised from 360 to 336 following scope updates, including hospital coverage and indicator exclusions.

³ Based on VDO procedures that business units have currently implemented.

⁴ Our core markets refer to Malaysia, Singapore, India, and Türkiye.

⁵ Accuracy rate based on percentage of elective surgical admissions with matching procedures, length of stay (equal or less), and bed type (equal value or less), and within the upper bound of bill estimate.

⁶ NPS is a widely used market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or service to a friend or colleague.

Our Approach and Progress



Our Patients Targets for 2030

Building on the foundations laid from 2022 to 2025, we have set new 2030 Patients targets.

Meet or exceed international benchmarks for our **key clinical quality indicators (CQIs)***

Improve YoY **billing estimates** in our markets

Improve YoY **Net Promoter Score (NPS)** in our markets

These goals reflect our dedication to delivering world-class healthcare. By focusing on superior clinical outcomes, billing accuracy, and patient experience, we ensure that our growth remains rooted in the trust and well-being of those we serve.

* The following four key CQIs form part of our 2030 Patients goal:

- Infection control: Central Line Associated Bloodstream Infection (CLABSI) in ICU/ NICU per 1,000 device days
- Safety (Patient & Staff): Complication Rate per 100 Peripheral Intravenous Lines Inserted
- Effectiveness: All-cause in-hospital mortality per 100 patients admitted for Acute Myocardial Infarction (AMI)
- Timeliness: Notification of Inpatient Laboratory Test Results with Critical Values within 10 minutes upon results verification per 100 Inpatient Laboratory Test Results with Critical Values

Better, faster, and more accessible care requires a multi-dimensional approach. We have prioritised three core goals for 2030 that address the essential needs of the modern patient: clinical excellence, peace of mind, and service excellence. We are committing to a future where care is not only world-class but also accessible and predictable.

Clinical Quality Indicators (CQIs)

Clinical Quality Indicators (CQIs) are the quantifiable benchmarks we use to measure our performance against global standards. They provide a transparent, evidence-based view of our care quality, ensuring that our clinical excellence is consistent across every hospital in our network.

Billing Estimates

Accurate billing estimates is a cornerstone of a positive patient journey, as the stress of unexpected medical costs can hinder a patient's recovery and long-term well-being. By prioritising billing estimate accuracy, we foster a culture of transparency that honours the trust patients place in us.

Net Promoter Score (NPS)

Net Promoter Score (NPS) is the ultimate, all-encompassing measure of patient satisfaction which covers all aspects of our services and care. Improving NPS translates into a more seamless, and more satisfying patient journey.



Our Approach and Progress

Healthcare Digitalisation and Innovation

IHH Healthcare’s suite of digital healthcare apps empowers our patients to manage their healthcare journey by seamlessly integrating online and offline care. In 2025, over 8.4 million patients gained access to their medical records online through these apps.



Available in Malaysia and Singapore



Available in Türkiye and Europe



Available in Hong Kong

Data Privacy and Cybersecurity

As a leading healthcare provider, we are committed to handling patient data responsibly and building lasting trust. In 2025, we revised and updated the Group Data Protection Policy to incorporate the amendments to the Personal Data Protection Act (PDPA) and refreshed our Personal Data Protection Notice to ensure continued regulatory compliance, transparency, and alignment with evolving data protection requirements.

In cases where there are substantiated complaints concerning breach of customer privacy and loss of patient data, the complaints are investigated and where necessary, relevant consequence management is undertaken.

To stay ahead of digital threats, we introduced a more user-friendly training platform that offers specific cybersecurity coaching for our teams. We also strengthened our defenses by adopting proactive tools that monitor our systems around the clock, allowing us to detect and respond to risks faster.



Research Grant & Innovation Sandbox Programme

Launched in 2025, the Research Grant and Innovation Sandbox Programme is a **SGD5 million**, multi-year Group initiative to strengthen research capability and advance innovation in support of IHH Healthcare’s ambition to be a global leader in healthcare and clinical thought leadership.

The programme comprises two complementary tracks: a Research Grant track supporting clinician-led clinical research and an Innovation Sandbox track, enabling the piloting of ground-up ideas within real-world clinical settings.

Across both tracks, the programme has attracted strong interest from across the IHH network, resulting in a growing portfolio of research and innovation initiatives aligned to prioritised therapeutic areas and care needs.

From the 74 eligible clinical research and 14 innovation track submissions, we have shortlisted **11 research projects and seven innovation pilots focused on oncology and chronic diseases**. While our researchers will publish their findings to benefit the wider medical community, our sandbox projects will test scalable solutions designed to improve patient experience and operational efficiency across all IHH markets.

Collectively, these initiatives strengthen IHH’s research and innovation pipeline, foster cross-market collaboration, and support improvements in patient outcomes, patient experience, and care delivery.

[See page 33 to learn more about these research and innovation initiatives.](#)

Targets and Metrics*

Targets	Metrics	2023	2024	2025
Healthcare Digitalisation & Innovation				
Increase the number of patients who have access to their medical records online	Number of our patients who have access to their medical records online	7.49 million	8 million	8.4 million
Data Privacy and Cybersecurity				
Number of substantiated complaints concerning breach of customer privacy and loss of patient data		NIL	1	3

* Excludes sustainability data from Fortis Healthcare, and Bayindir Healthcare Group, in which Acibadem Healthcare Group acquired an 80% stake in August 2025.

Our Highlights

Delivering World Class Clinical Excellence

From Patient to Pillar of Support: A Cancer Survivor's Journey at Acibadem Kent Hospital



“
When patients see someone like me – still standing, working, and smiling, it gives them hope. Early diagnosis saved my life, and my role here allows me to encourage others to seek timely care and remain hopeful. Last Wednesday I completed my radiotherapy and am now back to enjoying folk dancing regularly.”

Neslihan Ergin

When Neslihan Ergin was diagnosed with breast cancer in 2020, she didn't expect her place of healing to become her workplace. After navigating surgery and chemotherapy at Acibadem Kent Hospital during the pandemic, Neslihan joined the very oncology team that saved her life.

Neslihan is the definition of compassionate care. She regularly checks in on patients receiving chemotherapy, offering reassurance not just to them, but also to their families. Aybike Tonguç, who is receiving chemotherapy at Acibadem Kent Hospital, shared, “Hearing from someone who truly lived through it – not just a doctor or nurse – made all the difference.”

Medical Oncology Specialist Assoc. Prof Gürbüz Gürümlü, who treated Neslihan, affirms the impact she has on others, saying, “Her story and presence boosts patient morale, supports treatment adherence, and provides unique comfort through genuine empathy.”

Neslihan's story highlights Acibadem's commitment to holistic, patient-centred care, reminding us that healing is strengthened by empathy, timely intervention, and comprehensive support.

Pantai Hospital Ipoh Achieves Surgical Milestone with First Minimally Invasive Thymectomy



With the successful completion of its first minimally invasive surgical procedure to remove the thymus gland, Pantai Hospital Ipoh has taken a major step forward in patient-centred care.

Not only was it the first time such a procedure was performed at the hospital, the surgery was performed using a minimally invasive technique without a sternotomy (no opening of the breastbone). This advanced approach translates to reduced complications, less pain, and faster recovery for the patient.

The milestone procedure was performed by our expert thoracic surgery team, supported by a multidisciplinary group including anaesthesiologists, perioperative care specialists, and nurses. Together, they delivered a seamless and successful outcome, setting a new benchmark for advanced surgical services at Pantai Hospital Ipoh.

This achievement reflects IHH Healthcare's commitment to bringing safe, effective, and innovative treatments closer to communities across the region, ensuring that patients in Perak and beyond can access world-class care without the need to travel far.

Our Highlights

Delivering World Class Clinical Excellence

Prince Court Medical Centre Performs Malaysia’s First Kelly Procedure



On 11 August 2025, Prince Court Medical Centre placed Malaysia firmly on the global medical tourism map by successfully performing the country’s first Kelly procedure, an advanced reconstructive surgery for rare congenital urological conditions.

A two-year-old boy from Indonesia underwent the pioneering surgery, jointly led by Dr Roger Anthony Idi, Consultant Urologist at Prince Court, and Professor Imran Mushtaq, a world-renowned paediatric urologist recognised internationally for his expertise in complex reconstructive surgery for rare congenital conditions.

Bladder exstrophy, which affects about one in 40,000 newborns, occurs when the bladder develops outside the body. The Kelly procedure reconstructs the bladder neck using the child’s own muscle and soft tissue to create a new functional sphincter, improving bladder capacity and enabling controlled urination.

This milestone showcases Prince Court’s ability to deliver highly specialised procedures for all our patients. It reflects our commitment to providing world-class surgical care within the region, upholding the highest international standards, and strengthening our role as a destination of choice for advanced healthcare.

Fortis Manesar Breaks New Ground in Cardiac Care

On 14 August 2025, Fortis Hospital Manesar achieved a clinical milestone by performing a scarless, total endoscopic cardiac surgery on a 16-year-old boy. Born with a 35 mm hole in his heart, the patient required a complex repair that typically involves traditional open-heart surgery and significant scarring.

Led by Dr Mahesh Wadhvani and Dr Shyamever Singh Khangarot, the multidisciplinary team completed the five-hour procedure through four tiny incisions under the armpit. By avoiding a chest opening, the team not only repaired the heart defect and related valve issues but also spared the young patient the physical and emotional trauma of a large surgical scar.

The patient’s recovery was exceptional. He was discharged within five days and returned to his normal life pain-free. His mother expressed deep gratitude for the safer, minimally invasive path to recovery. This success reflects our “Care. For Good.” commitment, combining cutting-edge precision medicine with compassionate techniques that prioritise the patient’s long-term well-being.



Our Highlights

Powering Research & Innovation From Within

Igniting Innovation in Healthcare



The future of healthcare is shaped by meaningful innovation, strategic partnerships, and powerful synergies across the entire ecosystem.

IHH's Igniting Innovation in Healthcare conference is an annual flagship event that brings together global leaders, clinicians, start-ups, investors, and ecosystem partners to explore how innovation and technology can advance patient care and healthcare delivery.

The conference was first held in Singapore in 2023, followed by its second edition in Mumbai in 2024, and its third in Hong Kong in 2025.

In 2025, the event convened over 150 participants and featured keynote sessions and panel discussion with industry leaders, while also marking the launch of the IHH Global Incubator | Catalyst Programme, reinforcing IHH's commitment to collaboration and innovation across the healthcare system.

Research Grant & Innovation Sandbox Programme

In March 2025, IHH launched a SGD5 million Research Grant & Innovation Sandbox to fuel global clinical research and internal innovation. This five-year fund empowers our teams to pilot ground-up ideas that solve critical health issues and improve patient care.



Snapshot of Innovation Sandbox Pilots



Parkway Shenton is piloting an AI-enabled health application combining personalised coaching, behavioural nudges, and clinician oversight to support continuous monitoring across chronic conditions. The initiative aims to enable earlier intervention, reduce avoidable acute episodes, and support a scalable preventive care model across outpatient networks.



Fortis Healthcare is piloting a wearable AI-enabled acoustic vest to enable rapid, non-invasive cardiovascular risk screening during routine pre-surgical assessment. This will help reduce avoidable perioperative complications and provide a scalable screening model across high-volume surgical centres within IHH.

Snapshot of Clinical Research Projects



IHH Malaysia is establishing a structured oncology registry consolidating patient profiles, molecular data, treatment history, and outcomes. The initiative aims to enhance data-driven decision-making, standardise quality metrics, and enable scalable multicentre collaboration across IHH hospitals.



Gleneagles Hospital Hong Kong is conducting a study that evaluates a minimally invasive blood-based DNA methylation assay for earlier detection and longitudinal monitoring. This aims to strengthen precision surveillance and inform future standard-of-care pathways in liver cancer management.

Our Highlights

Premier Integrated Labs Transforms Operations with AI-assisted Haematology System



On 16 October 2025, Premier Integrated Labs redefined laboratory excellence with Malaysia’s first AI-assisted, fully automated haematology system in private practice, shaping the future of diagnostic innovation.

The new system enhances Premier Integrated Labs’ capabilities by integrating intelligent sample management, automation, and data connectivity to deliver faster turnaround times, improved efficiency, and greater diagnostic precision.

Such systems represent more than a technological advancement reflecting our labs’ ongoing commitment to innovation, accuracy, and excellence in diagnostics.

In his officiating address, YB Dato Lukanisman, Deputy Minister of Health Malaysia, commended the initiative, noting its alignment with the Ministry of Health’s vision to advance healthcare sustainability through technology and digitalisation.

Guided by IHH’s purpose of touching lives and transforming care, Premier Integrated Labs continues to pioneer diagnostic innovations that improve patient outcomes, empower clinicians with actionable insights, and raise the standards of laboratory medicine in Malaysia.

IHH Singapore Wins National Honour for AI-powered Nurse Rostering System

At the National Healthcare Innovation & Productivity (NHIP) Awards 2025, IHH Singapore received the Best Practice Medal for NurseShift.ai, an in-house developed, AI-powered nurse rostering system.

Innovation at IHH Healthcare takes many forms and this time, it is making a real difference behind the scenes. Fully deployed across IHH’s operations in Singapore in 2024, NurseShift.ai has redefined how our nurse managers plan, assign, and optimise shifts, ensuring that the right care is delivered at the right time, by the right people.

More than a digital tool, NurseShift.ai reflects IHH’s commitment to smarter, more sustainable healthcare. The results speak for themselves:

- **51% less time spent** on rostering
- **Increased nurse satisfaction** through real-time, flexible scheduling
- **Lower costs and overtime** via improved productivity
- **Paperless, fully digital system accessible anytime, anywhere**

By reducing administrative burdens, NurseShift.ai empowers nurses to focus more time and resources on our patients. And by aligning people, process, and technology, it supports IHH’s commitment to exceptional, value-based care across our network.



Shifting from Volume to Value: Cigna and IHH Singapore Launched Innovative Partnership



On 17 September 2025, we announced a new strategic partnership between Cigna Healthcare Singapore, iXchange and IHH Singapore, with the launch of an innovative value-based healthcare contract.

This agreement represents an important step forward in shifting the focus from volume-based care to value-driven outcomes, with the shared goal of addressing rising healthcare costs, improving efficiency, and ensuring sustainable insurance premiums.

Under this collaboration, Cigna members will benefit from:

- Enhanced access to a trusted panel of medical providers and hospitals
- Greater transparency in cost management and billing
- Improved claims processing efficiency
- Consistently high standards of treatment outcomes

Together, Cigna Healthcare Singapore and IHH Singapore are committed to building a healthcare ecosystem that is transparent, affordable, and sustainable, delivering lasting value to patients, providers, and payors alike.

Our Highlights

From Data to Action – IHH Malaysia’s Game-changing Approach With New Operations Command Centre

At IHH Healthcare Malaysia, delivering exceptional healthcare is about more than just medical expertise – it requires precision, efficiency, and real-time decision-making. The Operations Command Centre (OCC) is a revolutionary live monitoring hub designed to transform hospital operations and patient care.

Two years ago, fragmented data made it difficult to respond quickly to hospital needs. By automating reports with Power Business Intelligence and integrating Cerebral+ tracking (our in-house Electronic Medical Records system), IHH created over 80 dashboards, empowering medical teams with data-driven decision-making. However, the challenge of real-time hospital visibility remained.

The Operations Command Centre is a game-changer, offering:

- Live updates on emergency departments, bed availability, and staffing, ensuring quicker responses
- Enhanced patient experience, tracking each step from admission to post-discharge
- Smarter cost control, identifying billing anomalies and ensuring pricing transparency
- AI-powered predictions to forecast patient needs, reduce waiting times, and optimise hospital stays

What began as a simple dashboard has evolved into a state-of-the-art command centre, built entirely in-house. By integrating data, automation, and AI-driven insights, IHH Healthcare Malaysia is setting a new benchmark where seamless, efficient, and patient-first care becomes the new normal.

Inspired by Acibadem’s operational excellence in Türkiye, IHH Healthcare Malaysia’s OCC is a prime example of how a global healthcare network can harness the best ideas across its markets, adapting and scaling innovation to deliver better outcomes for patients everywhere.



Acibadem Ataşehir Hospital Helps Guinean Patient Walk Again



“

She did not require intensive care after the operation, and she was able to start walking with the aid of a walker merely five hours later. During her hospitalisation, we managed her pain and taught her to walk, stand and lie down in bed. Four days later, we discharged her from the hospital. She was very happy. After four years, she finally feels no pain and can walk freely.

Professor Burak Akan
Acibadem Ataşehir Hospital’s Orthopaedics and Traumatology specialist

”

Thanks to expert care by the Acibadem team, 57-year-old Diané Sarangbe from Guinea is walking again – pain-free – for the first time in years.

Acibadem Ataşehir Hospital’s Orthopaedics and Traumatology specialist and team used state-of-the-art facilities and advanced surgical techniques to perform a complex revision hip surgery on Diane, enabling her to walk freely again.

The 57-year-old patient had undergone a left hip replacement in Guinea four years earlier but continued to experience persistent pain and worsening mobility over the years. When a recent X-ray confirmed that the original prosthesis had loosened, her doctor recommended Acibadem Ataşehir Hospital in Türkiye for advanced care.

After a thorough assessment, Professor Burak Akan and his team replaced the damaged implant with a cutting-edge trabecular metal prosthesis, which offers not just relief but renewed longevity, with a product lifespan of 20 to 25 years.

Diane’s journey is a testament to what is possible when precision care meets compassion. Her story reflects IHH Healthcare’s commitment to delivering world-class medical expertise across borders, offering patients like Diane hope and healing close to home.

Our Highlights

Advancing Patient-centred Care with Digital Transformation



IHH Healthcare has partnered a leading global provider of digital strategy and IT services to support our digital transformation initiative across our global network.

From clinical workflows and hospital management to billing and compliance, this multi-year collaboration lays the foundation for smarter, more seamless care.

Focusing on modernising IHH’s technology platforms, the goal is to deliver improved patient experiences, streamline hospital and clinical workflows, and reduce long-term cost of ownership.

One aspect of the initiative will explore the use of GenAI and Agentic AI applications across the healthcare value chain from patient care and hospital management to billing systems and regulatory compliance.

The partnership reinforces IHH’s aspiration to Care. For Good. by harnessing innovation and technology to elevate care delivery, empower our people, and improve outcomes for patients and communities across our global network.

Gleneagles Hospital Hong Kong Forms Strategic Partnerships to Advance AI-driven Healthcare & Diagnostic Innovation

Gleneagles Hospital Hong Kong has entered into two significant collaborations aimed at enhancing patient care through advanced technology and diagnostics.

In a tripartite agreement with health-tech startups PanopticAI and SmartCare, the hospital will implement AI-powered solutions at its new Gleneagles MediCentre in Admiralty. This includes camera-based vital signs monitoring and an AI-driven consultation platform designed to streamline workflows and personalise the patient experience.

At IHH Healthcare, we believe that such digital solutions are essential to future-proofing healthcare and meeting the high expectations of today’s patients.

Separately, Gleneagles has partnered with biotech firm EVDL to integrate an innovative diagnostics system into its laboratory and telemedicine services. This collaboration focuses on increasing diagnostic accuracy, particularly for emerging infectious diseases. Together, these initiatives reinforce the hospital’s commitment to integrating cutting-edge technology to drive better clinical outcomes and operational efficiency.



“

Gleneagles Hospital Hong Kong is committed to continuously elevating patient care and experience through innovation and strategic partnership. This collaboration with PanopticAI and SmartCare to develop and implement the AI-powered smart clinic solution underscores our efforts in future-proofing healthcare services whilst meeting patients’ expectation of excellent healthcare.

By integrating advanced digital solutions and cutting-edge technology into our clinical workflows, we are not only enhancing service and operational efficiency but also redefining the future of patient-centered healthcare.

Dr Kenneth Tsang
Regional Chief Executive Officer,
IHH Healthcare North Asia

”

Looking Ahead



Quality of Care and Patient Stewardship

2030 Goals

Building on the foundations laid from 2022 to 2025, we have set new 2030 Patients targets:

- Meet or exceed international benchmarks for our key clinical quality indicators (CQIs)*
- Improve YoY billing estimates in our markets
- Improve YoY Net Promoter Score (NPS) in our markets

Evidence-based, Safe, and Value-based Care

CQIs are measurable benchmarks that track how our hospitals perform against global standards, giving us an honest, evidence-based picture of care quality across our entire network.

Fast, Efficient, and Empathetic Care

One of the ways to improve service excellence is by tracking and improving Net Promoter Score (NPS), which measures how likely patients are to recommend our care to others. It reflects the overall patient experience and gives us a reliable signal for where we can make meaningful improvements.

Transparency in Billing and Outcomes

Accurate billing estimates are essential to a positive patient experience. When patients know what to expect financially, it removes unnecessary stress and allows them to focus on what matters most: their recovery.

* The following four key CQIs form part of our 2030 Patients goal: i) Infection control: Central Line Associated Bloodstream Infection (CLABSI) in ICU/NICU per 1,000 device days; ii) Safety (Patient & Staff): Complication Rate per 100 Peripheral Intravenous Lines Inserted; iii) Effectiveness: All-cause in-hospital mortality per 100 patients admitted for Acute Myocardial Infarction (AMI); and iv) Timeliness: Notification of Inpatient Laboratory Test Results with Critical Values within 10 minutes upon results verification per 100 Inpatient Laboratory Test Results with Critical Values.



Healthcare Digitalisation & Innovation

We are fully committed to shaping the future of healthcare through digitalisation and innovation through:

- **Incubator scaling:** Expand IHH Global Incubator to source and evaluate early-stage solutions globally
- **Sandbox scaling & real-world pilots:** Scale the Research Grant & Innovation Sandbox pipeline to strengthen clinician-led innovation and pilots
- **Responsible/safe innovation framing:** Ensure responsible adoption of AI and digital solutions, aligned with patient safety, data privacy and clinical governance
- **Innovation investments:** Invest in and collaborate with leading health-tech companies to accelerate innovation and improve patient outcomes



Data Privacy and Cybersecurity

As part of our ongoing commitment to strong data protection governance and the secure handling of personal data, we will continue to align our practices with international best practices and recognised standards. We will proactively review and enhance our frameworks and policies to strengthen oversight, manage emerging privacy risks, and support responsible innovation as new health technologies and digital solutions are adopted. This approach enables us to balance innovation with accountability, safeguard patient trust, and meet evolving regulatory and stakeholder expectations.



Patients Scorecard

Targets and Metrics

Targets	Metrics	2023	2024	2025
Quality Of Care And Patient Stewardship				
Achieve 90% of Value-driven Outcomes (VDO) at or above international benchmarks¹ for 360 indicators² across 8 VDO procedures by 2025	Percentage of value-driven outcomes at or above international benchmarks	Achieved 95.7% for 157 outcome indicators ³	Achieved 91.7% for 202 outcome indicators ³	Achieved 90.1% for 336 outcome indicators ³
Billing estimates to be 90% accurate in our core markets⁴ by 2025	Percentage of billing estimate accuracy ⁵ in our core markets	87% in Malaysia and Singapore	82% in Malaysia and Singapore	92% in Malaysia and Singapore; 95% in Türkiye*
Admission for A&E cases to be within one hour of doctors' instructions in our core markets⁴ by 2025	Percentage of A&E admissions achieved within one hour of doctors' instructions in our core markets	Baseline established at 54.6%	72.1%	74.6%*
Be in the top quartile in Net Promoter Score⁶ (NPS) in our core markets⁴ by 2025	Number of core markets in top quartile of NPS	Appointed a third party survey company to establish NPS benchmarks	Achieved for Singapore and Türkiye; On track for Malaysia and India	Achieved for all core markets
Healthcare Digitalisation & Innovation				
Increase the number of patients who have access to their medical records online	Number of our patients who have access to their medical records online	7.49 million	8 million	8.4 million
Data Privacy and Cybersecurity				
Number of substantiated complaints concerning breach of customer privacy and loss of patient data		NIL	1	3

Note: Excludes sustainability data from Fortis Healthcare, and Bayindir Healthcare Group, in which Acibadem Healthcare Group acquired an 80% stake in August 2025.

* Refer to page 28 for more information on the status of these two goals.

¹ International benchmarks are derived from published medical literature in peer-reviewed journals.

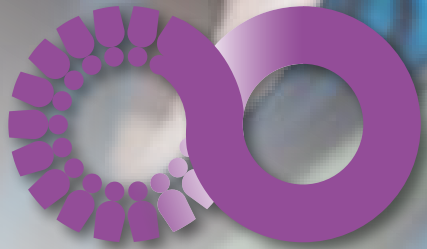
² The indicator count was revised from 360 to 336 following scope updates, including hospital coverage and indicator exclusions.

³ Based on VDO procedures that business units have currently implemented.

⁴ Our core markets refer to Malaysia, Singapore, India, and Türkiye.

⁵ Accuracy rate based on percentage of elective surgical admissions with matching procedures, length of stay (equal or less), and bed type (equal value or less), and within the upper bound of bill estimate.

⁶ NPS is a widely used market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or service to a friend or colleague.



People

Shaping the Best Place to Work

Shaping the Best Place to Work

Our Material Matters



WELL-BEING AND DEVELOPMENT

- Employee Safety and Total Well-being
- People Engagement and Talent Development



DIVERSITY AND INCLUSION

Diversity and Inclusion enhance synergy within the organisation. The diverse perspectives of employees drive creativity, innovation, and satisfaction.



People Form the Backbone of Healthcare

When the People Pillar was first set up as part of the Sustainability Framework back in 2022, we drew a clear ambition to become the employer of choice within the private healthcare sector across all the markets where IHH operates in. Today, with over 76,000 employees globally, that ambition is both a commitment and a responsibility.

Within this framework, people were identified as a structural and instrumental component for delivering the high standards that our patients have come to expect of us. In this context, we committed to creating workplace supported programmes that prioritise well-being, provide diverse career development opportunities, and foster a culture of inclusivity.

We regularly revise and update initiatives centered on development, diversity, and well-being to ensure our workforce is equipped with the latest skillsets and necessary support for delivering the highest quality of care.

By prioritising these characteristics, we strengthen our position as an employer of choice. Investing in development grows our people's careers, fostering diversity ensures all individuals feel welcomed and empowered, and championing well-being demonstrates that we care for our people beyond their professional contributions.



Our People Pillar Achievements in 2025		
<h1>50%</h1> <p>women in senior leadership roles across IHH</p>	<h1>15%</h1> <p>in nursing talent pool against 2022 baseline</p>	<h1>2%</h1> <p>above Global Healthcare Benchmarking scores¹ in 2025 Group-wide Engagement Score</p>
Why This Matters		
By unlocking the full potential of our talent pool, diversity brings together a breadth of experiences that enhance the care we deliver.	By maintaining a robust talent pipeline, we ensure long-term delivery of quality patient care while providing a more supporting working environment.	By actively listening to our employees, we are able to gain valuable and actionable feedback for Shaping the Best Place to Work.

¹ The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 32 million respondents across 1,006 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 124 companies worldwide, with more than 3.3 million respondents (2022–2024). Our Employee Engagement Score benchmark has been set to be used from 2023–2025.

Our Approach and Progress



WELL-BEING AND DEVELOPMENT

- **Employee Safety and Total Well-being**
- People Engagement and Talent Development

We are able to deliver quality care to our patients because of our dedicated people. For this reason, we put caring for our people at the centre of everything we do. Underpinning all our efforts is the culture of safety and wellness at IHH Healthcare. Across the Group, both management and employees demonstrate deep commitment to workplace safety and total well-being by making workplace safety and mental health a priority.

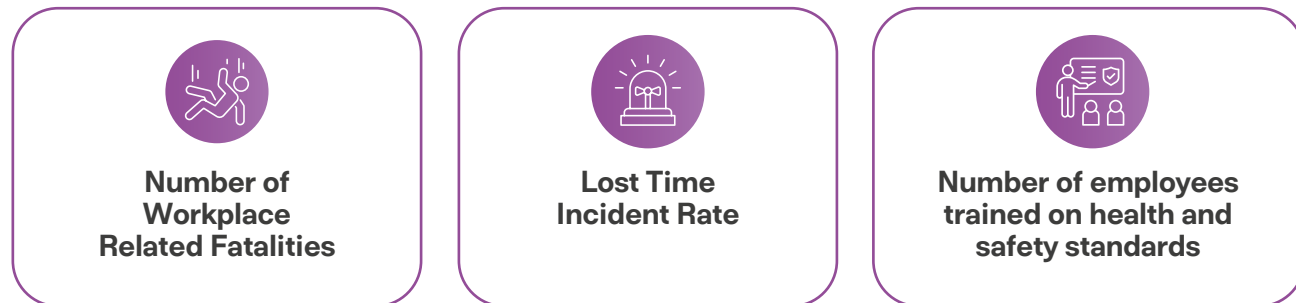
Employee Safety and Total Well-being

IHH’s proactive approach towards continuous improvement in Employee Safety and Well-being has been instrumental in helping prevent accidents, injuries, and illnesses at the workplace. Today, the scope of Employee Safety and Well-Being has been progressively expanded to account for mental health and psychological safety.

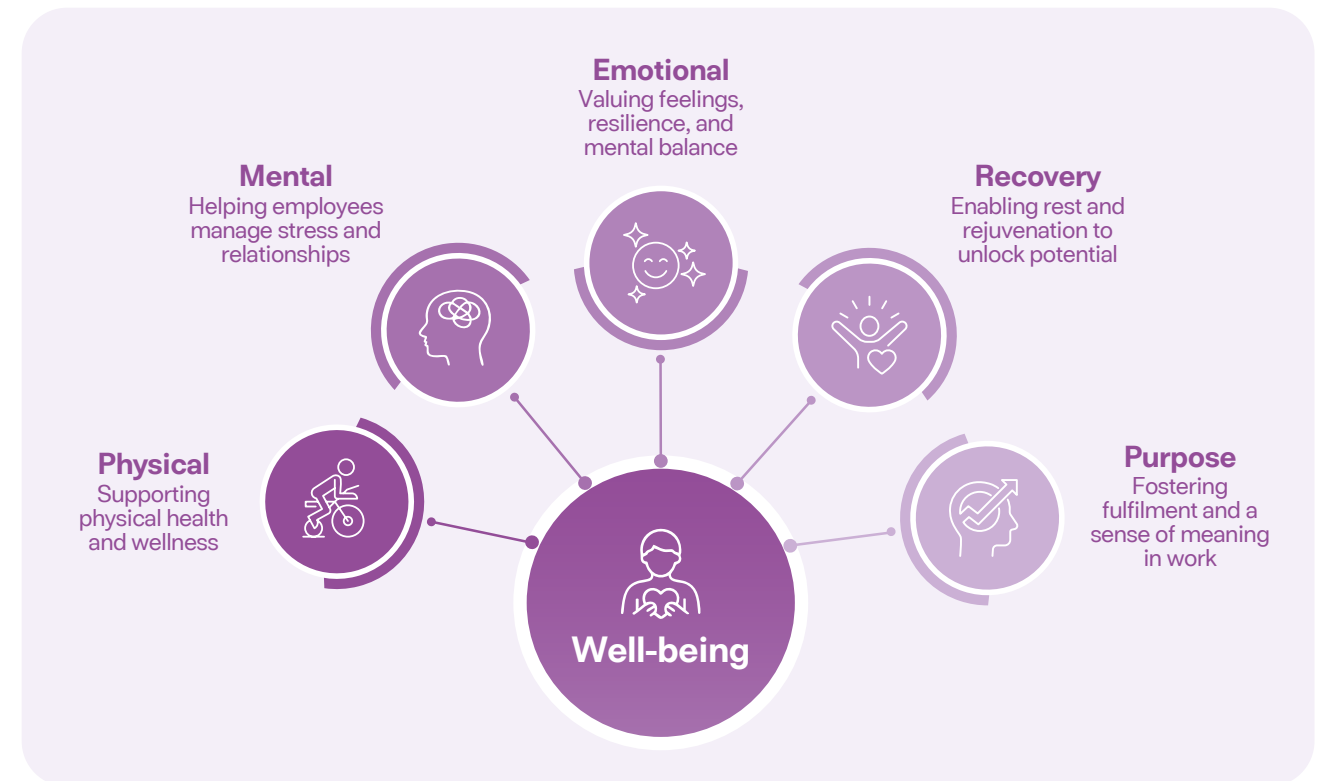
This pre-emptive culture allows us to better accommodate to the dynamic needs of our employees in each of our different work settings, while at the same time align with local regulations. By acting early, we ensure minimised disruption across IHH’s overall operations.

Health and safety policies are embedded in the everyday practices across our hospitals in our various markets. These policies reflect our leadership’s commitment to safeguarding employees, patients, visitors, and assets. They also serve as a guiding framework to prevent workplace incidents and ensure compliance with all legal obligations.

This past year, we continued to enhance and expand our workplace safety, training, and monitoring programmes to foster a safe and productive work environment in all our countries. As with the last three years, we evaluate the effectiveness of these programme through performance indicators that include:



In addition to maintaining a safe workplace, we encourage our employees to take responsibility for their own well-being, using a holistic approach adapted from the World Health Organization’s Well-being Index. This framework encompasses the five essential dimensions of:



Our Approach and Progress



WELL-BEING AND DEVELOPMENT

- Employee Safety and Total Well-being
- People Engagement and Talent Development

We believe that people want purpose and meaning in their work and they want to be recognised for their contributions. Hence, our engagement strategy centres on connecting our employees to a higher purpose of caring for our patients. To do this, we give our employees opportunities to shape the future of the organisation and to make a lasting contribution to healthcare and well-being in their communities.

People Engagement

Our employees are given an active voice when it comes to shaping the workplace. Using different interactions and communication channels, such as employee engagement surveys, pulse surveys, satisfaction surveys, regular performance dialogues, and town halls, we learn more about the priorities, expectations, and experiences of our employees, and how IHH is delivering on its value promise.

We use these learnings and insights to continuously shape our wider company policies at global and local levels, as well as to draft our collective goals and objectives, creating accountability and alignment for all IHH stakeholders. They are also valuable for benchmarking our HR practices with industry best practice.

To support this continuous improvement model, our Employee Listening and Engagement model is framed under IHH’s internal methodology named STEPS (*Survey, Technology enablement, Evaluate, Plan, Solutions*). STEPS ensures that our listening model is actionable at all levels, and relevant and impactful to all our employee segments, regardless of their function and demographics.

Learning & Development

The constant evolution of the healthcare industry requires a dynamic learning support system that can aid our employees in staying on top of their various fields. From 2023 to 2025, we accelerated our Learning & Development (L&D) efforts to promote a self-directed learning culture among employees. These efforts empower employees to take charge of their learning, growth, and development. While we equip our people with structured resources, programmes, and tools, we encourage them to go further by actively seeking opportunities, applying new knowledge, and pushing beyond prescribed learning pathways. The result is a workforce that does not wait to be developed, but takes ownership of its own growth and continuously raises the bar.

Our L&D initiatives play a vital role in supporting both the growth of our employees and the attraction of new talent, ensuring a steady pipeline of agile professionals who can contribute to IHH’s pursuit for healthcare excellence. By fostering a culture that values continuous learning, we enable our people to strengthen their existing abilities and acquire new ones as they progress in their careers.

People Insights for Continuous Improvement

To navigate the growing number of both structured and unstructured data elements, we provide tools and resources to quickly harness data insights and allow leaders to quickly identify trends, unveil opportunities and challenges across all stages of employee lifecycle.

Talent Development

To create a positive experience for all our employees, our talent management and development model is designed to meet people where they are, addressing the unique needs of different roles and supporting employees at every stage of their journey with us.



Our Approach and Progress



DIVERSITY AND INCLUSION

Diversity and Inclusion enhance synergy within the organisation. The diverse perspectives of employees drive creativity, innovation, and satisfaction

We view diversity and inclusion as central to our success and an enabler of quality patient care. Across our markets, we strive to create workforces that are representative of the patient populations, enabling us to provide our patients with culturally-empathetic care. Diversity in hospital teams not only enhances communication between patients and healthcare providers, it also increases productivity and employee retention.

The 5 Dimensions of Diversity

During the last three years, we have been building a culture of Diversity and Inclusion (D&I) that is characterised by openness, empathy, and respect. As we committed to programmes that focused on these principles, we have seen a greater sense of belonging being felt among our people. The results speak for themselves. Our D&I efforts have not only driven down attrition rates across our key markets, but have kept them consistently below industry benchmarks, reflecting the tangible impact of a workplace where everyone feels valued and included.

At IHH Healthcare, our diversity initiatives are based on the Five Dimensions of Diversity identified by WHO – Gender, Generational, Differently Abled, Skillset, and Cultural. We also adopt an approach that encompasses both local and global considerations. This approach combines global aspirations and capabilities, while taking into account the unique social, economic, and cultural contexts of each market, ensuring that our D&I efforts are relevant to each specific region.



Gender: Achieved target of 50% of leadership positions* across the organisation held by women by 2025



Generational: Our workforce is well represented across generations from Baby Boomers to Generation Z



Differently abled: 1st healthcare organisation in Singapore to train and hire persons on the autism spectrum in healthcare jobs since 2023



Skillset: >200 of our leaders and managers are equipped with skills to champion D&I in their teams



Cultural: IHH Healthcare's workforce spans over 40 nationalities, bringing diverse cultural perspectives and lived experiences



* Leadership roles include not only senior roles within our organisation like Group-level Business Critical Roles (IHH GCEO, GCHRO, GCFO, etc), Group Function Heads, Market CEOs, but also all hospital CEOs as well as critical function leadership roles in the market. Leadership roles are more inclusive and cover all senior management roles as well as some management roles which are key positions within the organisation.

Our Approach and Progress | Well-being And Development: Employee Safety and Total Well-being

Workplace Health & Safety

In 2025, IHH Healthcare reinforced its Workplace Health & Safety (WSH) commitment by embedding safety practices into daily operations and refining the Lost Time Injury (LTI) Technical Manual to ensure consistent reporting across all markets. Drawing on data from 2024, the Group implemented targeted interventions in high-risk areas, while market-level advocates launched localised campaigns and recognition programmes to strengthen

awareness and reward safe behaviour. A WSH audit was conducted to assess compliance and identify opportunities for improvement, further underscoring the Group’s dedication to continuous enhancement. To foster collaboration and knowledge sharing, WSH Forums were introduced, creating a platform for advocates to exchange best practices, address emerging risks, and align on Group-wide priorities.



Prioritising Mental Health

In 2025, IHH Healthcare continued its collaboration with Intellect to offer free digital mental health and wellness services to more than 25,000 of its employees across six markets where it operates. This resource supports employees’ resilience-building through immersive self-guided learning modules, and includes “rescue sessions” to help staff regain motivation whenever they feel drained or burnt out.

There was a total of around 5,000 new sign-ups on this voluntary programme, with roughly one in five employees participating in the countries where this programme was made available to. This expansion complements our existing efforts and local programmes to address healthcare worker burnout, and contributes to our 2025 goal to enhance employee well-being.

This global programme complements the local support tools that are available to more than 76,000 people we employ across the globe.

Promoting Mental Well-being at IHH

↑60%

Leaders and managers trained and certified as Mental Health First Aiders rose from 204 to 326

Why this matters: By empowering employees from within, we are actively building up a supportive internal ecosystem for mental health.

Our Approach and Progress | Well-being And Development: People Engagement and Talent Development

Nurturing Our Employees to Succeed

We sustained our commitment to leadership excellence through our flagship leadership programmes. These programmes empower our business leaders and nursing managers with the capabilities needed to address complex challenges and champion patient-centred care. In 2025, we trained up approximately 20 cohorts across the following three programmes:



51
Leaders
Attended

I.GLOBE

focuses on building business capabilities in the areas of Patient Centricity, Business Growth Mindset, and Building the Ecosystem. The programme consists of a two-day Business Simulation workshop, a Learning Experience visit, and a Masterclass.



90
Leaders
Attended

I.ELEVATE

focuses on training up our future leaders to lead in the dynamic healthcare industry. The programme is built on the following four core concepts – Building Financial Acumen, Business Simulation, Patients Thinking, and Future Proofing.



303
Nurse Leaders
Attended

I.SHINE

focuses on building up nursing managerial capabilities. Through a one-day face-to-face workshop, and an eight-week workplace application phase, the programme seeks to drive effective team performance by equipping nursing managers to navigate complex stakeholder challenges, make timely decisions, and cultivate tomorrow's leadership mindset.



LEAP to Build Under Learning & Development

In 2025, we launched **LEAP (Learn, Experience, Apply, Perform)** as a Group-wide capability-building platform to strengthen our human capital and reinforce a culture of continuous learning across IHH.

LEAP represents a Group-wide deliberate commitment to set aside dedicated time and focus for learning, signalling that capability development is not incidental, but essential to sustainable performance and long-term value creation.

Designed as more than a learning event, LEAP integrates thought leadership, experiential learning, cross-market participation, and structured reflection to ensure that learning translates into practical workplace application and measurable performance outcomes.

The initiative aims to:

- Foster a growth mindset and intellectual curiosity across all levels of the organisation
- Encourage individual accountability for continuous learning and career development
- Strengthen leadership and organisational capabilities aligned to strategic priorities
- Enhance workforce agility and resilience in response to evolving healthcare demands
- Embed learning as an ongoing discipline that supports performance, innovation, and adaptability

By institutionalising shared learning moments and reinforcing ownership of development, LEAP supports the building of an agile, future-ready workforce. This contributes directly to talent sustainability, enhancing leadership strength, and long-term organisational resilience.

[🔗 See page 49 to learn more.](#)



Our Approach and Progress | Well-being And Development: People Engagement and Talent Development

Listening to Our People

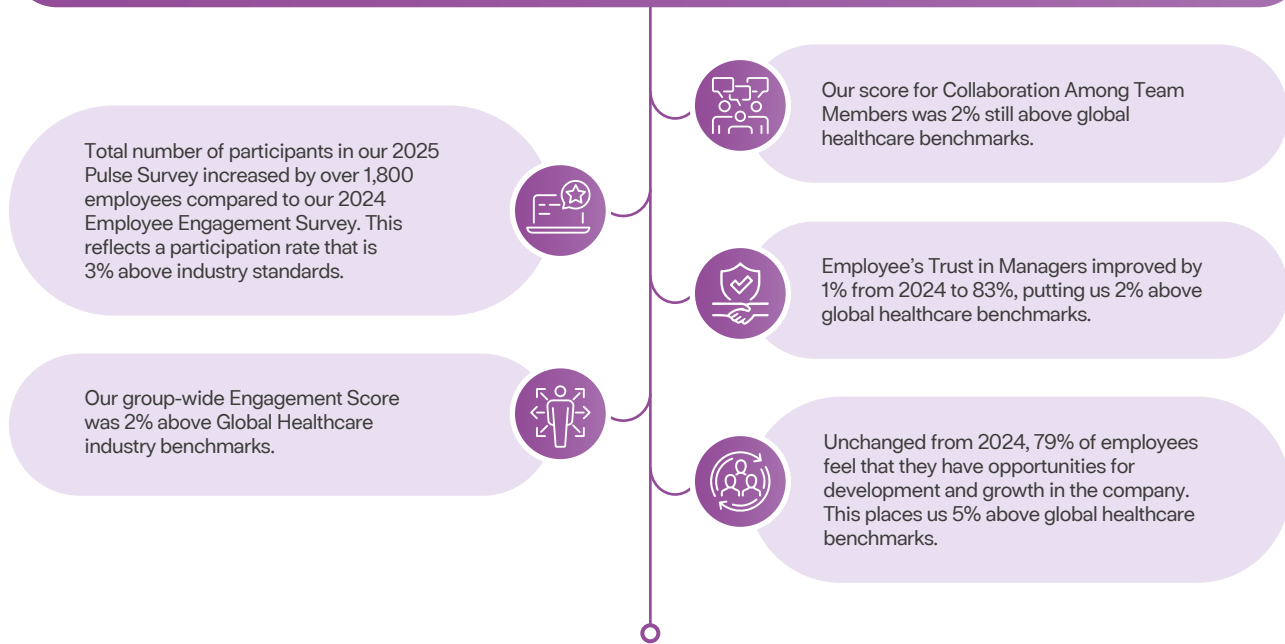
On top of training, we incorporate an employee listening model that consists of running employee engagement and pulse surveys across all of our markets. External benchmarks are also employed to give our leaders local market perspectives into the different experience drivers that affect employees’ personal and professional development and growth in the organisation.

In comparison to the engagement scores of large and prominent companies from Fortune 500 and FTSE 100 benchmark groups, IHH employees show higher levels of scoring in key topics such as engagement, recognition, and collaboration. They also demonstrate higher appreciation for topics related to development and growth opportunities, as well as alignment between their skills and job requirements.

Employee engagement remains a key part of our leaders’ goals and objectives. It helps to ensure that progress and achievements remain a highly visible item on our board agenda. It also aids in promoting the discussion of best HR practices, and continuous improvement models.

Over time, our analysis and action planning capabilities have evolved, with the integration of new technologies and analysis methodologies to better understand feedback and survey results, prioritise focus areas, and deep-dive into the delights and concerns shared by the employees. These new capabilities allow our managers to move quicker – to design and implement changes for the benefit of our employees, as and when required.

Key Highlights from Our 2025 Pulse Survey



Our Approach and Progress | Diversity & Inclusion

We achieved considerable progress in promoting fair and inclusive practices across the organisation, focusing on roles with high level impact. In 2025, we reached our goal of having 50% of our leadership positions represented by women. To advance our Diversity and Inclusion (D&I) agenda, we continued to organise global webinars that covered such topics as Conscious Inclusion and Creating Psychological Safety. These webinars helped to educate participants about recognising and dealing with biases, as well as recognise how psychological safety at the workplace can boost team performance.

In recognition of the World Day for Cultural Diversity, IHH leveraged this global observance as a catalyst to deepen our internal commitment to Diversity & Inclusion through the launch of the IHH Diversity at Work three-part series.

The Diversity at Work series provides a platform that encourages learning from one another, appreciating diverse perspectives, conscious inclusion, psychological safety and strengthening global connections across IHH.

Through facilitated dialogues, shared experiences and storytelling, and interactive engagements, employees were encouraged to reflect on how

cultural perspectives shape workplace interactions, decision-making, and team dynamics. The series reinforces the expectation that inclusion is everyone’s responsibility.

This effort supports our pillar commitments by:

- Enhancing inclusive behaviours and cultural intelligence
- Promoting psychological safety and a sense of belonging
- Strengthening collaboration across our diverse markets
- Reinforcing leadership accountability in fostering inclusive environments

By building on global moments of awareness and embedding them into sustained internal initiatives, we continue to cultivate an inclusive workplace that supports employee engagement, innovation, and long-term organisational resilience.

Through these learning platforms that encourage conversations about diversity, IHH Healthcare has demonstrated its commitment towards achieving its 2026 D&I goals and benchmarking to global sustainability standards.



Our People Targets for 2030

Building on the foundations laid from 2022 to 2025, we have set new 2030 People targets.

Maintain **50:50 male to female ratio in leadership roles**

Continue to be above benchmarks in **Engagement Scores** across our markets

Maintain or reduce **lost time injuries** annually

Targets and Metrics*

Targets	Metrics	2023	2024	2025
Employee Safety and Total Well-being				
To reduce lost time injuries across the Group	Lost time incident rate ¹	13.4	1.15 ²	0.96
To have zero workplace fatalities across the Group	Number of work-related fatalities	0	0	0
Increase global nursing talent pool by 10% by 2025	Percentage increase in nursing talent roles	5.6% above baseline	14% above baseline	15% above baseline
Employee Engagement Survey (EES) score to be above Global Healthcare benchmarks ³ by 2025	Employee Engagement Score	2% above Global Healthcare benchmarking score	3% above Global Healthcare benchmarking score	2% above Global Healthcare benchmarking score
Diversity & Inclusion				
50:50 ratio of male to female leaders in our organisation by 2025	Percentage of women in leadership roles ⁴	42.5%	49%	50%

* Excludes sustainability data from Fortis Healthcare, and Bayindir Healthcare Group, in which Acibadem Healthcare Group acquired an 80% stake in August 2025.

¹ Lost time incident rate (LTIR) calculation method: Total number of lost time injuries in relation to total number of hours worked in the reporting period, multiplied by 200,000, which represents a standardised value of the total amount of hours that 100 employees work weekly for 40 hours for a duration of 50 weeks (100 x 40 x 50 = 200,000).

² In 2024, we completed the standardisation of LTIR definition across our operations. This included the streamlining of reporting protocols to focus on more severe injuries, thereby reducing the number of minor incidents recorded, leading to a lower LTIR relative to 2023.

³ The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 32 million respondents across 1,006 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 124 companies worldwide, with more than 3.3 million respondents (2022–2024). Our Employee Engagement Score benchmark has been set to be used from 2023–2025.

⁴ Leadership roles include not only senior roles within our organisation like Group-level Business Critical Roles (IHH GCEO, GCHRO, GCFO, etc.), Group Function Heads, Market CEOs, but also all hospital CEOs as well as critical function leadership roles in the market. Leadership roles are more inclusive and cover all senior management roles as well as some management roles which are key positions within the organisation.

Our Highlights

Promoting Mental Health and Wellness in the Workplace and Beyond

IHH Healthcare's Mental Health Week – 11 to 17 October 2025

In October 2025, IHH marked World Mental Health Week with a Group-wide campaign under the theme “**Care That Empowers, Where It Matters**”. The initiative reinforces our commitment to strengthening employee well-being and embedding mental health as a shared responsibility across the organisation.

The week commenced with a Global Message from the Group CEO, affirming leadership commitment to holistic wellbeing and recognising our **Mental Health First Aider (MHFA)** community as peer-support champions across several markets.

Employees were reminded of available support resources, including the local Employee Assistance Programme (EAP), Intellect resources (a mental well-being platform) and local MHFAs. A “Meet Your Mental Health First Aiders” digital board enhanced visibility and accessibility of peer support networks, helping to normalise help-seeking behaviours.

A global webinar on resilience and community, alongside a Group-wide Well-being Challenge and daily micro well-being nudges, encouraged participation, connection, and practical action.

Through leadership advocacy, peer activation, and structured engagement, the campaign strengthened mental health literacy, psychological safety, connection and community and workforce resilience.

To sustain peer-support capability beyond MHFA certification, IHH introduced the Mental Health First Aider (MHFA) Circles, a structured touchpoint designed to strengthen confidence, shared learning, and community among certified MHFAs.

The MHFA Circles serve as a community of practice where Mental Health First Aiders support one another, exchange experiences, and continue building their knowledge and practical skills. By fostering connection across markets and reinforcing ongoing capability development, the MHFA Circles ensure that our MHFAs remain confident, supported, and equipped to provide responsible peer support to employees.

Through this sustained community approach, IHH strengthens the resilience, quality, and long-term sustainability of its internal mental health peer-support network.



Breaking the Stigma in Community

IHH's commitment to mental health extends beyond its organisational walls. This includes actively working to raise awareness and break the stigma associated with mental health in the broader community. At the IHH Healthcare x Singapore Sea Regatta, held in September 2025, **IHH partnered with the Singapore Association for Mental Health** to celebrate resilience, solidarity, and mental health advocacy.

Launch of Dedicated Mental Health Facility – Adayu

In November 2025, Fortis launched Adayu in Gurugram, Haryana – a sanctuary for individuals seeking discreet, high quality care for mental health, psychiatry, and addiction challenges. The hospital houses 36 dedicated beds, and is supported by a multidisciplinary team offering cutting-edge treatments.

Other features of Adayu include three serene and secluded spaces – Akiyam, Horai, and Niwa, for patients to breathe, recalibrate, and rediscover their sense of self. The hospital also features Edgex, a precision driven mental health platform that uses high performance psychology and neurocognitive protocols to deliver personalised, outcome based pathways.

Our Highlights

Heroes in Uniform: IHH Singapore Patient Care Assistants Save a Life Off-duty

A group of IHH Singapore employees, comprising patient care assistants (PCAs) from Parkway East Hospital and Mount Elizabeth Hospital, demonstrated extraordinary heroism in August 2025 when they saved the life of a man who collapsed at the Johor Bahru checkpoint. Their swift and selfless actions, performed while off-duty, underscore the dedication and compassion that define our medical professionals.

Despite being off duty, Vinoshini Sandrasagaran, Shareen Kaur Ranjit Singh, and Subhashini Subramaniam from Parkway East Hospital, and Nanthini Kumaran and Hemadevi Balakrishnan from Mount Elizabeth Hospital, worked together to administer CPR and call for emergency support.

Their swift, coordinated actions kept the man’s circulation going until the Malaysian checkpoint’s emergency response team arrived and took over. Eyewitnesses praised the group as heroes for their composure and rapid response under pressure.

Ivan Khor, CEO of Parkway East Hospital, and Sherrie Lim, CEO of Mount Elizabeth Hospital, lauded the five PCAs in a joint statement. They praised their “composure, compassion, and selfless actions”, noting that their professionalism extends beyond the hospital walls.

This incredible act of heroism is a powerful example of our people’s commitment to patient care and the high standards of dedication, both on and off duty.



“**We are incredibly proud of our five Patient Care Associates for their quick thinking and skill that saved a life while on their way home from work. Their actions exemplify the values we uphold at Parkway East Hospital and Mount Elizabeth Novena Hospital. They demonstrated how compassion and commitment to care is not based on a uniform we wear, but a selfless calling we live by, on or off duty.**”

Joint statement from

Ivan Khor

CEO Parkway East Hospital

Sherrie Lim

CEO Mount Elizabeth Novena Hospital

LEAP 2025 – A Group-wide Festival of Learning and Growth

“**When we learn, we don’t just elevate ourselves; we uplift the teams we lead and the communities we serve.**”

Dr Prem Kumar Nair
Group CEO of IHH Healthcare



In August 2025, IHH Healthcare celebrated a significant milestone in its learning and development journey, by launching its inaugural group-wide learning festival – LEAP. The launch event which was streamed live to colleagues worldwide.

LEAP, which stands for Learn, Experience, Apply, and Perform, is a shared platform for every IHH colleague, regardless of role, background, or location to learn, grow, and lead change together.

The key themes for LEAP 2025 were AI-enabled Learning and Growth, Story-driven Leadership and Influence, Coaching Mindsets and Communication, and Awareness of Global Healthcare Trends and Innovation.

The month-long festival featured immersive sessions, skills-building opportunities, and cross-border collaboration. In a panel session held on opening day, Group Chief Human Resources Officer Sharon Foo, shared about how continuous learning could empower individuals and transform organisations, and inspire colleagues to embrace a growth mindset and lead with confidence, compassion, and innovation.

Our Highlights

Connecting Leaders at I.GLOBE



IHH Malaysia hosted Cohort 10 of I.GLOBE, IHH’s flagship leadership development programme.

This session brought together leaders from across IHH – including Malaysia, Singapore, China, Hong Kong, India, and Brunei – with different roles and backgrounds. The programme focused on building practical business skills and mindsets to support both current goals and future plans.

Participants shared ideas, exchanged experiences, and heard directly from country CEOs on key themes such as *Patient Centricity*, *Business Growth Mindset*, and *Building an Ecosystem*.

Participants also took part in a simulation to experience the challenges of running a healthcare organisation. This hands-on exercise strengthened their understanding of how data supports better decisions.

A visit to IHH MY’s Command Centre reinforced this, showcasing how real-time data can improve patient care, streamline operations, manage costs, and optimise resources – setting new standards for healthcare delivery across our markets.

Promoting Lifelong Learning at Acibadem

Learning and development are not simply benefits we offer our employees, but cornerstones of how we grow as an organisation. At Acibadem, this commitment takes shape through targeted programmes designed to nurture talent at every level:

- **Patient Services Team Leader Programme:** This programme develops leadership skills that strengthen operational flow, improve team management, and elevate motivation and communication, with a direct and positive impact on patient and family experience.
- **Nursing Services Management Trainee Programme:** Designed for graduates of Acibadem University’s Nursing Department, this programme shapes future nursing leaders who are patient-focused, ethically grounded, and open to continuous learning. It strengthens clinical and managerial perspectives, identifies leadership potential early, and builds a sustainable pipeline of nursing leadership.
- **Clinical Education Nursing Programme:** This programme equips Clinical Education Nurses with stronger coaching, communication, and leadership skills, enabling them to translate clinical expertise into effective learning experiences. Participants are developed into role models who guide nurse development and champion a culture of education that directly enhances patient care quality.
- **Leadership Academy:** Comprising three modules, Leading Yourself, Leading Your Team, and Leading Your Work, the Leadership Academy offers a comprehensive development journey for managers at the director and deputy director levels. The programme strengthens leadership competencies, effective communication, and development-focused feedback, while reinforcing strategic decision-making and change management with a focus on both patient and employee experience.
- **Future Health Leaders Programme:** Through structured training, field experience, and project-based learning, this programme builds analytical thinking, communication, problem-solving, and collaboration skills in management trainees. Participants gain broad organisational awareness and are developed into agile, responsible professionals poised to become the healthcare leaders of tomorrow.



Our Highlights

Partnering to Strengthen Our Healthcare Talent Pipeline



In July 2025, Fortis Healthcare entered into a strategic collaboration with the Indian Institute of Management (IIM) Bodh Gaya to enhance the institute’s Hospital & Healthcare Management MBA programme.

Through this partnership, Fortis Healthcare will play an active role in shaping course content related to managing hospital businesses. The collaboration will also provide summer internships and placement opportunities at Fortis hospitals and healthcare facilities, both in India and abroad, offering students invaluable hands-on experience at one of India’s leading integrated healthcare providers.

This collaboration reflects Fortis Healthcare’s continued commitment to building future-ready talent, fostering academic excellence, and contributing meaningfully to the healthcare industry’s evolution in India.

IHH Singapore Launches NexGen Committee to Empower Young Professionals

The NexGen Committee is a dedicated initiative aimed at enhancing workplace experiences and career growth for young professionals within the organisation.



Comprising a vibrant and diverse group of young talents, the NexGen Committee will play a pivotal role in shaping initiatives focused on career development, work-life balance, inclusivity, and creating a forward-thinking organisational culture. Each committee member brings unique perspectives, fresh energy, and a strong commitment to empowering younger employees aged 25 to 35.

This initiative is a direct response to insights derived from the recent IHH Healthcare Employee Engagement Survey, highlighting the importance of targeted engagement strategies for younger employees. The NexGen Committee will address key themes identified in the survey, including enhancing development opportunities, fostering a culture of innovation, and improving work-life integration.



We must recognise that each generation in our workforce has distinct needs, aspirations, and expectations. Younger employees have insights and perspectives essential for creating a dynamic and inclusive workplace. The formation of the NexGen Committee ensures these voices are heard and integrated into our strategies, fostering a work environment that genuinely meets the needs of our next generation of healthcare professionals.



Dr Peter Chow
CEO of IHH Singapore

IHH Diversity at Work Series

The IHH Diversity at Work series seeks to foster an inclusive workplace by recognising and celebrating differences. Launched in May 2025, the series comprised three global webinars, titled “Building and Inclusive Culture: Inclusion in Action”, “Cultural Intelligence”, and “IHH Panel: Strength in Diversity”.

Through these webinars, participants became more aware of cultural diversity’s impact on teamwork, learnt how to create an inclusive and respectful environment, and recognised the importance of accountability without bias or discrimination.



Looking Ahead

2026 is the year where we lay the foundations of our new **People Chapter**, preparing to move towards our 2030 IHH Vision of **“Becoming the trusted multinational leader in healthcare in clinical excellence and innovation recognised as the employer and partner of choice”**.

Our HR Strategic Priorities have been reinforced and revamped, to continue instrumentally building fit for purpose and progressive people practices that respond to challenges of our workforce, while anticipating future dynamics and opportunities within the healthcare industry.



Diversity and Inclusion

Our commitment to **Diversity and Inclusion** goes beyond our flagship programmes and public commitments such as gender diversity. We'll continue to reinforce our programmes and initiatives that anchor over the multifaceted demographics and diverse dimensions of our workforce and countries where we operate.

Our focus is on advocating inclusion by promoting awareness and behaviours to create psychological safety for everyone to thrive and ensure our employees have a genuine sense of belonging, and where they can be their authentic selves at work every day.



Well-Being and Development

Create a place where people take pride in doing purposeful work, with a Total Well-being approach for our employees, anchored in Communities and Strong Engagement, and where our Culture and Values are lived and resonate among our Employees and in the markets we operate.

To grow leaders who inspire and transform, with robust talent and succession programmes, where our leadership DNA is instilled in every manager as aspiration and North Star, and where our young talents can develop, thrive, and build a career.

Powered by an enhanced infrastructure that drives employee performance, with our goal of delivering better employee experiences, elevating our High Performance Culture, and facilitating agile and new ways of working for our employees.

Future Ready, to ensure our employees and teams are empowered and equipped to navigate evolving future workforce models, committed to continuous upskilling, and active participants in shaping the future of work.



Our People Targets for 2030

Building on the foundations laid from 2022 to 2025, we have set new 2030 People targets.

Maintain **50:50 male to female ratio in leadership roles**

Continue to be above benchmarks in **Engagement Scores** across our markets

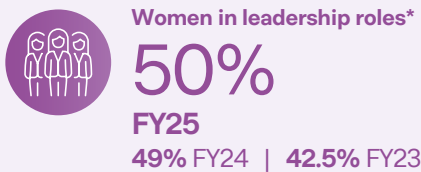
Maintain or reduce **lost time injuries** annually

People Scorecard

Health and Safety



Diversity



* Leadership roles include not only senior roles within our organisation like Group-level Business Critical Roles (IHH GCEO, GCHRO, GCFO, etc), Group Function Heads, Market-CEOs, but also all hospital CEOs as well as critical function leadership roles in the market. Leadership roles are more inclusive and cover all senior management roles as well as some management roles which are key positions within the organisation.

Board Diversity

Gender	FY23		FY24		FY25	
	Number of Directors	%	Number of Directors	%	Number of Directors	%
Male	8	80	8	80	8	73
Female	2	20	2	20	3	27
Total	10	100	10	100	11	100

Age	FY23		FY24		FY25	
	Number of Directors	%	Number of Directors	%	Number of Directors	%
40-49 years	2	20	2	20	1	9
50-59 years	2	20	2	20	2	18
60-69 years	6	60	6	60	8	73
Total	10	100	10	100	11	100

Workforce Diversity

Percentage of employees by gender, for each employee category ³	FY23			FY24			FY25		
	Male %	Female %	Total %	Male %	Female %	Total %	Male %	Female %	Total %
Senior management	49	51	2	53	47	1	56	44	1
Management	40	60	8	41	59	7	47	53	7
Executive	31	69	23	29	71	20	34	66	16
Non-executive	31	69	67	27	73	72	34	66	77
Total	32	68	100	28	72	100	35	65	100

Note:

Percentage figures may not add up to 100% due to rounding of decimals. Except for workforce diversity and women in leadership roles, all other data on this page was unavailable for our operations in Netherlands, which constitutes 0.4% of our global headcount.

- ¹ Lost time incident rate (LTIR) calculation method: Total number of lost time injuries in relation to total number of hours worked in the reporting period, multiplied by 200,000, which represents a standardised value of the total amount of hours that 100 employees work weekly for 40 hours for a duration of 50 weeks (100 x 40 x 50 = 200,000).
- ² In 2024, we completed the standardisation of LTIR definition across our operations. This included the streamlining of reporting protocols to focus on more severe injuries, thereby reducing the number of minor incidents recorded, leading to a lower LTIR relative to 2023.
- ³ Employee categories are defined as follows:
 - Senior Management: Senior leaders from group, markets, and functions, who are involved in business strategy and decision makers for their respective market-BU/facility/hospital/unit.
 - Management: Include people managers and individual contributors in clinical and non-clinical roles, supporting Senior Management and Leaders in the organisation.
 - Executive: Include employees who are involved mainly in daily operational roles, team leaders, or front liners managing administrative matters. Includes Clinical and Non-clinical Roles.
 - Non-executive: Usually individual contributors involving in daily operational roles and do not hold any supervisory responsibilities. Includes Clinical and Non-clinical Roles.

People Scorecard

Workforce

Employee Breakdown

Percentage of employees by age group, for each employee category ¹	FY23				FY24				FY25			
	<30 years %	31-50 years %	>50 years %	Total %	<30 years %	31-50 years %	>50 years %	Total %	<30 years %	31-50 years %	>50 years %	Total %
Senior management	12	52	36	2	0	59	41	1	0	51	49	1
Management	3	77	20	8	6	75	19	7	16	66	18	7
Executive	29	65	6	23	33	60	8	20	22	68	9	16
Non-executive	50	39	11	67	48	40	11	72	48	42	9	77
Total	41	48	11	100	42	47	11	100	42	48	10	100

Percentage of employees that are contractors or temporary staff ²	FY23	FY24	FY25
	%	%	%
Contractors or temporary staff	15	3	4
Full-time employees	85	97	96

Employee Turnover

Number and percentage of employee turnover by employee category ³	FY23		FY24		FY25	
	Total Turnover	Total %	Total Turnover	Total %	Total Turnover	Total %
Senior management	108	0.2	58	0.1	29	0
Management	539	1.1	475	1.0	518	0.7
Executive	2,796	6.0	2,089	4.3	2,332	3.1
Non-executive	6,630	14.1	9,529	19.7	15,021	19.7
Total	10,073	21.4	12,151	25.1	17,900	23.4

Note:

Percentage figures may not add up to 100% due to rounding of decimals. Data on this page was unavailable for our operations in Netherlands, which constitutes 0.4% of our global headcount.

¹ Employee categories are defined as follows:

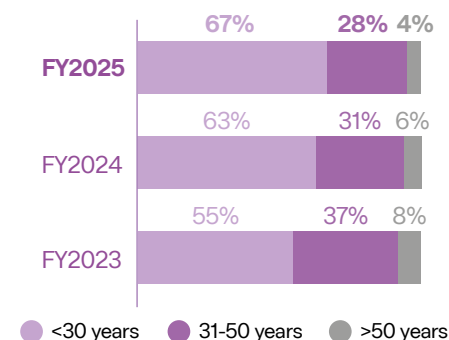
- Senior Management: Senior leaders from group, markets, and functions, who are involved in business strategy and decision makers for their respective market-BU/facility/hospital/unit.
- Management: Include people managers and individual contributors in clinical and non-clinical roles, supporting Senior Management and Leaders in the organisation.
- Executive: Include employees who are involved mainly in daily operational roles, team leaders, or front liners managing administrative matters. Includes Clinical and Non-clinical Roles.
- Non-executive: Usually individual contributors involving in daily operational roles and do not hold any supervisory responsibilities. Includes Clinical and Non-clinical Roles.

² Contractors are persons or organisations working onsite or offsite on behalf of an organisation. Temporary staff are employees with a contract for a limited timeframe that ends when the specific time period expires (i.e. Short Term Contract), or when the specific task or event that has an attached time estimate is completed.

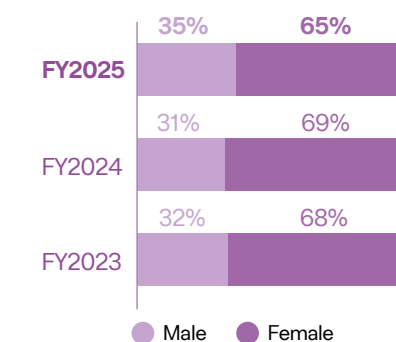
³ Refers to both voluntary and involuntary turnover.

New Employee Hire

Percentage of new employee hire by age group



Percentage of new employee hire by gender



People Scorecard

Workforce (cont'd)

Employee Training

Number of training hours by employee category ¹	FY23	FY24	FY25
	Total Hours	Total Hours	Total Hours
Senior management	25,223	34,464	6,950
Management	48,990	53,766	101,804
Executive	147,636	183,998	356,240
Non-executive	818,569	990,659	1,822,012
Total	1,040,418	1,262,887	2,287,006

Parental leave ²	FY23			FY24			FY25		
	Male	Female	Total cases	Male	Female	Total cases	Male	Female	Total cases
Return to work rates of employees that took parental leave, by gender	100%	89%	94%	100%	86%	92%	100%	90%	93%
Total number of employees that took parental leave, by gender	1,416	1,676	3,092	808	991	1,799	795	2,402	3,197
Total number of employees that returned to work in the reporting period after parental leave ended, by gender	1,416	1,496	2,912	807	851	1,658	795	2,168	2,963
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	1,399	1,383	2,782	776	812	1,588	458	1,092	1,550

Labour practices and standards	FY23	FY24	FY25
Number of substantiated complaints concerning human rights violation	0	0	0

People Engagement & Talent Development	FY22	FY23	FY24	FY25
Percentage increase in nursing talent roles	Established baseline	5.6% against baseline	14% against baseline	15% against baseline
EES score on employee engagement ³	Established baseline	2% above Global Healthcare benchmarking score	3% above Global Healthcare benchmarking score	2% above Global Healthcare benchmarking score

Note:

Percentage figures may not add up to 100% due to rounding of decimals. Except for People Engagement & Talent Development metrics, all other data on this page was unavailable for our operations in Netherlands, which constitutes 0.4% of our global headcount.

¹ Training includes all types of vocational training and instruction, paid educational leave provided by a company for its employees, training, or education pursued externally and paid for in whole or in part by a company and training on specific topics. Training does not include on-site coaching by supervisors.

² Parental leave refers to paternity and maternity leave only.

³ The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 32 million respondents across 1,006 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 124 companies worldwide, with more than 3.3 million respondents (2022–2024). Our Employee Engagement Score benchmark has been set to be used from 2023–2025.