

Introduction	39
Employee Safety and Total Well-being	40
Diversity and Inclusion	43
People Engagement and Talent Development	46
People Scorecard	50



People

Shaping the Best Place to Work

Introduction



Our Material Matters

- Employee Safety and Total Well-Being
- Diversity and Inclusion
- People Engagement and Talent Development

At IHH Healthcare, people are our heartbeat, and we are committed to creating the best work environment where employee growth, well-being and contributions are valued and supported.

We want to be the best possible organisation to work for in our employees' eyes because the best organisations attract and retain good people. And good people deliver good care.

This means providing our people with opportunities for training, self-development and contributing to the goals of the organisation. It also means listening closely to their needs, and caring for their safety and well-being. Above all, it means treating our employees with compassion, dignity and respect.

Shaping the Best Place to Work

Employee Safety and Total Well-Being

At IHH, our dedicated workforce is instrumental in providing quality care to our patients. By prioritising employee safety and wellness, we establish a culture of commitment and ownership, where our people can flourish physically, mentally, emotionally and purposefully.

By providing our employees with the right culture, support and work environment, they will feel safe and be able to be better equipped to deal with stressful situations. Furthermore, it will give them a sense of belonging knowing that they are valued and heard.

Diversity and Inclusion

Healthcare studies have shown that diverse and inclusive hospital teams provide culturally-empathetic care, improve communication and enhance risk assessment, all of which are vital for improving patient outcomes.

Fostering inclusion and diversity is not just vital for delivering quality patient care, it also increases staff productivity and employee retention. Hence by building up a healthy and supportive environment, we are empowering our employees to reach their full potential, and building a foundation for long-term success.

People Engagement and Talent Development

Engaged employees are a critical part of our strategy for driving patient-centred excellence and better health outcomes. By giving our people a sense of purpose, we foster innovation and adaptability among our employees, both of which are key skillsets necessary for keeping on top of ever-evolving healthcare needs. Furthermore, engaged employees are also more likely to feel a strong sense of passion and ownership over their work, thereby improving retention rates.

An important part of People Engagement encompasses Learning & Development. By building up a strong learning culture, we are able to help our people strengthen their existing capabilities, as well as develop new skillsets as they progress through their career with us. Learning & Development are also crucial for attracting new talent and ensuring a continuous pipeline of multi-skilled professionals for IHH Healthcare.

Our Goal

To be the employer of choice in the private healthcare sector in all our markets by 2025.

How We Will Get There

2023 Progress Highlights



Employee Safety and Total Well-Being

By fostering a caring and safe work environment that empowers our employees and supports the consistent delivery of quality healthcare services to our patients

- 77%¹ of employees felt positive about their overall well-being (new EES question introduced)
- Partnered with Intellect to provide comprehensive mental well-being services for employees
- Zero workplace fatalities



Diversity and Inclusion

By creating diverse and inclusive workforces that mirror the populations we serve, to ensure best treatment practices for our patients while fostering equity and acceptance within our organisation

- Expanded definition of leadership roles and established baseline of 42.5% women in leadership roles



People Engagement and Talent Development

By cultivating a purpose-driven team passionate about making a positive impact in healthcare, and building up a strong talent pool to ensure high-quality patient care amidst the challenges of the current practitioner shortage

- Over 1 million training hours achieved to foster a culture of Learning & Development across IHH
- Moved up 10 places to rank 250 in Forbes World's Best Employers list for 2023
- 2% above Global Healthcare benchmarking score for the different employee listening and engagement drivers that we used to design our Employee Experience programme
- 81% of employees felt that there were opportunities for personal development and growth, an overall increase of 3% from the previous year¹
- 86% of our employees felt that we collaborate well, and 85% of our employees trust their immediate manager, an increase of 2% from the previous year¹

¹ Through our Employee Engagement Survey

Employee Safety and Total Well-being

Our Approach

Across the Group, both management and employees demonstrate their deep commitment to employee safety and total well-being by making workplace safety and health a priority.

Employees are provided with a caring and safe work environment so that they can wholeheartedly commit to bringing more energy, passion, and professionalism to their work. By integrating safety and risk management into our

daily operations, we ensure that the culture of safety first is firmly embedded within the organisation.

Beyond safety, we also aim to provide our employees with the necessary resources to take ownership of their personal well-being. To encourage a more holistic attitude, we have aligned our definition of well-being with that of the World Health Organization Well-Being Index. This definition encompasses the following five dimensions:



Our Progress in 2023

We believe that all injuries at the workplace are preventable and will continue to put in place new measures and strengthen existing ones to ensure minimal safety incidents

and employee downtime. 2022 saw us establishing the necessary framework to ensure that we have clear and measurable goals for our journey forward. In 2023, we remained well on track.

Targets and Metrics

Targets	Metrics	2022	2023
To reduce lost time injuries across the Group	Lost time incident rate ¹	Established a consistent framework to track this metric across all our markets, in adherence to market guidelines and local regulatory frameworks	13.4
To have zero workplace fatalities across the Group	Number of work-related fatalities	0	0



¹ Lost time incident rate 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).

Highlights

Putting employee safety first

Over the course of the year, we conducted several initiatives and events aimed at raising awareness of safety at the workplace.



Workplace Safety and Health Forum for Healthcare 2023

In February 2023, we participated in the Workplace Safety and Health Forum for Healthcare, which focused on caring for the well-being, safety, and health of our healthcare workers. Representing us at the event was IHH Healthcare Group CEO, Dr Prem Kumar Nair, who together with representatives from 12 other healthcare institutions, pledged our collective commitment to the Vision Zero movement – embracing a mindset that every injury at work is preventable, and a belief that zero harm is possible.



Medical Gas Authorised Person Programme

IHH Healthcare Malaysia participated in the Medical Gas Authorised Person programme, which seeks to equip healthcare professionals with the essential skills and knowledge for safe management of medical gas systems.

Our participation in this initiative outlines our dedication towards upholding the highest level of safety standards at the workplace.



Gleneagles Hospital Hong Kong (GHK) Received Safety Award

At the 22nd Hong Kong Occupational Safety and Health Award, GHK received a Merit Award, in recognition of their outstanding effort and achievement in promoting a safe and healthy workplace.

Partnering With Intellect to Promote Mental Well-being



On World Mental Health Day on 10 October 2023, Dr Prem Kumar Nair, our Group CEO at IHH Healthcare announced the provision of a free comprehensive mental well-being service in partnership with Intellect for more than 20,000 of our employees. This marks a significant milestone in IHH's journey towards fostering a healthier workplace and caring for our people. In line with IHH's sustainability pillar to Care for People, Dr Prem emphasised the need to provide a safe space for our employees to seek help and support when things get tough.

The Intellect app is a comprehensive mental health solution that offers online services such as clinical therapy, helplines, and telehealth coaching while providing a safe space for our employees to receive self-care and support. This will be progressively rolled out across the various markets in 2024.

Safeguarding Psychological and Physical Safety

According to findings from the Tripartite Workgroup for the Prevention of Abuse and Harassment of Healthcare Workers, almost one in three healthcare workers witness or experience abuse at least once a week¹.

To address this issue of abuse among healthcare workers, IHH Healthcare Singapore came up with an initiative entitled Because Every Employee Matters (BEEM). BEEM seeks to promote physical and psychological safety for all IHH Healthcare employees by creating a safe environment, maintaining zero tolerance for any form of harassment, and creating awareness and support for victims of abuse.

As part of this BEEM initiative, several workshops were held in Singapore in 2023 to promote anti-bullying and anti-harassment. These included:

- Anti-Harassment Workshop – Targeted at supervisors, managers and HR professionals
- Workplace Self Defence – A practical course to equip staff with basic self-defence skills
- Management of Aggressive Behaviour – Designed especially for frontline staff



¹ <https://www.straitstimes.com/singapore/punches-slaps-and-vulgarity-healthcare-workers-recall-how-they-were-abused>

Wellness Programmes at Gleneagles Hospital Hong Kong (GHK)

To promote physical and mental health, GHK organised various wellness-related workshops and activities in 2023:



Tea Exploration Workshop

Held in April 2023, the aim of this workshop was to showcase tea drinking as a simple yet effective activity that promotes good health.

As part of the workshop, a tea expert introduced the various health benefits of different types of teas. These include reducing stress and anxiety, countering depression, and aiding in sleep.



Dried Fruit Day

Healthcare professionals often have busy and erratic time schedules. One way for them to maintain healthy eating habits is by eating dried fruit on the go.

In October 2023, GHK distributed 1,600 cans of nutritious and delicious dried fruit to staff. These dried fruit were made using a low-temperature freeze-drying method that enables most of the fruit's vitamins and minerals to be retained.

Caring for the Physical, Mental, and Emotional Well-Being of IHH Singapore Staff



Johor-Singapore Shuttle Bus Service

Mental and emotional well-being are two key elements that allow staff to perform at their best. Across the four IHH Healthcare hospitals in Singapore, many nursing staff commute daily from their home in Johor Bahru, Malaysia to their workplace in Singapore. This can often be a tiring and dreary experience for them.

As a way to show care for our nurses, IHH Singapore began a pilot project to shuttle employees from Johor Bahru to Parkway East Hospital. This initiative was met with overwhelming positive response, as employees feedbacked that they were able to spend more quality time with loved ones at home as well as catch up on much-needed rest during the bus journey.

This shuttle bus service has since been extended to all four IHH Singapore hospitals.

Looking Ahead

Healthcare provider burnout and compassion fatigue are two very real issues that contribute to attrition, poor engagement, and sickness among our workforce. As such, we will focus on building up a supportive and caring work environment to alleviate the emotional stress felt by our people.

Mental wellness is another issue that has been brought into prominence over the last couple of years. Even as we seek to provide care for patients, we too need to ensure that our staff are well taken care of. Our partnership with Intellect to provide our staff with mental health services was an important step, and moving forward we will explore more ways in which to champion for good mental health.

At the same time, we will continue to prioritise employee safety. A good safety record does not give us a reason to be less vigilant, and so we will need to keep working to ensure safe working spaces for all our employees.

Finally, to nurture our staff to be the best that they can be, we will invest in holistic well-being initiatives that cater for every aspect of their health. This will put them in the best position to deliver the best care to our patients.

Diversity and Inclusion

The BEAD Model



The BEAD model was developed in-house and supports IHH Healthcare’s DEIB agenda.

Our Approach

To ensure a diverse and inclusive environment at the workplace, we have incorporated the DEIB (Diversity, Equity, Inclusion and Belonging) agenda into the way we do business. This is executed by incorporating DEIB metrics into our Balanced Scorecard, which is used across the group as a measurement of key performance indicators.

Our approach to DEIB comprises two key frameworks – BEAD and five Dimensions of Diversity.

BEAD or Belonging, Equity, Acceptance, and Diversity is a framework that helps to define workplace culture, at the individual, organisational, team, and workforce level. The BEAD model values diversity and inclusion and also actively works to create a sense of belonging, individuality, and fairness.

The 5 Dimensions of Diversity refers to Gender, Generational, Differently Abled, Skillset, and Cultural, which are the five areas where we pursue diversity and inclusion at IHH. Starting from global level strategies surrounding these five dimensions, we then distil it down to market-specific initiatives that take into account local, social, economic, and cultural nuances. We call this approach Glocal (Global + Local).

Pursuing diversity and inclusion not only helps to provide a more positive work environment for all our employees, but is also essential to better serving our patients and their families.

Beyond the workplace, we are also committed to engaging with the wider public and integrating with our local communities. This is done by encouraging our employees to actively participate in CSR programmes in their market.

Our Progress in 2023

We are well on our way to building a strong foundation base of women in leadership roles across IHH Healthcare, as evident from our gender diversity baseline of 42.5% of women leaders across IHH in 2023.

In several of our key markets like Türkiye, Malaysia, and India, we already have strong female representation in key business roles such as Heads of Hospital Units. Our Türkiye business has women in 51% of leadership roles.

This is a reflection of the strong foundation of an inclusive culture in our markets, where processes like recruitment, development, and promotion are based on an employee’s skills, experience, and expertise rather than age or gender factors.

In 2023, a structured review of leadership roles was undertaken to refresh our baseline definition of leadership roles. As a result, our expanded definition of leadership roles is comprehensive and holistic, including not only senior roles within our organisation like Group-level

Business Critical Roles (IHH GCEO, GCHRO, GCFO, etc.), Group Function Heads, and Market- CEOs, but also all hospital CEOs as well as critical function leadership roles in our markets. Disclosure for 2022 has been restated accordingly, with 2023 marked as the baseline for our gender diversity target of achieving 50% of women in leadership roles by end of 2025.

With our continued focus on developing women leaders from within, by design we have achieved 50% gender representation in our flagship Hospital Leadership programme “I.GLOBE”. In addition to having a balanced mix of men and women, the programme included participants from diverse cultures and regions to promote inclusion through a rich diversity of perspectives and ideas.

Finally, as a way to build and strengthen our internal nursing talent and leadership pipeline, and provide women to grow and lead our key business function of Nursing, we conducted all-women talent development programmes for our Nurse Leaders and Managers.

Targets and Metrics

Targets	Metrics	2022	2023
50:50 ratio of male to female leaders in our organisation by 2025	Percentage of women in leadership roles	Thorough review of leadership definition and baseline	42.5%



Highlights

Partnership With Para-Athletics Singapore (PAS)



In recognition that para-athletes may not always receive the same kind of attention as other athletes, IHH Singapore decided to channel some of its resources towards supporting its local heroes reach their full sporting potential. This was done as part of IHH's flagship Corporate Responsibility programme, Life Renewed, which saw IHH Singapore making a two-year commitment to support para-athletes in Singapore.

As part of the partnership, beneficiaries benefit from free access to healthcare services such as nutrition consultancy, physiotherapy, medical assessment, investigations, and treatments, worth about S\$200,000 annually.

[Read more about our partnership with PAS in our feature in the Public Pillar section of this report.](#)

Advocating for Gender Equality

In conjunction with International Women's Day, IHH Healthcare launched its own month-long campaign "#EmbraceEquity" to recognise the efforts and achievements of the women in our organisation.

Across the group, 771 employees participated in the campaign. We also saw active engagement in the online space with campaign posts achieving more than 9,000 page views and over 400 interactions (replies and comments).

Over the month of March, various other celebrations and talks championing and celebrating gender equality were also held across all of our markets.



Finance colleagues (top), and Marketing colleagues (bottom) from Gleneagles Hospital Hong Kong celebrating International Women's Day.

Building a Culture of Inclusiveness and Togetherness Through Sports



One way of celebrating diversity and inclusiveness is through sports. IHH Malaysia has been doing this annually through their Malaysia Sports Carnival, which was held over two days in June.

Organised by IHH Malaysia's HR team, the event saw 1,300 employees representing diverse age groups, cultures, religions, genders, and abilities come together to build bonds through sports. As a way of demonstrating diversity and openness towards our younger generation colleagues, we added a new category of e-sports as one of the eight categories of sports in the carnival. This was especially well-received by many of our avid gamer young colleagues.

Overcoming Gender Stereotypes in Acibadem



The field of engineering has long been dominated by men, but times are changing and there are increasingly more women choosing to break down boundaries and make their mark in this exciting profession.

The Acibadem Health Group Technical Services Department, which comprises 500 technicians and engineers, embarked on a project to promote and increase the number of female engineers within the group. There are now 13 female engineers and six technicians who are working in operations every day.

Acibadem is proud to employ more women in the technical services department and is determined to keep enabling women to take up technical roles in the workforce. By defying gender stereotypes, women engineers and technicians inspire future generations of girls to pursue their passions and careers in engineering.

Looking Ahead

We will continue to instil a culture of inclusion by developing initiatives that are in line with the four aspects of BEAD.

- B**elonging – leadership training on inclusiveness and creating a culture of belonging
- E**quity – regularly reviewing key HR policies and processes to minimise bias
- A**ceptance – training for all line managers on creating an environment of psychological safety and inclusion
- D**iversity – monitoring and tracking diversity patterns in each market

We will also be launching our Inclusive Leaders structured development programme in 2024. This comprehensive programme, which includes facilitated sessions, self-directed learning, and social interactive

elements, has been specially designed for all of our top leaders across our markets, and will focus on reinforcing the mindset and culture of inclusion. We expect over 200 leaders across the IHH Healthcare network to benefit from this programme.

Even as we have made headways in creating a more robust tracking and monitoring system for our DEI metrics, we will continue to enhance and expand our efforts to make sure that none of our employees fall through the net.

We are also encouraged by how our markets are taking the initiative to launch their own diversity and inclusiveness programmes. One fine example is IHH India, which plans to launch an “Inspiring Excellence” programme aimed at all female employees in IHH India. The programme will cover patient etiquette, communication skills, and relationship building in its syllabus.



People Engagement and Talent Development

Our Approach

We have put in place structured initiatives at the Group, country and operating unit level that cover the three prongs of Boosting Recruitment, Strengthening our Internal Talent Pipeline and Enhancing Employee Experience.

These initiatives are further bolstered by data and analytics, which seek to identify and address gaps in the system. For example, through a pilot Exit Survey for Nurses initiative that was launched in several of our markets, we were able to gain valuable insights on nurse attrition, such as new nurses feeling a lack of transition support. This subsequently led us to design a programme to provide specialised mentoring support for these new nurse joiners.

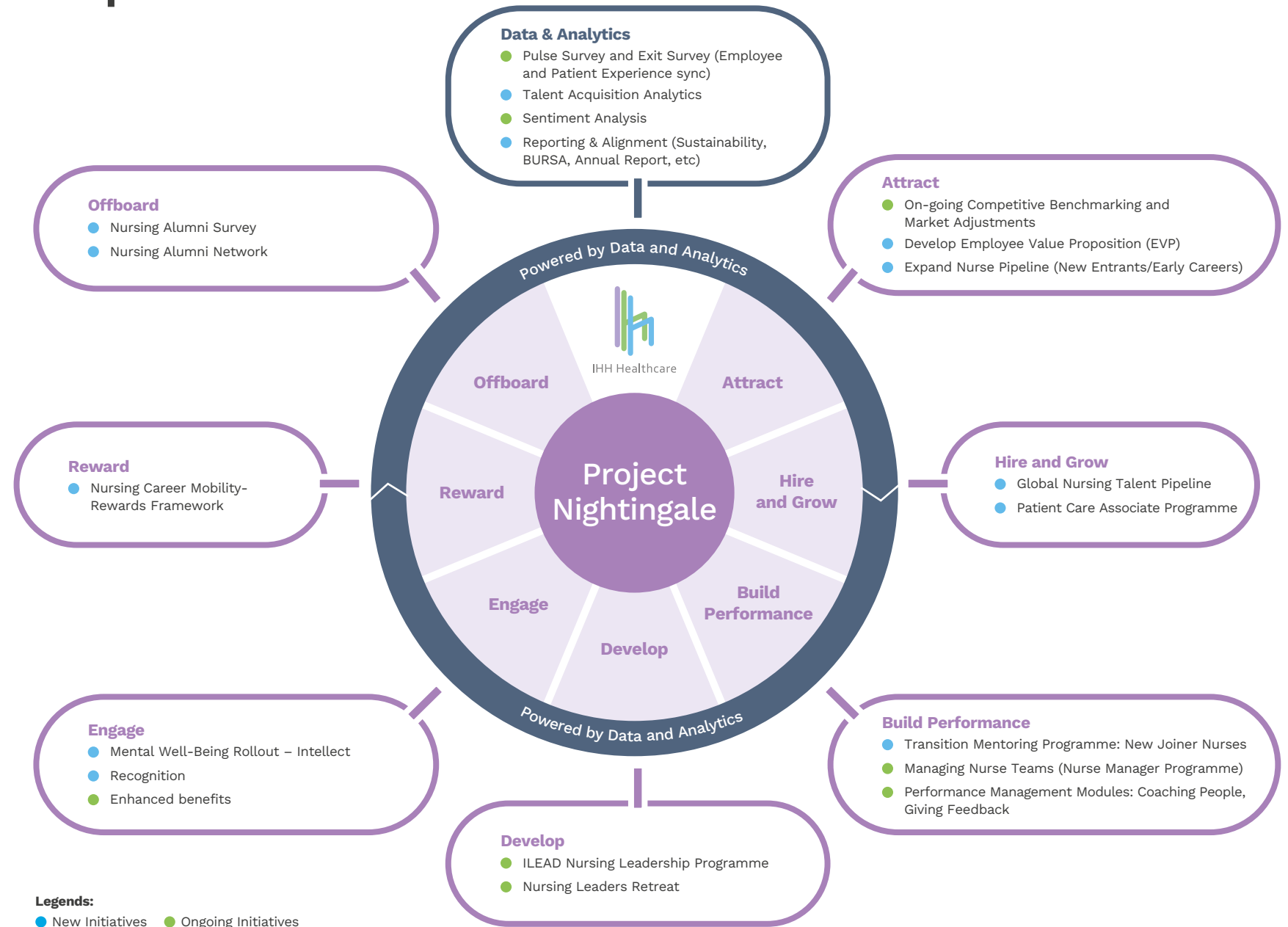
Recognising the seriousness of the ongoing global nursing talent shortage, we also have in place a comprehensive multipronged approach centred on the nurse employee experience. Titled “Project Nightingale”, actions and initiatives have been developed for every part of the nursing lifecycle to attract, hire, engage, retain, develop and promote our internal talent.

In terms of Enhancing Employee Experience, it is vital that we first listen closely to the voices of our people. This is done through various channels such as:

- Employee Engagement Survey
- 360 feedback
- Regular town halls

Such platforms enable us to better understand our employees’ needs and aspirations, and to create for them an elevated employee experience that is marked by “Moments That Matter”.

Ultimately, by creating a positive experience for all our employees, we are not only ensuring a stable pipeline of healthcare practitioners but setting the foundation for us to achieve our vision of becoming the world’s most trusted healthcare provider.





Our Progress in 2023

To ensure our employees remain engaged and actively growing, we closely measure key indicators at various stages of their employee lifecycle, from sourcing and selection recruitment to performance management, development, and growth.

Our commitment to investing and growing our people is reflected by the scores in our 2023 employee Pulse survey, where 81% of our employees feel they have opportunities for their personal growth and development within the company.

In 2023, we continued to have a strong and engaged workforce as demonstrated by our Employee Engagement Score (EES) which saw us sitting at two per cent above the global healthcare benchmarking score¹.

Targets and Metrics

Targets	Metrics	2022	2023
Increase global nursing talent pool by 10% from 2025	Percentage increase in nursing talent roles	Established baseline	5.6%
EES score on employment engagement that is above Global Healthcare scores in EES by 2025	EES score on employee engagement	Established baseline	2% above Global Healthcare benchmarking score



Highlights

4th IHH Nursing Symposium



On 27 and 28 September 2023, our 4th IHH Nursing Symposium saw more than 2,500 nurses across our global network renew their commitment to deliver greater impact. Through this networking platform, they were also able to harmonise nursing practices, share knowledge, and further their professional development.

This annual event highlights IHH Healthcare’s commitment to invest and empower our nurses by synergising nursing practices through innovation, research, and knowledge. It also reflects our commitment to showcase nursing as a dynamic and influential force in healthcare.

¹ Source: Pulse Survey 2023 and Qualtrics global healthcare benchmarks and EX25 Qualtrics methodology.

IHH Global Leadership of Business Enterprise (I.GLOBE) Programme

In 2023, we rolled out the I.GLOBE programme to strengthen the professional capabilities and mindset of our business leaders across the Group. The programme centres around the key themes of Patient Centricity, Business Growth Mindset, and Building Ecosystem Partnerships.

To date, we have welcomed 102 participants, comprising of an almost even mix of Hospital CEOs, COOs, and Enterprise Leaders versus Functional Heads attending. Gender representation for the programme was also equally distributed with a 50:50 ratio.

The programme has been very well received, and boasts an 85% NPS¹ rating, one of the highest for a leadership development programme.

Our programme vendor also won the Silver Award for Best Corporate Leadership Development provider, awarded by HRM Asia in November 2023².



I.GLOBE Cohort 4 in Singapore.

¹ Net Promoter Score is a key metric that measures customer loyalty and satisfaction.

² <https://hrmasia.com/best-corporate-leadership-development-provider-silver-3/>.

People Engagement Awards and Accolades



Outstanding Employee Engagement Programme Merit Award

At the Institute of Public Relations of Singapore's (IPRS) PRISM Awards 2023, IHH Healthcare received a Merit Award for its 2022 "Care. For Good." campaign.

Launched in conjunction with IHH Healthcare's 10th anniversary of being dual-listed in both Malaysia and Singapore, the campaign celebrated our achievements over the last 10 years, as well as served as a platform to unveil upcoming sustainability goals and targets.

The campaign, which garnered over two million views, featured a multi-channel approach involving a digital pledge wall, appreciation e-cards, online team bonding games, and an emotive brand video showcasing our diverse talent pool.

PwC Malaysia's Building Trust Awards 2023

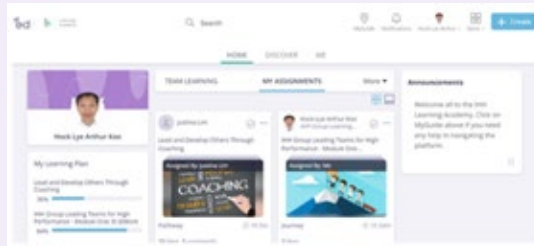
We were selected as a finalist for PwC Malaysia's Building Trust Awards 2023. This accolade reaffirms our commitment to fostering a culture where every employee feels valued, heard, and empowered to excel in their roles.

Most Desirable Employer (Private Hospitals) Award

Across our markets, we are making in strides in achieving our goals of being the employer of choice. Our latest achievement saw Acibadem Sistina Hospital in Macedonia bagging an award for The Most Desirable Employer under the private hospitals category. This was part of a list that was compiled by online job portal vработување.com.mk.



Introduction and Rollout of IHH Learning Academy



As part of learning transformation, we launched a unified learning experience platform – IHH Learning Academy – to provide learning, skilling, and career mobility support, across the IHH Healthcare employee journey.

Targeted to benefit over 2,000 of our leaders and employees, from businesses across the Group, IHH Learning Academy leverages social learning to share best practices and operational efficiency between learners and subject matter experts. The effectiveness of this platform relies on its ability to provide personalised curated learning pathways, gamify the learning experience, and host different digital learning resources.

Looking Ahead

At IHH Healthcare, our commitment to our people is aligned with the recommendations of WHO's Fifth Global Forum on Human Resources for Health, to prioritise investments and action that tackle the health and care workforce shortage.

We have translated these recommendations into three specific action areas:



The first is to **“Prioritise health and care workforce investments to restore health systems”**. This will be achieved through a comprehensive employee lifecycle management initiative for Nursing – Project Nightingale – to provide specialised programmes in 2024 for New Joiner Nurses and Nurse Managers.



The second is to **“Invest in and build workforce governance and leadership capacity”**. We will do this by investing in our business leaders and critical functional leaders across our hospitals, labs, and allied health services. For this area, we will launch I.ELEVATE in 2024 to support building up the next generation of leaders. I.ELEVATE is a leadership programme for our rising leaders to practice leading teams into the future while gaining business acumen in an engaging manner.



The third is to **“Support smarter, blended, and long-term investments in education and employment”**. In this area, we have committed to providing nursing education scholarships and continued education opportunities to help our employees upgrade and maintain their employability.

In addition to investing in our people, we also recognise the importance of continuous listening through Employee Engagement Surveys and other initiatives. From now till 2025, we have in place a STEPS framework (**S**urvey, **T**ech, **E**xplore, **P**resent and **S**olutions) which is a series of engagement measures and processes that will guide us towards improved employee engagement and listening.

We will also integrate relevant global and country benchmarks into our HR practices to ensure that we continue to maintain our position as a preferred employer in all our markets.

Finally, we will develop better insight capabilities within our markets. Using both in-depth and ad-hoc action plans, our aim is to be able to respond quicker and take more proactive action in aligning employee experience across all segments and levels.

People Scorecard

Health and Safety



0

Work-related fatalities



13.4

Lost-time incident rate¹

40,252

of employees trained on health and safety standards

Diversity



42.5%

of women in leadership roles*

* 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	Number of Directors	%
Male	8	80%
Female	2	20%
Total	10	100%

Age	Number of Directors	%
40-49 years	2	20%
50-59 years	2	20%
60-69 years	6	60%
Total	10	100%

Workforce Diversity

Percentage of employees by gender, for each employee category ²	Male %	Female %	Total %
Senior management	49%	51%	2%
Management	40%	60%	8%
Executive	31%	69%	23%
Non-executive	31%	69%	67%
Total	32%	68%	100%

Workforce

Employee Breakdown

Percentage of employees by age group, for each employee category ²	<30 years %	30-50 years %	>50 years %	Total %
Senior management	12%	52%	36%	2%
Management	3%	77%	20%	8%
Executive	29%	65%	6%	23%
Non-executive	50%	39%	11%	67%
Total	41%	48%	11%	100%

Percentage of employees that are contractors or temporary staff ³	%
Contractors or temporary staff	15%
Fulltime employees	85%

Note:

Percentage figures may not add up to 100% due to rounding of decimals. All data excludes Fortis Healthcare, in line with our reporting scope and boundary.

¹ Lost time incident rate 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 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.

³ Contractors are persons or organisations working onsite or offsite on behalf of an organisation. Temporary staff are employees with a contract for a limited period (i.e., fixed term contract, short term contract) that ends when the specific time period expires, or when the specific task or event that has an attached time estimate is completed.

People Scorecard

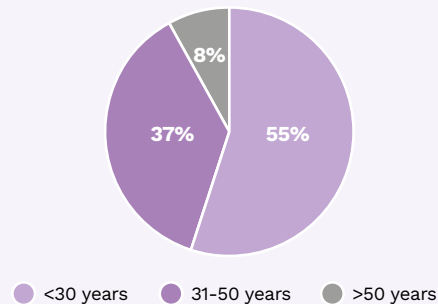
Workforce

Employee Turnover

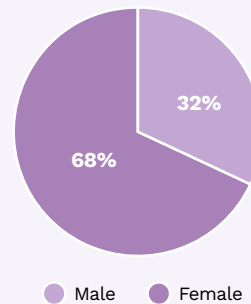
Number and percentage of employee turnover by employee category ¹	Total Turnover	Total %
Senior management	108	0.2%
Management	539	1.1%
Executive	2,796	6.0%
Non-executive	6,630	14.1%
Total	10,073	21.5%

New Employee Hire

Percentage of new employee hire by age group



Percentage of new employee hire by gender



Note:

Percentage figures may not add up to 100% due to rounding of decimals. All data excludes Fortis Healthcare, in line with our reporting scope and boundary.

¹ Refers to both voluntary and involuntary turnover.

² 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.

³ Parental leave refers to paternity and maternity leave only.

Training

Number of total training hours by employee category ²	Total Hours
Senior management	25,223
Management	48,990
Executive	147,636
Non-executive	818,569
Total	1,040,418

Parental leave ³	Male	Female	Total case
Return to work rates of employees that took parental leave, by gender	100%	89%	94%
Total number of employees that took parental leave, by gender	1,416	1,676	3,092
Total number of employees that returned to work in the reporting period after parental leave ended, by gender	1,416	1,496	2,912
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

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

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