



TRUE TO OUR PURPOSE

2024
CORPORATE
PROFILE

OUR PURPOSE IS TO ENHANCE THE QUALITY OF LIFE

Making life better for our clients is the purpose behind our every effort. It is what inspires us to develop new services, explore innovative treatments and uphold the highest standards of care. It is what unites employees across three different geographies to constantly improve our clients' experience.




We know that what will make life better is different for every client – and that it changes over the course of life. That is why we are expanding the services we provide, so we can enable our clients to prevent ill health more efficiently, regain their strength and optimise their wellbeing.

In this publication, we report on our activities over the past year, with particular attention to how we cared for our clients and what we did to ensure we operate sustainably. We offer you this picture of Mediclinic to show you how we stay true to our purpose.











CONTENTS





INTRODUCTION

- 2 Message from the Group
Chief Executive Officer
- 3 Our leadership
- 5 Operations at a glance
- 6 Strategic direction
- 7 [Across the continuum of care](#) 
- 10 [Always on alert](#) 
- 12 [Where ideas get nurtured](#) 
- 15 Our stakeholders

17 CLINICAL SERVICES

- 18 Milestones
- 22 [World's best hospitals for 2024](#) 
- 23 [Better care for kidneys](#) 
- 24 How we create value
- 25 Clinical governance
- 26 Clinical performance
- 27 Research
- 28 [The power of research](#) 
- 30 Our operations
- 30 Switzerland
- 32 Southern Africa
- 34 The Middle East
- 36 [Streamlining the road to recovery](#) 
- 38 [As time goes by](#) 
- 40 Connecting to our clients
- 42 Client experience
- 45 [Novel ways to call for help](#) 
- 47 [Hospital food](#) 
- 48 Health awareness
- 49 Connecting to our medical practitioners
- 51 [Training the doctors of tomorrow](#) 
- 52 Connecting to our partners

56 SUSTAINABLE DEVELOPMENT

- 57 Our highlights
- 58 Our approach to sustainability
- 62 CONSERVE
- 64 Minimising the impact of climate change on the business
- 64 Becoming carbon neutral
- 66 Having zero waste to landfill
- 68 Our environmental management system
- 69 Using and reusing water resources sustainably
- 70 CONNECT
- 72 Connecting to our people
- 74 [Take a virtual tour inside our theatre](#) 
- 79 [Employee wellbeing](#) 
- 82 [Blazing a path for women](#) 
- 86 Connecting to our communities
- 89 [Hearts that beat for others](#) 
- 91 Connecting to our suppliers
- 94 Connecting to governments and authorities

- 95 COMPLY
- 97 Sustaining effective and transparent governance
- 98 Preventing bribery, corruption and conflicts of interests
- 98 Maintaining high-quality healthcare infrastructure
- 99 Protecting information assets
- 100 [Healthcare data is critical](#) 

101 ASSURANCE

104 DATA SOURCES

110 GLOSSARY

112 COMPANY INFORMATION

ABOUT THIS PROFILE

Scope, boundary and reporting cycle

Mediclinic Group Limited ('Mediclinic' or the 'Company') produces this annual Corporate Profile in respect of the 2023 calendar year ('CY23') and the financial year ended 31 March 2024 ('FY24'). It contains information on the operations of our subsidiaries in Switzerland, South Africa and Namibia ('Southern Africa'), and the Middle East (collectively, the 'Group').

Our sustainable development reporting was prepared in accordance with the Sustainability Reporting Standards developed by the Global Reporting Initiative ('GRI Standards') and the requirements of the Swiss Code of Obligations.

The GRI Standards Disclosure Index, which indicates the location of the disclosures, is published on our website at www.mediclinic.com.



FOCUS FEATURE

Throughout the Corporate Profile, we share features that show our progress in enhancing the quality of life.

**MESSAGE FROM THE GROUP
CHIEF EXECUTIVE OFFICER**

TRUE TO OUR PURPOSE

From a young age, I knew I wanted to be a doctor who worked with very ill patients when they were not able to help themselves. I studied medicine in South Africa and qualified as a specialised anaesthesiologist with special interest in critical care and pain management.

Due to personal circumstances, I was able to practise medicine for only a short time. A serious boating accident required me to adjust my plans and pursue my purpose in a new way: helping people who were not able to help themselves by improving healthcare systems. It provided inspiration when I had to start a new career, making the most of my second chance at life.

This year, I celebrate my 25th year at Mediclinic – it is a privilege to be leading the more than 37 000 exceptional employees who propel our organisation forward. Although my focus is strategic, I also have

a deep appreciation for what the clinical care provided in our facilities every day entails. Clinical care is at the core of what we do and the reason clients trust us to accompany them through life and champion their health and wellness.

It is with pride that I share wonderful examples throughout this Corporate Profile of how Mediclinic lives its organisational purpose of enhancing the quality of life. I hope these stories inspire you as much as they inspire me. I am proud to be part of an organisation that, together with our doctors and partners, will always focus on care, first and foremost.



Dr Ronnie van der Merwe
Group Chief Executive Officer



‘Clinical care is at the core of what we do and the reason clients trust us.’

Dr Ronnie van der Merwe, Group Chief Executive Officer

OUR VALUES IN ACTION

CLIENT CENTRED

We determine clients’ needs, involve them in decisions, actively manage their experiences and deliver on promises.



**Client Experience
Manifesto introduced**

PATIENT SAFETY FOCUSED

We prioritise clients’ safety, identify and manage risks, and accurately record and securely store patient information.

150+

clinical indicators measured

TRUSTING AND RESPECTFUL

Our employees treat others with courtesy and kindness, embrace diversity, provide and welcome feedback, and respect privacy.

136

nationalities employed across
four geographies

PERFORMANCE DRIVEN

We set objectives and measure progress, honour decisions and address challenges, complaints and inefficiencies.

527 395

learning hours achieved in 2023

TEAM ORIENTATED

We support colleagues, collaborate on problem-solving and decision-making, encourage team spirit and create opportunities for idea sharing.

4 400+

appointments in the past year

OUR LEADERSHIP

Our experienced and skilled Group Executive Committee has extensive industry experience and organisational knowledge.



DR RONNIE VAN DER MERWE
Group Chief Executive Officer

Nationality: South African

Ronnie joined Mediclinic in 1999 and served as Chief Clinical Officer before his appointment as Group Chief Executive Officer ('CEO') in June 2018. He was an executive director of Mediclinic International Ltd from 2010 up to the reverse takeover of Al Noor Hospitals Group plc. Ronnie has extensive knowledge of Mediclinic's operations. He established the Clinical Services, Clinical Information, Advanced Analytics, Health Information Management and central Procurement functions at Mediclinic, driving growth.

Qualifications: MBChB (Stellenbosch University), DA (SA) (College of Anaesthetists of South Africa), FCA (SA) (Fellowship of the College of Anaesthetists of South Africa), Advanced Management Program (Harvard Business School).



JURGENS MYBURGH
Group Chief Financial Officer

Nationality: South African

As a qualified chartered accountant with extensive investment banking experience, Jurgens takes a balanced approach to financial management and growth. Since joining Mediclinic as Group Chief Financial Officer ('CFO') in August 2016, he has driven a structured approach to capital allocation with an emphasis on free cash flow and return on investment. Previously, he served as CFO at Datatec Ltd. He qualified with KPMG and, in 2001, joined The Standard Bank of South Africa Ltd, where he was appointed as Head of Mergers and Acquisitions in 2009.

Qualifications: BCom Hons Accounting (University of Johannesburg), Stanford Executive Program, registered with the South African Institute of Chartered Accountants.



BERTRAND LEVRAT
Group Chief Operating Officer

Nationality: Swiss

Bertrand joined Mediclinic Group as Group Chief Operating Officer in June 2024. Prior to his appointment, he held the position of Director General at the largest university hospital in Switzerland, Geneva University Hospitals, where he was responsible for the operational management from 2013. Before taking up his position at Geneva University Hospitals, he held many senior leadership roles in healthcare, welfare and humanitarian aid, both in Switzerland and internationally.

Qualifications: LLM (University of Geneva), Certificate in Advance Studies in Strategic Leadership (University of Geneva), Officer of the French National Order of the Legion of Honour (2022).



PATRICK KAMMERMANN
Group Chief Information Officer

Nationality: Swiss

Patrick joined Mediclinic in February 2024 as Group Chief Information Officer from EF Education First, the world's largest privately held international education company. Prior to EF, he built and led technology at organisations of various sizes, including elipsLife (a former Swiss Re Group company), AXA Group and Zurich Insurance. Patrick has extensive multinational expertise across diverse industries in information technology ('IT'), digital transformation and business operations.

Qualifications: MSc in Human Resources ('HR') & Change Management (University of Central Florida), MSc in Electrical Engineering (Duke University), MSc in Communication Technology (Swiss Federal Institute of Technology).



HUMSHA RAMGOBIN
Group Chief Human Resources Officer

Nationality: South African

Humsha joined our operations in Southern Africa in 2022 as Chief HR Officer and was appointed as Group Chief HR Officer in August 2023. She is a seasoned HR professional with over 25 years of experience, 15 of which in executive roles within the consumer goods, retail and financial services sectors. She has served in various executive roles that focus on optimising operating models and structures, creating more effective ways of working; streamlining efficiencies; centralising group functions; and creating centres of excellence.

Qualifications: BA in Social Work (University of KwaZulu-Natal), BA Honours in Industrial Organisational Psychology (Unisa).

OUR LEADERSHIP



DR RENÉ TOUA
Group Chief Clinical Officer

Nationality: South African

René is a medical practitioner with extensive experience in private and public healthcare. She started her career in primary healthcare, established a geriatric private primary care practice and worked in emergency medicine, including at an academic trauma unit, for several years. She joined Mediclinic in 2006 and held the positions of Regional Clinical Manager, and Clinical Data and Information Manager for our operations in Southern Africa. Subsequently, she served as the Group General Manager: Clinical Performance. She was appointed Group Chief Clinical Officer with effect from July 2018.

Qualifications: MBChB (Stellenbosch University), MPhil in Emergency Medicine (Patient Safety and Clinical Decision Making) (University of Cape Town).



DR TYSON WELZEL
Group Chief Innovation Officer

Nationality: German and South African

Before joining the Group, Tyson fulfilled clinical and academic roles, acquiring extensive experience in private and public healthcare. He is also a founder of the Centre of Expertise in Emergency Medicine in Bern. In 2016, he joined Mediclinic, taking responsibility for clinical governance and health technology assessments, before being appointed as Group General Manager: Innovation in 2019. He subsequently joined the Group Executive Committee in October 2020 as Group Chief Innovation Officer.

Qualifications: MBChB (University of Cape Town), European Master in Disaster Medicine (University of Eastern Piedmont), MMedSc in Clinical Epidemiology (Stellenbosch University), Master in International Management (McGill University).



DR DANIEL LIEDTKE
Chief Executive Officer:
Hirslanden

Nationality: Swiss

Daniel joined the Hirslanden Klinik St. Anna in Lucerne in 2001. He held various clinical and managerial positions at Hirslanden prior to his appointments as Hospital Manager of Klinik Hirslanden in 2008 and as Chief Operating Officer of our Swiss division in 2015. In January 2019, he was appointed as CEO.

Qualifications: Advanced Management Program (Harvard Business School), Doctor of Business Administration (Charles Sturt University), Executive Master of Health Service Administration (FHS St.Gallen), Osteopath DO (Swiss Conference of Cantonal Health Directors, 'GDK'), BSc in Physiotherapy (Swiss State diploma), automotive electronics engineer ('EFZ', Swiss State diploma).



GREG VAN WYK
Chief Executive Officer:
Mediclinic Southern Africa

Nationality: South African

Greg joined Mediclinic in 2013 as Chief HR Officer for Southern Africa following many years in leadership positions across the fields of HR and strategy. Prior to Mediclinic, he served as Group HR Director at BMW South Africa, led HR and strategy at Land Bank, and held the position of Associate Director in Human Capital at Deloitte. He was appointed as CEO of our operations in Southern Africa in April 2022.

Qualifications: BA (Law) (University of Johannesburg), Diploma in Education (Bechet, now Edgewood).



HEIN VAN ECK
Chief Executive Officer:
Mediclinic Middle East

Nationality: South African

Hein is a healthcare actuary who joined our division in Southern Africa in 2005 from the health insurance industry to head up business development. He moved to the Middle East in 2014 and, in 2016, was appointed to the Middle East executive committee as Chief Strategy Officer. He has held many leadership positions over a healthcare career spanning more than 20 years, with local and global experience in the fields of strategy, business development, funder relations, pricing, revenue cycle management and growth. In January 2023, he was appointed as CEO of our operations in the Middle East.

Qualifications: BSc Actuarial Science (Stellenbosch University), FASSA (Fellow of Actuarial Society of South Africa), FIA (Fellow of the Institute and Faculty of Actuaries).

AT A GLANCE

A UNIQUELY INTEGRATED INTERNATIONAL HEALTHCARE PARTNER

We are a diversified international private healthcare services group, established in South Africa in 1983, with divisions in Switzerland, Southern Africa (South Africa and Namibia) and the Middle East.

OUR OPERATIONS

74
Hospitals

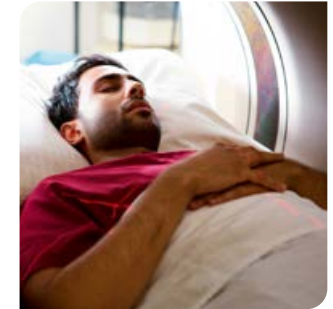
11 721
Beds

5
Subacute hospitals

21
Day case clinics

6
Mental health facilities

26
Outpatient clinics



SWITZERLAND

Hirslanden, the largest private healthcare provider in Switzerland, is recognised for clinical excellence and outstanding client experience.

www.hirslanden.ch

SOUTH AFRICA AND NAMIBIA

Mediclinic Southern Africa, one of the three largest private healthcare providers in the region, boasts highly specialised acute care infrastructure.

www.mediclinic.co.za

THE MIDDLE EAST

Mediclinic Middle East is established as a leading healthcare provider in the United Arab Emirates ('UAE'), offering clinical care of internationally recognised standards.

www.mediclinic.ae

THE UNITED KINGDOM ('UK')

We have a 29.7% stake in Spire Healthcare Group, a leading independent hospital group with 39 hospitals and eight clinics.

www.spirehealthcare.com

OUR OPERATIONS

STRATEGIC DIRECTION

OUR VISION

To be the health partner of choice that people trust for their key healthcare needs

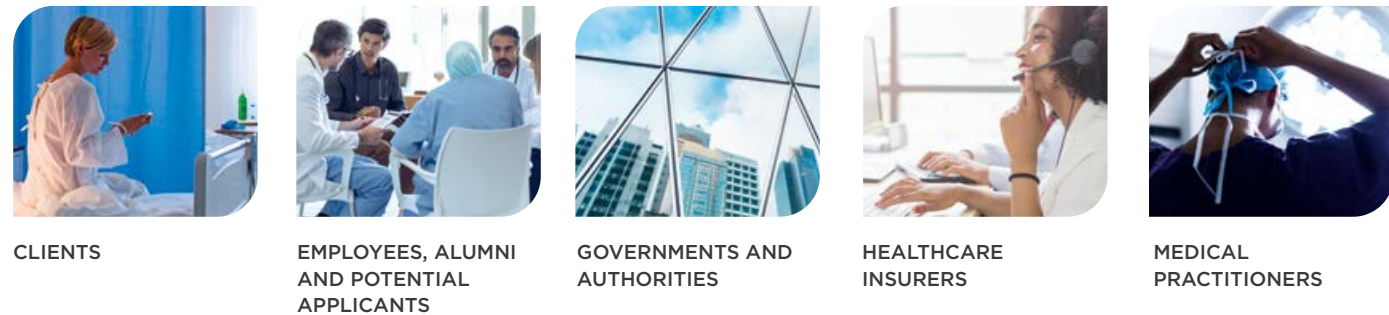
ENABLED BY OUR STRATEGY

See pages 7-14



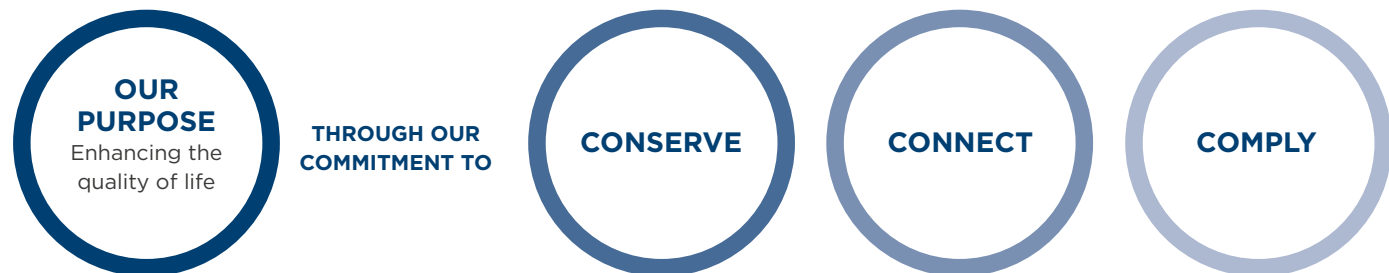
ENGAGING OUR KEY STAKEHOLDERS

See pages 15-16



OUR APPROACH TO SUSTAINABILITY

See page 58



REINFORCED BY OUR VALUES

See page 2



ACROSS THE CONTINUUM OF CARE

We are growing our services to improve Mediclinic's performance.

SPORTS MEDICINE CENTRE IN SWITZERLAND

The Wankdorf Stadium in Bern, home ground of BSC Young Boys football club, has been the setting for many memorable sporting performances over the decades. Since November 2023, it is also where athletes – both professional and amateur – can get the necessary medical assistance to ensure similar moments in the future.

Spread across 2 300m², Medical Center Wankdorf ('MCW') is a single destination for holistic exercise, sports and preventive medicine. We opened the centre in partnership with BSC Young Boys to provide comprehensive and expert support for musculoskeletal health. For years, our Swiss division has been the football club's partner in providing medical and emergency care during home matches. This new centre takes the partnership to the next level, establishing us as the go-to experts for sporting health.

'MCW incorporates various specialties in the fields of exercise, sports and preventive medicine under one roof. This holistic approach enables us to offer professional treatment to everyone as if they were top athletes,' says Luigi Riccardo Calendo, Managing Director of MCW. From June 2024, clients can call on the expertise of 10 doctors in the specialised areas of sports medicine, orthopaedics, paediatrics, adolescent medicine and sports psychiatry. In addition, 24 physiotherapists, three nutritionists and two performance diagnosticians are on hand to lend their skills to young and old, enthusiastic amateurs and high-performing competitors.

The centre's location at the stadium, coupled with the modernity and size of the facility, sends a clear message about the standard of care. It is fitting that MCW is where the Young Boys female and youth sides receive their physiotherapy.



Medical Center Wankdorf

Whether an aspiring football star who needs to stay in peak condition, a 70-year-old hiker struggling with chronic knee pain or a sometime runner recovering from injury, everyone can benefit from the all-encompassing offering at MCW. We are here to support our clients every step of the way, whether they prefer a leisurely jog or a record-setting sprint.

DIAGNOSTIC IMAGING IN SOUTHERN AFRICA

No matter the branch of medicine – whether a client has a persistent cough, abdominal pain or joint problems – at some point diagnostic imaging is necessary. Radiology not only has a part to play in acute care, such as the use of a magnetic resonance imaging ('MRI') scan to diagnose a stroke, but also in preventive health, as with routine mammograms for breast cancer screening.

'We want to find out what is wrong – or what could go wrong in future – by looking

inside the body. We are focused on a client's lifetime experience, not just getting an X-ray,' says Dr Pieter Henning, General Manager of Mediclinic Diagnostic Imaging, a new business unit in Southern Africa.

Through Mediclinic Diagnostic Imaging, established in May 2023, we provide administrative and business services so doctors can focus on clients. The result is that we can offer our clients greater access, ease and affordability.

In a single year, Mediclinic Diagnostic Imaging has secured a sizable footprint, with eight locations across South Africa. We are in the process of adding several in-hospital centres in 2024 and, within the next 24 months, aspire to be a prominent provider of radiology in the country.

The nature of radiology, wherein images are distributed, interpreted and reported using a digital platform, means specialists can be

'We are focused on a client's lifetime experience, not just getting an X-ray.'

**Dr Pieter Henning, General Manager
of Mediclinic Diagnostic Imaging**

based anywhere. This enables us to offer diagnostic imaging outside of major urban areas, taking specialised care to places that previously did not have access. We have a mobile breast screening unit and we are pioneering radiology teleconsultations, so that clients in more remote locations can benefit from the expertise of our clinicians. This is how we ensure that Mediclinic is the provider clients trust for their key healthcare needs – today and tomorrow.

OUTPATIENT CLINICS IN THE UAE

In 2023, we opened two new outpatient clinics in Dubai to continue to offer our clients the expertise they have come to expect from Mediclinic in a primary care environment close to home. Last year, the city added more than 100 000 residents, its population soaring after the COVID-19 pandemic, which had dampened growth.

One of the booming districts is Dubai Creek Harbour and our new Creek Harbour



The mobile breast screening unit

Outpatient Clinic lies at the heart of it, close to the popular marina. In addition to family medicine, the clinic offers a wide range of medical services, including dermatology, obstetrics and gynaecology, paediatrics and orthopaedics. Healthcare services such as dentistry and physiotherapy are also available.

The modern facility boasts cutting-edge diagnostic equipment and clients have direct access to City Hospital, situated 15km away, in case of further investigation. There are more than 30 medical practitioners at Creek Harbour Outpatient Clinic to assist clients in Arabic, English and various other languages.

In yet another fast-growing area of the city, we opened Dubai Hills Outpatient Clinic. The multidisciplinary facility's location in Dubai Hills Mall makes it a convenient destination, further aided by its extended operating hours, with 27 medical professionals at the ready to see clients until ten o'clock in the evening. For added convenience, the clinic has a pharmacy

on site and the services of a dentist and physiotherapist. A further unique feature is the Health Experience Hub, where clients can explore our screening tools and health packages.

Aside from family medicine, Dubai Hills Outpatient Clinic offers specialist expertise in gastroenterology, psychiatry and rheumatology, among others. Parkview Hospital is just 4km away, with many specialists keeping rooms in both locations. Because these doctors have admission privileges at the nearby hospital, it simplifies matters for clients in case of acute treatment.

Both outpatient clinics are testament to our commitment to provide advanced, client-centred care supported by exceptional service.

A MULTIDISCIPLINARY APPROACH

For decades, healthcare consumers have been used to consulting multiple providers, travelling from place to place to get the care they need. We do not think it should be this complex. That is why we are creating healthcare ecosystems to support clients throughout their journey. Our Milnerton ecosystem in Southern

Africa is a good example of bringing together a wide range of services at a single location. Situated alongside our Milnerton Hospital is Intercare Milnerton Medical and Dental Centre, a primary care facility that opened in March 2021. Our grounds also host an ER24 base (opened in December 2023) and Milnerton Renal Clinic (opened in June 2022). A further significant advantage for clients is the hospital's range of specialists, all of whom have consulting rooms in the building.

'Let us say a diabetic goes to see a general practitioner ('GP') at Intercare and it is found their blood sugar is not well maintained – they could be referred to our endocrinologist for help,' explains Celesté Louw, Hospital General Manager at Milnerton Hospital. 'Should the disease affect their kidneys, our nephrologist is there to assist, while the renal unit can provide dialysis. In an acute case, the ER24 ambulance would bring them here.' Having a single destination greatly simplifies matters for our clients.

We are putting a concentrated focus on integrating the various facilities. The

ER24 base manager is involved in the hospital's strategic plan and participates in management meetings, while ER24 personnel attend orientation and celebrations at the hospital. It is part of culture integration, explains Celesté, which helps bring the employees together to form a team with a single focus. At the annual GP conference held by Milnerton Hospital, management ensures that local practitioners are kept informed of our hospital services. Already the practitioners at Intercare routinely refer clients to our specialists.

When patient numbers increased following Intercare's opening on our Milnerton premises, it opened our eyes to the possibilities of integrating care. 'We want to cooperate even more closely,' says Celesté. 'I think there is an opportunity for integrated social media communication and a unified care record would be fantastic. That would mean having everything from the GP – notes, test results, etc. – available when a client comes to the hospital, which would ensure continuity of care.' It is all about making life simpler and better for our clients.

FURTHER DEVELOPMENTS



- Debuted new G wing of Klinik St. Anna
- Launched construction of a new wing for Hirslanden Klinik Aarau
- Initiated hospital-at-home concept at Klinik Hirslanden



- Opened Legae Mental Health Services
- Broke ground on a new hospital in George
- Launched non-invasive prenatal testing



- Opened Bourn Hall Abu Dhabi fertility centre
- Inaugurated renovated Maternity Unit at Welcare Hospital



Dr Edwin Hertzog, Mediclinic's founder, opens Dubai Hills Outpatient Clinic.



The inauguration of Creek Harbour Outpatient Clinic

ALWAYS ON ALERT

We are exploring new ways to enhance nursing reach.

Our nurses are the beating heart of our operations. With skill, commitment and compassion, they look after every aspect of our clients' treatment, experience and comfort while in our care. Aside from administering treatment and monitoring patients, nurses are also responsible for keeping documentation up to date. While this is an essential part of a hospital's smooth operation, nurses lament the time spent completing documentation when they could be attending to patients. Another challenge is anticipating where they are needed when they must look after several patients.

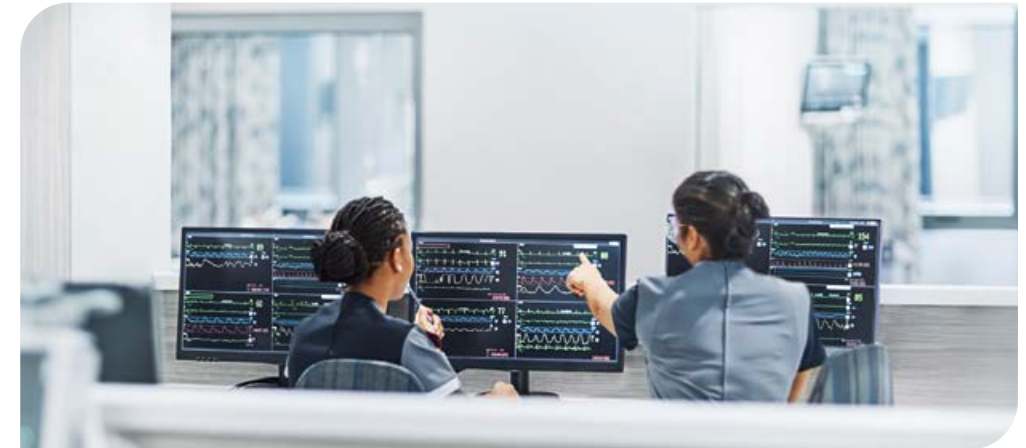
As a Group, we wanted to see how we could use technology to support nurses in doing what they do best and alleviate them from repetitive admin tasks. Could there be a technological solution to ensure nurses arrive at the bedside when they are needed the most? Or a way to decrease time spent on data capturing so they can focus their efforts on the quality of care? We set out to prove the

concept that we could extend their sight and broaden their reach.

With this in mind, we launched an innovation initiative to enable a head-to-head comparison of three different technologies: radar, cameras and wearables. 'We wanted to address the nursing shortages affecting healthcare worldwide, enhancing nurses' reach to patients, increasing patient safety and quality of care, improving nurses' satisfaction and, ultimately, enhancing patients' experience,' explains Dr Sara Alom Ruiz, Group Executive: Strategy.

WAYS TO KEEP WATCH

In 2022, we piloted the use of radar technology in Switzerland to alert nurses to potential and undetected falls. During a hospital stay, patients of all ages and physical abilities are at risk of falling because their medical condition, procedures or medications leave them weakened or confused. According to the healthcare



accreditation body, Joint Commission International ('JCI'), up to 50% of falls result in injury¹, which could extend a patient's stay by six days and increase hospital costs by \$14 000. Traditionally, this is averted by paying staff to sit by the bedside of individuals identified as high risk – in other words, providing a private duty nurse.

3D radar is a new way to prevent falls: by applying artificial intelligence ('AI') to readings from a discreet sensor above a patient's bed, we can map their position and recognise an attempt to get up. A unified platform, encompassing radar, video and sensor technologies, can be used to predict when patients try to leave their bed without assistance (i.e. 'pre-fall' detection) or detect when patients have fallen in order to alert nurses. Research shows that 85% of falls occur during unattended bed exits ('UBEs'). Thanks to advances in machine learning and AI, radar and video can be used to address a variety of unsafe behaviours.

It was crucial to find a solution that would be unobtrusive and respectful of privacy requirements, while fulfilling all the technical requirements. To select the right technology, we collaborated with Stone Three, a company that specialises in developing AI-enabled technological solutions. In a mock hospital environment, Stone Three tested multiple cameras and radar sensors in various scenarios – some 300 permutations in all – to determine the optimal approach. The solution: a multisensor system that uses AI to detect UBEs and falls, issuing an alert to the nurse station or on a mobile app. It also relays blurred footage live so nurses can confirm if a patient is attempting to rise. 'This technological value assessment was not only crucial in checking the feasibility of the cameras and sensors; it also helped us get a perspective on actual patient behaviour as well as future use cases,' says Naveena Meethal, Group Programme Manager: Digital Transformation and Innovation.

Note

¹ JCI Sentinel Event Alert, Issue 55 (2015).

NEXT-LEVEL SAFETY MONITORING

An important component of the solution is a wearable monitoring system, much like a smartwatch, which tracks patient vital signs. Continuous capturing of this data would decrease nursing time spent on taking vitals and also prevent transcription errors. The use of AI moreover makes it possible to detect deteriorating patients more quickly and pick up unexpected

reactions to medication, enabling us to 'rescue and recover' patients sooner.

'We need to redesign our clinical processes systematically, taking the capabilities of modern sensors and systems into account. Not only will this make clinical care safer, but it will also free up clinical staff to do what only they can do: be there for patients and concentrate on maximising patient care.'

We are facing a shortfall in all categories of staff. We must work smarter within our care settings and embrace technology where it makes sense,' says Dr Tyson Welzel, Group Chief Innovation Officer.

We gathered valuable insights into the user experience of the wearables, cameras and radar, and our focus now shifts to assessing wearable devices that fit the technical

requirements, addressing gaps in our training methodology, ensuring that patient and nurse privacy concerns are fully addressed and managing alerts efficiently. The next stage is a proof-of-value study so we can scale the project up and enhance nursing reach across more hospitals.

'We must work smarter within our care settings and embrace technology where it makes sense.'

Dr Tyson Welzel, Group Chief Innovation Officer



WHERE IDEAS GET NURTURED

We are using employee-driven innovation to set Mediclinic apart.

Healthcare is changing, becoming more personalised, technology-enabled and available on demand. The only way to accompany our clients throughout their healthcare journey is to change even faster. In 2021, we established an innovation hub in Switzerland to unlock insights and opportunities that will transform healthcare for our clients.

But the people at our innovation hub are not rarefied keepers of knowledge. They believe ideas come from everywhere, not just the corner office, and they are passionate about getting Mediclinic employees to realise their own ideas.

'It is the people at the frontline – the nurse, the doctor – who really understand the pain points. That is why a bottom-up approach to innovation is so important,' says Alessio Marchesi, Group General

Manager of Innovation. That means involving employees in finding novel ways to resolve healthcare challenges. In 2022, we held our first-ever Mediclinic hackathon. In 2023, we built on it by not only running a hackathon in every operating geography again, but also calling for new ideas from across the business.

'Whereas the hackathon is a collaborative approach to breaking down barriers to innovation, the call for ideas is an intrapreneurship journey that focuses on the individual employee and bringing their ideas to market,' says Alessio. We used the Kickbox method to provide employees with a framework for submitting and developing ideas.

KICKSTARTING INNOVATION

In June 2023, we put out an open call for ideas around two themes – the Mediclinic



Steph-Mari Lategan, one of our 'Kickboxers'



A page from the *Kick Book*, which guides intrapreneurs through the innovation process

of the future, and the use of robotics and AI in healthcare – and received an incredible 90 submissions. Our innovation team first screened ideas before divisional juries, consisting of the divisional chief strategy officer and other senior management, evaluated their potential for further development. We identified eight ideas to embark on the next stage of the innovation journey: the RedBox Phase or validation stage.

Each of our 'Kickboxers' received a funky red box containing a *Kick Book* to guide them through the process – defining the idea, testing their solution and developing a proposal to pitch for funding. Also contained within the box: 20% of their working hours freed up to develop their project.

Our innovation team supports employees with 'moving the idea from brainstorm to

boardroom'. But, ultimately, every Kickboxer is CEO of their concept and responsible for making it work.

'If you want to see your idea implemented, you have to roll up your sleeves,' says Alessio. One Kickboxer, Steph-Mari Lategan, has moved to the BlueBox Phase, which involves building and implementing a proof of concept, and we are incredibly excited to see where this will lead.

With both the hackathon and the call for ideas, we accelerate the innovation process, enabling us to make paradigm shifts in how we care for people.

HACKATHON 2023

At our inaugural hackathon, we showed that it was possible to time-box innovation, going from idea to proof of concept within six months. While the first edition focused on divisional topics, in 2023, the hackathon took a Group-wide focus so that we could compare approaches across the organisation. To further level the playing field, we teamed up with innovation experts Gellify to facilitate the event across our geographies. 'We standardised the format and all the materials, but every division chose their own mentors and subject matter experts,' explains Alessio.

The challenge employees had to consider was the issue of integrating flexibility at work. Teams looked beyond questions of scheduling to offer fresh perspectives on what a flexible workplace truly means. A Swiss team triumphed overall with their concept of individualised shift structures.

'Changing an innovation culture takes time. But we have pushed the organisation to think differently,' says Alessio. Now it is over to each of our more than 37 000 change-makers to bring their passion and perseverance to revolutionising care.



The victorious Swiss team: The Shapers



A happy moment from the hackathon in 2023



The top team from the Middle East: Green Lantern



The winning team in Southern Africa: Shift Happens



Employees at one of our robothons in the Middle East

PUTTING ROBOTS TO WORK

In March 2023, we organised our first-ever robothons. Raghu Gupta, Group Manager: Automation, Innovation and Digital Transformation, sheds light on how employees are unlocking opportunities for robotic process automation ('RPA').

Q: WHY DID YOU ORGANISE ROBOTHONS?

Robothons are workshops used to identify valuable automation opportunities. Like hackathons, our goal is to generate as many ideas as possible in a short time. Whereas hackathons brainstorm ideas around a specific problem, part of the process for robothons is to identify the problems themselves.

We already have the software and developers to make use of RPA in our business. But to get the best value out of it, we need real business problems – the quickest way to identify valuable use cases is by having workshops with employees.

Nowadays we use computers in all departments, so RPA can be applied anywhere from finance to patient administration and also to clinical practice.

Key is that we automate repetitive digital business processes so we can free up employees for more meaningful work. We want to transform the day-to-day processes for as many people as possible – entire teams or departments.

Q: WHAT HAPPENED DURING THE 2023 ROBOTHONS?

In the early months of 2023, we held our first robothons at three different locations in the Middle East. The first stage involved opening our colleagues' eyes to the power of robotics and automation. In the second stage, teams got together to explore potential use cases in their specific field. On the day itself, participants documented the ideas and then it was up to the automation team to develop them further. All the ideas were thoroughly analysed with a focus on end-to-end automation and further evaluated by developing a business case for each eligible proposal.

We excluded robothon ideas that could be solved by process improvement or information technology projects; we also combined several complementary ideas and

removed ones already being investigated. From 120 ideas proposed, we identified 13 automation projects for the Middle East. We also held two robothons in Switzerland in August 2023, with two further workshops scheduled for South Africa during May 2024.

Q: WHAT HAVE BEEN THE OUTCOMES?

We have already implemented four new ideas, along with other automation projects, in the Middle East, as well as one in Switzerland, with several more in the pipeline. One of our flagship projects is automating eligibility checks. Annually, we treat around two million outpatients in the Middle East and we have built automations to handle 1.2 million appointments every year, with a view to covering all the outpatients in the near future.

IN FY24

2.2m
transactions performed by
virtual robots, equivalent to
100 000
working hours

45
automations
in production

18
RPA projects
in the pipeline

With every appointment, our patient administrators have to confirm the individual's insurance cover. Even if it takes only a few minutes to perform an eligibility check, multiplied over a million clients the time adds up. We now have a bot that performs this task overnight, so the client is not delayed at reception while their eligibility is verified. This saves admin work for the employee, improves the client's experience and reduces the rejection rate from funders.

We intend to make robothons a regular event so we can continue benefiting from automations. Our goal is to enable the divisions to hold their own robothons in future – essentially, we want to democratise the process.

‘We want to transform the day-to-day processes for as many people as possible.’

Raghu Gupta, Group Manager: Automation, Innovation and Digital Transformation

OUR STAKEHOLDERS

Strong relationships drive our potential to make a positive impact.



CLIENTS

Our business exists to improve our clients' wellbeing. Client surveys and dedicated client-experience employees contribute towards strengthened long-term relationships.

[See page 40](#)



COMMUNITIES

Mutual understanding builds trust in our high-quality healthcare services. We foster trust in communities through corporate social investment ('CSI') initiatives and healthcare awareness campaigns.

[See page 86](#)



EMPLOYEES, ALUMNI AND POTENTIAL APPLICANTS

Our employees are at the heart of our ability to maintain high standards and achieve our strategic and sustainability goals. We actively and continuously engage with them to improve their overall employee experience.

[See page 72](#)



FINANCIAL INSTITUTIONS

Third-party funding enables us to open and maintain healthcare facilities. We engage financial institutions through forums and workshops.



GOVERNMENTS AND AUTHORITIES

Legislative and regulatory compliance safeguards our ability to offer services and operate facilities. We support national health efforts and participate in conferences and seminars to forge productive relationships.

[See page 94](#)



HEALTHCARE INSURERS

Privately insured patients constitute our largest client base. Accordingly, we engage funders through annual tariff negotiations and discussions on alternative reimbursement models.

OUR STAKEHOLDERS



INDUSTRY ASSOCIATIONS

We leverage association memberships to ensure active participation in national conversations. Alongside representation on industry bodies, we participate in research and conferences.



INDUSTRY PARTNERS

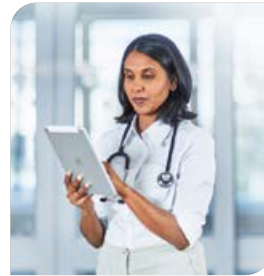
Whether through introduction by advisers or encounters at industry events, we forge partnerships and joint ventures to expand across the continuum of care.

 [See page 52](#)




MEDIA

The media's role as an intermediary between Mediclinic and stakeholders aids us in responding proactively to industry-related news and sustaining our professional reputation. We hold press conferences, issue media releases and maintain a reputable social media presence.



MEDICAL PRACTITIONERS

Physicians enable our continued success and quality-of-care improvements. We arrange regular meetings, research days and networking events; moreover, practitioners participate in hospital clinical committees.

 [See page 49](#)



PROFESSIONAL SOCIETIES

We rely on society support in improving value-based healthcare. Some of our affiliated specialists serve on their executive committees, while meetings promote collaboration.



SUPPLIERS


We need a sustainable, uninterrupted supply chain and ethically sourced products. Factory visits, business reviews, contract negotiations and trade fairs enable close ties.

 [See page 91](#)



TERTIARY INSTITUTIONS

Universities and other higher education institutions play an invaluable role in training the workforce of tomorrow. We collaborate closely on research, placement of healthcare students and partnerships for innovation.

 [See page 52](#)

CLINICAL SERVICES

We harness all the means at our disposal to achieve the very best clinical outcomes for our clients. The hands, hearts and minds of our people are focused on providing and coordinating care, ensuring patient safety, utilising data for insights and making sure we put clients first. Across our operations, we foster strong relationships with medical practitioners, tertiary institutions, governments and industry partners to bring our clients the latest in evidence-based medicine.

Our global team draws on international, interdisciplinary perspectives to provide the most appropriate care in the most appropriate setting. These days that could mean highly advanced robotic surgery in hospital or a tonsillectomy in a day clinic, as well as a video call with a physiotherapist or getting a genetic profile of your unborn baby. When we see the difference our work makes in people's lives, we know that even though the world may change, our purpose will remain true.

MILESTONES

2023

FEBRUARY



The opening of a female health centre ('Zentrum für die Frau'), which also serves as the local site of our Breast Centre Bern Biel, on the Klinik Linde campus, brought together multidisciplinary care for breast cancer. The Breast Centre Bern Biel is the only certified one in the Biel region. The new centre enables us to reach even more women, contributing to a 22% increase in patients at the breast centre.



Klinik Linde



Thanks to the expertise of our team, City Hospital in Dubai was certified as a reference centre for robotic colorectal procedures. As the largest facility for da Vinci robotics in the region, this hospital is now a case observation site where other surgeons can develop their skills in minimally invasive procedures.



In an innovative two-hour procedure at Airport Road Hospital in Abu Dhabi, doctors used extremely low temperature to freeze heart cells responsible for an abnormally fast heart rhythm. The minimally invasive procedure is carried out under local anaesthesia and patients are typically discharged the next day.

City Hospital in Dubai is the largest facility for da Vinci robotics in the region.

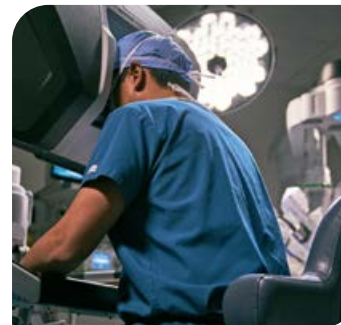
City Hospital



MARCH



With the introduction of brachytherapy for prostate cancer at City Hospital's Comprehensive Cancer Centre, we consigned radical surgery and extensive radiotherapy to the past. This treatment, which takes just a couple of hours, uses needles to deliver high-precision radiotherapy directly into the prostate. City Hospital was the first facility in the UAE to offer prostate brachytherapy.



APRIL



For his work as gynaecologist, Prof. Ephraim Mokgokong, a consultant at Legae Hospital, received the Order of the Baobab in Gold, South Africa's highest honour. As the first black gynaecologist to practise in the country, Prof. Mokgokong was part of the team that established the Medical University of South Africa and joined Mediclinic in 1990.

MAY



We brought better care to women in the north of South Africa's KwaZulu-Natal province with the opening of the Lorraine Homan Women's Wellness Centre at our Newcastle Hospital. The multidisciplinary centre provides a range of treatment options for breast cancer and boasts 3D mammographic equipment. Previously, women had to travel up to 300km to consult experts.



Lorraine Homan Women's Wellness Centre

MILESTONES

2023

MAY



Dr Werner van der Merwe, orthopaedic surgeon at our Bloemfontein Hospital, recorded a milestone when he completed his 500th Mako robotic-assisted knee replacement. Patients undergoing Mako surgery benefit from a personalised surgical plan: the software creates a 3D model of the individual's knee while use of the robot arm results in less postoperative pain and a quicker recovery.



Airport Road Hospital unveiled its new Heart Centre, featuring the latest technology to diagnose and monitor various cardiac conditions. Echocardiography machines, cardiac and blood pressure monitors, treadmills and more are used to assess heart health and determine treatment options. The hospital has two state-of-the-art catheterisation laboratories that empower cardiologists to treat a wide array of complex cardiac and vascular conditions.



The annual Mediclinic Abu Dhabi Cancer Conference gathered 18 subject matter experts to present the latest developments in cancer diagnosis, treatment and management. More than 250 medical professionals in the field of oncology attended the conference, which highlighted the importance of a multidisciplinary approach. Earlier in the month, our Abu Dhabi hospitals hosted a women's health conference that attracted over 200 healthcare professionals.



Hirslanden Klinik Aarau's close cooperation with Klinik Barmelweid took a step forward with the inclusion of radiology, strengthening the integration of care for patients in Switzerland's West Aargau region. X-rays taken at Klinik Barmelweid are transmitted to our radiology department, where specialists interpret the images. Since it all happens digitally, clients enjoy convenience and quick turnaround times along with top-quality diagnostics.

Hirslanden Klinik Aarau



JULY



We welcomed patients to the comprehensively upgraded Medforum Hospital following an expansion project. The renovations effectively doubled the hospital's size, adding 75 new beds, an updated theatre complex, an endoscopy wing and a paediatric intensive care unit. Improved common areas include an enlarged reception, modernised coffee shop, additional public bathrooms and more parking.



Medforum Hospital



Dr Gawie Bruwer



In a four-hour operation that broke new ground for South Africa, surgeons at our Durbanville Hospital used a da Vinci robot to perform a cystectomy and reroute urine flow within the patient's body. Thanks to the robot's ultra-HD 3D camera, urologist Dr Gawie Bruwer could perform the urinary diversion laparoscopically rather than as open surgery.

Use of the Mako robot results in less postoperative pain and a quicker recovery.

MILESTONES

2023

AUGUST



The Surgical Review Corporation ('SRC') designated Welcare Hospital as a Centre of Excellence ('CoE') in specialised prostate treatment, the only hospital in the UAE to receive this accreditation. It signals the hospital's commitment to staying at the cutting edge of treatment while providing patient-centred care. In January 2023, Welcare Hospital became the first in the Middle East to offer iTind, an advanced procedure for treating an enlarged prostate gland. Whereas the standard surgery to relieve bladder obstruction often affects ejaculation, this minimally invasive technique has no impact on male performance and takes a mere 15 minutes.



Dr Fatmah Al Zahmi



Parkview Hospital in Dubai became the first facility in the UAE to offer Tofersen, a revolutionary therapy for a rare subset of amyotrophic lateral sclerosis. Neurologist Dr Fatmah Al Zahmi's dedication to staying abreast of developments enabled this breakthrough drug to be used just three months after approval by the American Food and Drug Administration ('FDA').

SEPTEMBER



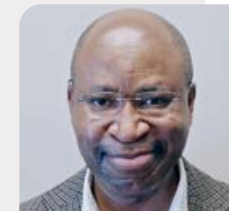
Two of our facilities gained state-of-the-art equipment to enhance treatment and diagnosis. To strengthen its efforts in the fight against cancer, Radiotherapy Stephanshorn in St.Gallen, Switzerland, added a second linear accelerator for exceptional accuracy of higher radiation doses. In the UAE, Welcare Hospital acquired a 3 Tesla MRI machine for specialised investigations.



Al Ain Hospital received accreditation as CoE in orthopaedics from the SRC for the hospital's dedication to providing top-tier orthopaedic care and innovative patient-centred approaches. For our clients, it is confirmation of unparalleled standards of patient care, safety and satisfaction. Three of the department's exceptional doctors were accredited as surgeons of excellence.



Dr Dennis Agbazue, an orthopaedic surgeon at our Vereeniging Hospital, became Africa's first pain sonologist. In this specialisation, the surgeon uses ultrasound to pinpoint the source of pain and effect a nerve block. With only 20 specialists around the world qualifying each year, Dr Agbazue puts Mediclinic at the forefront of pain management.



Dr Dennis Agbazue



Switzerland's first prosthetic centre for hip and knee arthroplasty was opened as a collaboration between our hospitals in Bern and partner doctors. The centre seeks to improve outcomes for patients by offering robot-assisted implantation and a rapid recovery approach. Surgery is performed at Klinik Permanence and Salem-Spital.



City Hospital achieved a remarkable milestone: the completion of 1 000 robotic surgery cases, a first by a single such centre in the Middle East. In total, more than 400 robotic surgeries were performed in 2023, offering our patients extraordinary precision, shorter recovery times and improved outcomes.

MILESTONES

2023

OCTOBER



Orthopaedic surgery at Parkview Hospital got a boost with the introduction of a Robotic Surgical Assistant® ('ROSA®'). This device features a micro camera and digital display so surgeons can precisely position implants during knee replacements with the use of the robotic guiding arm.



Klinik St. Anna



NOVEMBER



Research by a team under the leadership of Prof. Martin Walter, a specialist in nuclear medicine at Klinik St. Anna, described the 'imageable genome'. This encompasses genes that can be assessed using medical imaging. The researchers harnessed the power of AI to scan several million publications and pinpoint 1 173 genes. By comparing the relevant genes with the genomic data of over 60 000 patients, they identified new imaging testing options to better diagnose and treat a range of conditions, especially in neurology, cardiology and oncology.

DECEMBER



The new emergency centre ('EC') at Klinik Linde opened its doors, increasing the number of emergencies that can be treated at this hospital by 4 000 a year. In addition to a triage room and two intervention rooms for minor surgical procedures, there are 10 beds to accommodate patients. Enhanced processes and shortened routes decrease waiting times while specialist treatment is readily available after initial emergency care. The new emergency centre is Klinik Linde's response to a major need in the region.

2024

JANUARY



For the first time in Southern Africa, a plasma-based therapy was trialled for restoring a lost sense of smell. The COVID-19 pandemic led to an increase in patients with an affected sense of smell because the coronavirus damages nerve endings in the nose. The novel treatment, piloted at our Cape Town Hospital by Drs Nic Goncalves and Darlene Lubbe, uses the individual's own blood for platelet-rich plasma that stimulates nerve generation.

MARCH



With a specially designated fast-track area and separate entrances for walk-in patients and ambulance admissions, the revamped EC at Welcare Hospital unveiled a streamlined experience. Complemented by expert personnel and cutting-edge technology, the redesigned facility promises the highest standards in care.



City Hospital became the first private facility in the UAE to earn the designation of Patient Safety Friendly Hospital. This initiative of the World Health Organization ('WHO') promotes excellence in care by measuring hospitals' performance against 139 standards. Following a rigorous five-day external audit, City Hospital was recognised for its efforts to ensure patient safety and promote continuous improvement.



Welcare Hospital EC

NEWSWEEK PUBLISHES AN ANNUAL RANKING
IN TERMS OF THE PREVIOUS CALENDAR YEAR

WORLD'S BEST HOSPITALS FOR 2024

85 000+ MEDICAL EXPERTS SURVEYED

50 000+ HOSPITALS EVALUATED

2 400 HOSPITALS RANKED

250 TOP HOSPITALS WORLDWIDE IDENTIFIED

TWO OF OUR FACILITIES AMONG THE TOP 250

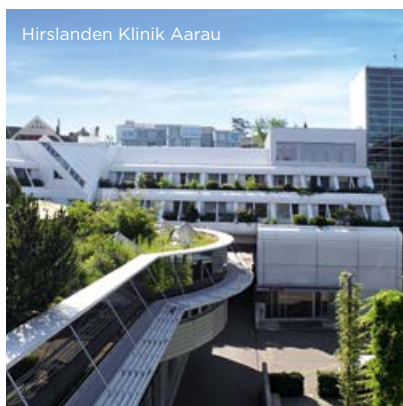
72

Klinik Hirslanden
(CY23: 75)



143

Hirslanden Klinik Aarau
(CY23: 139)



Note

¹ Patient-reported outcome measures ('PROMs').



SCORING CATEGORIES

- Peer recommendation:
national 40%
- Hospital quality
metrics 35.25%
- Patient experience 16.25%
- Peer recommendation:
international 5%
- Implementation
of PROMs¹ 3.5%

TOP HOSPITALS IN SWITZERLAND

- 5** Klinik Hirslanden (CY23: 4)
- 8** Hirslanden Klinik Aarau (CY23: 7)
- 11** Klinik im Park (CY23: 15)
- 12** Klinik St. Anna (CY23: 11)
- 20** Clinique des Grangettes (CY23: 19)
- 21** Klinik Stephanshorn (CY23: 24)
- 24** Klinik Beau-Site (CY23: 25)
- 30** AndreasKlinik Cham Zug (new entry)

TOP HOSPITALS IN THE UAE

- 4** City Hospital (CY23: 4)
- 9** Parkview Hospital (CY23: 9)
- 19** Airport Road Hospital (CY23: 19)
- 30** Welcare Hospital (CY23: 30)

SOUTHERN AFRICA

Five employees were recognised for quality improvement initiatives at the Hospital Association of South Africa ('HASA') conference in 2023.



BETTER CARE FOR KIDNEYS

In the Middle East, our kidney care and transplant programmes change lives.

Nephrologists **15**

Dialysis machines (including backups) **111**

54 renal care nurses

7 dialysis facilities open six days a week

90% of kidney function can be lost before symptoms appear

One in 10 people worldwide suffers from chronic kidney disease

In the UAE, where the prevalence of kidney disease is estimated to be even higher at 12%, our Middle East division sets the standard for kidney care.

CITY HOSPITAL
Transplant centre

51 successful kidney transplants

Organ Donation Unit for donor maintenance

Partnership with Mohammed Bin Rashid University ('MBRU') & Al Jalila Children's Specialty Hospital

Collaboration with Ministry of Health and Prevention (resources, knowledge, education)

MILESTONES IN KIDNEY CARE

2016
First kidney transplant at City Hospital

2020
First live-donor kidney transplant

2021
Opening of two dialysis centres in public-private partnership ('PPP') with Dubai Health Authority



> 350
chronic dialysis patients

14 March
World Kidney Day marked with screening and awareness campaigns and celebrations with donor kidney recipients

- ✓ Evening, weekend and holiday dialysis at select hospitals
- ✓ Monthly multidisciplinary team review
- ✓ Dietitian consultation
- ✓ Patient education
- ✓ Free home delivery of chronic medication
- ✓ Periodic review for transplantation referral

THE FUTURE

Home haemodialysis to be launched in second quarter of 2024

Automated tools being developed to refer clients with potential kidney disease from other specialties

Holiday dialysis package to cater for medical tourists

30 000
dialysis sessions in FY24

HOW WE CREATE VALUE

THE VALUE EQUATION

We have more than 125 healthcare facilities in three geographies, offering a wide range of services across the continuum of care. Although our divisions operate in unique legal, regulatory and economic environments, we pursue the same Group strategic goals.



We keep clients and their experience at the heart of everything we do

See page 42

We actively pursue superior clinical performance and the best clinical outcomes

See page 26

We offer care in the most appropriate care setting at the most appropriate cost



OUR AMBITION FOR 2024

To provide exceptional, personalised client experiences in all our offerings

IN 2023

- Scaled client advisory groups across all divisions
- Implemented a new patient-reported experience measure
- Improved Net Promoter Score® ('NPS®') results
- Embedded client-centred behaviours through training and coaching

OUR AMBITION FOR 2024

To provide excellent clinical care consistently

IN 2023

- Further reduced the number of never events and adverse obstetric outcomes
- Improved patient safety by reducing the rate of falls with serious injury and improving medication safety
- Tested and piloted a multifunctional care plan as part of care coordination

OUR AMBITION FOR 2024

To provide care at a predictable and affordable cost

IN 2023

- Piloted the enhanced recovery process ('ERP') framework and implemented the Swiss *Motion* project focusing on spinal surgery
- Optimised the average length of stay for relevant cases

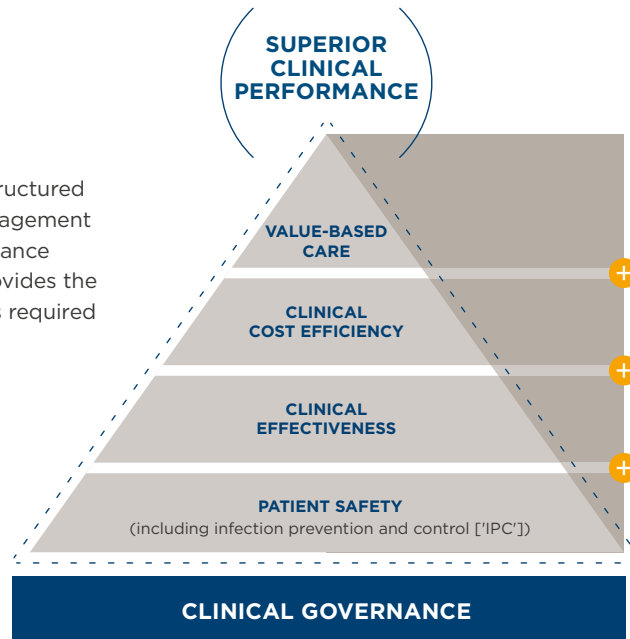


CLINICAL GOVERNANCE

To ensure the best possible outcomes for clients, we use a simple yet powerful clinical performance framework built on a sound clinical governance foundation – collectively, the clinical management model.

FIGURE 1: MEDICLINIC CLINICAL MANAGEMENT MODEL

The model supports a structured approach to clinical management through a clinical governance foundation layer that provides the structures and processes required for clinical performance.



STRENGTHENING THE ACCOUNTABILITY FRAMEWORK

To improve efficiency and enable seamless integration of information flow, Mediclinic pursues Ward-to-Board accountability. To this end, the Clinical Performance Committee ('CPC') has been replicated at divisional and hospital level. By aligning the committees and reviewing divisional differences, we gain valuable information on organisational accountability pathways and structure. In addition, clinical services and governance committees call on independent experts to act as 'positive dissenters' where possible.



FIGURE 2: GROUP CLINICAL PERFORMANCE AND GOVERNANCE STRUCTURE



TABLE 1: DIVISIONAL CPC SUMMARY

	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Meetings held	3	3	3
Summary	<ul style="list-style-type: none"> External consultant added to divisional CPC Quality boards established at each facility 	Subcommittees active at 43 hospitals	Hospitals and clinics divided into clusters, each with a clinical quality and patient safety committee, which meets regularly

CLINICAL PERFORMANCE

CLINICAL INDICATORS

Each aspect of the clinical performance framework – patient safety, clinical effectiveness, clinical cost efficiency and value-based care – builds on the previous one.

We measure more than 150 clinical indicators monthly in line with a standardised set of definitions and classifications. Many of these outcome indicators are self-reported, while others are derived from clinical and administrative data. These indicators are monitored for trends and used to identify opportunities for improvement. The hospitals closely monitor their results and compare themselves with other hospitals in the same division.

BENCHMARKING

We use benchmarking to compare results internally as well as against industry leaders. However, there is limited international standardisation of clinical outcome measures, which limits opportunities for external benchmarking. Where comparable, facilities and divisions are benchmarked against each other to identify excellence, best practices and opportunities for improvement. Additionally, we track facility performance over time. In the selection of new clinical indicators, we give preference to measures tied to international standards and with comparable external benchmarks.

We measure more than 150 clinical indicators monthly in line with a standardised set of definitions and classifications.



CLINICAL PERFORMANCE

We use benchmarking to compare results internally as well as against industry leaders.

TABLE 2: COMPARABLE BENCHMARKS OF INTERNATIONAL CLINICAL QUALITY¹

	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
VON	n/a	✓	✓
SAPS ² II	✓	n/a	n/a
SAPS 3	n/a	✓	✓
The Initiative on Quality Medicine ('IQM')	✓	n/a	n/a
Catheter-associated urinary tract infections, central line-associated bloodstream infections and ventilator-associated pneumonia, as per Centres for Disease Control and Prevention definitions	Selected patient groups only	✓	✓
Press Ganey® patient experience index	✓	✓	✓
NPS®	✓	✓	✓
INDICATOR SUBSETS			
Weighted adverse outcome score ('WAOS') ³	✓	✓	✓
Adverse outcome score ('AOS') ³	✓	✓	✓
Severity index ('SI') ³	✓	✓	✓

Notes

¹ Not all comparable benchmarks are included in the report.

² Simplified Acute Physiological Score ('SAPS').

³ WAOS, AOS and SI are weighted scores to quantify a subset of adverse events in lower-risk deliveries.

RESEARCH

The collaborative Group Research Committee, made up of representatives from the central and divisional research offices, has the following objectives:



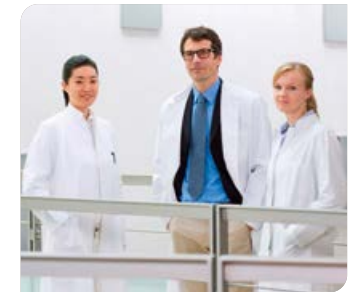
To coordinate clinical research



To obtain research insights



To conduct health technology assessments



In 2023

30 trends

and 33 opportunities identified

84 cutting-edge health technologies pinpointed

130 potential partners or competitors recognised

72 innovation incubators observed

285 noteworthy developments detected

In each division we have teams dedicated to enabling research.

THE POWER OF RESEARCH

‘Somewhere, something incredible is waiting to be known.’ The words of scientist Dr Carl Sagan point to the importance of research – it is the work of experts across our divisions to ensure that vital knowledge is brought to light.

In each division we have teams dedicated to enabling research who assist investigators with study guidance, regulatory assistance, project management, monitoring and data management. Since our medical practitioners are practising clinicians, rather than full-time researchers, they value this support. In Switzerland, for example, the clinical trial unit supports practitioners by running a two-day Good Clinical Practice course in effective patient-oriented research for investigators and associated personnel – a regulatory requirement for any study.

Importantly, we ensure that all research conducted within Mediclinic adheres to regulations and ethical standards to protect patient rights. Multidisciplinary committees weigh up risks and benefits before any study may begin. During the research phase, we review monitoring and safety reports to make sure studies stick to the approved protocols and standards. In Switzerland,

stringent reviews by cantonal ethics committees ensure the protection of study participants. Our commitment to the highest standards of research is made clear by the special accolade the Ethics Committee of our research office in the Middle East earned. At the Department of Health Abu Dhabi’s research day in 2023, the committee was recognised as one of the most active research ethics committees.

Our research offices foster ties with other institutions to enhance research outcomes and keep Mediclinic at the leading edge. We collaborate with several Swiss medical schools and one of the universities of applied sciences while, in the Middle East, we have a long-standing, mutually beneficial relationship with MBRU, among others. Our research office in Southern Africa has formalised academic collaboration with the Medical and Engineering faculties of Stellenbosch University and also enjoys a good working relationship with other leading academic institutions. Wits Donald Gordon Medical Centre and Winelands Orthopaedic Hospital in Southern Africa both have their own dedicated research teams.



Our clients need us to do as much research as possible so we can continue to provide them with treatment that transforms their quality of life.

Student-led research offers another opportunity to answer the clinical questions we have identified. At several of our hospitals, we conduct training of medical students (see pages 51-55) – a chance to show young talent that academic endeavours also flourish within a private hospital group. It also opens the doors for collaborative research efforts with universities.

Tertiary institutions are not the only ones looking to cooperate with us. The International Professional Society for Health Economics and Outcomes Research has invited Mediclinic to join their dedicated data providers in contributing to and collaborating on value-driven research in health, starting with Southern Africa. Our divisions in Switzerland and the Middle East are moreover part of the TriNetX global research network – and Southern Africa will be joining them soon.

Thanks to our multinational footprint and diverse client base, Mediclinic is an attractive partner for biotech and biopharmaceutical companies. The FDA recently mandated diversity and inclusion as key components in clinical trials. A 2020

analysis by the FDA of global participation in clinical trials showed that more than 70% of participants were white, yet ethnicity can dramatically influence a drug's appropriate dose. Men and women may respond differently to a treatment, as might adults of different generations. Conducting multisite studies within Mediclinic makes it possible for corporates to target a more diverse patient population to the benefit of all people.

With research established in all the geographies where we operate, we are putting more of a focus on a Group perspective. The goal is to coordinate the work so our clinicians can collaborate effectively and we can streamline our efforts. The Group Research Committee, which includes research-interested individuals from other business areas alongside members of our research offices, identifies synergies and shared solutions to leverage expertise across our combined geographies. The Group Research workshop in February 2024 was an important milestone, bringing together participants from all divisions to formulate a shared strategy and execution plan. The first research project commissioned by

Group Research recently concluded and we are proud that a pioneering collaborative study between our divisions in Switzerland and the Middle East, the VISION clinical trial, is under way. By joining our forces, we can leverage the extraordinary levels of knowledge and expertise across our divisions. Our clients need us to do as much research as possible so we can continue to provide them with treatment that transforms their quality of life. After all, somewhere new discoveries are waiting to be made.

Type of research we do

- ✓ Prospective and retrospective observational, descriptive, cohort and case-control studies
- ✓ Case studies and case reports
- ✓ Single and multicentre phase II, III and IV interventional trials including randomised controlled trials

VISION Trial

First cross-divisional research effort

135 patients

17 hospitals in Switzerland

5 hospitals of partners in Germany and Austria

1 hospital in the Middle East



OUR OPERATIONS

SWITZERLAND

FACILITIES

 **17**
hospitals



 **5**
day case
clinics

SPECIALTY SPLIT¹

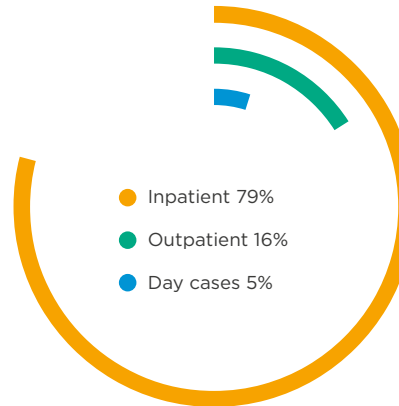


- Internal medicine 26%
- Orthopaedics 20%
- Cardiology 17%
- General surgery 16%
- Obstetrics and gynaecology 7%
- Nursing and allied health professionals 5%
- Oncology 4%
- General medicine 3%
- Radiology 2%

ADDITIONAL SERVICES

-  Precision medicine
-  Research and training

CARE SETTINGS¹



ELECTIVE



NON-SURGICAL



EMERGENCY²



QUALITY ASSURANCE

- ISO 9001:2015 certification for all participating facilities
- ISO 13485 certification for reprocessing of medical devices – 5 facilities
- German Cancer Society certification – 2 cancer centres
- Joint Accreditation Committee ISCT-Europe and EBMT ('JACIE') accreditation – Klinik Hirslanden
- Swiss Cancer League and Swiss Society for Senology certification – Bern Biel Cancer Centre
- Swiss Cancer League certification – 6 further breast cancer centres

WORLD-CLASS CARE

7 certified breast cancer centres

Comprehensive Cancer Centre at Klinik Hirslanden

Prostate cancer centre at Klinik Hirslanden and Salem-Spital

Tumour centre at Klinik St. Anna

Certified stroke centre at Klinik Hirslanden

Certified osteoporosis centre at Klinik St. Anna

4 cardiac centres

CAR-T therapy at Klinik Hirslanden

Robotic surgery at 8 hospitals

CyberKnife at Klinik Hirslanden and Hirslanden Klinik Aarau

Nuclear medicine at 5 hospitals

- Swiss Federation of Clinical Neuro-Societies ('SFCNS') certification (2020–2023) – Klinik Hirslanden Stroke Centre
- German Society of Skull Base Surgery ('GSB') certification – Hirslanden Klinik Aarau
- Swiss Society of Intensive Care Medicine certification – 4 hospitals
- Certified institute of anaesthesiology and intensive medicine ('A-CERT') – Klinik Hirslanden
- Sport Medical Base label – Clinique Bois-Cerf
- Swiss Olympic Medical Center label – Clinique La Colline

Notes

¹ Based on FY24 revenue.

² Reflecting inpatient and day case admissions only. In Switzerland, major trauma, neonatal intensive care and advanced critical care handled by cantonal and university teaching facilities.

OUR OPERATIONS

SWITZERLAND

Hospitals

- 1 AndreasKlinik Cham Zug¹
- 2 Clinique Bois-Cerf
- 3 Clinique Cecil¹
- 4 Clinique des Grangettes¹
- 5 Clinique La Colline
- 6 Hirslanden Klinik Aarau¹
- 7 Klinik Am Rosenberg
- 8 Klinik Beau-Site
- 9 Klinik Birshof
- 10 Klinik Hirslanden¹
- 11 Klinik Im Park¹
- 12 Klinik Linde¹
- 13 Klinik Permanence
- 14 Klinik St. Anna¹
- 15 Klinik Stephanshorn¹
- 16 Salem-Spital¹
- 17 St. Anna in Meggen

Day case clinics

- 1 OPERA Bern
- 2 OPERA St.Gallen
- 3 OPERA Zumikon
- 4 Operationszentrum Bellaria
- 5 St. Anna im Bahnhof

Medical units outside of hospital campus

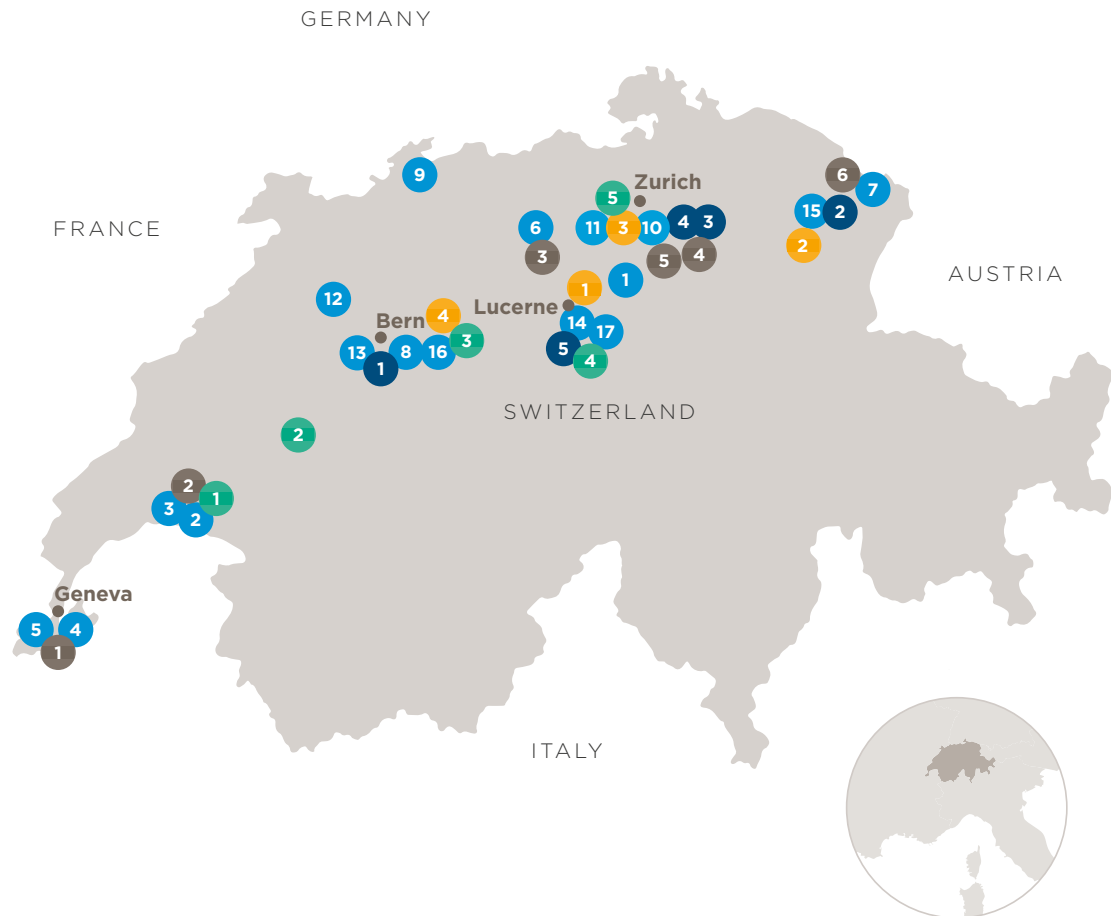
- 1 Ärztehaus Luzern (St. Anna im Bahnhof)
- 2 Ärztehaus Neudorf (Neudorf Center)
- 3 Ärztehaus Seefeld
- 4 Ärztehaus Wankdorf (Medical Center Wankdorf)

Radiology institutes²

- 1 Hirslanden Institut de radiologie de l'ouest lausannois
- 2 Institut für Radiologie Hirslanden (Medbase Düringen)
- 3 Institut für Radiologie Medical Center Wankdorf
- 4 Institut für Radiologie und Nuklearmedizin St. Anna im Bahnhof
- 5 Radiologie Hirslanden Zürich (Ärztehaus Seefeld)

Radiotherapy institutes

- 1 Institut de radio-oncologie Clinique des Grangettes
- 2 Institut de radio-oncologie Lausanne
- 3 Institut für Radiotherapie Aarau (Hirslanden Medical Center)
- 4 Institut für Radiotherapie Hirslanden Männedorf
- 5 Institut für Radiotherapie Zürich
- 6 Radiotherapie Stephanshorn



Notes

¹ Hospital with obstetrics department.

² In addition to these independent units, Hirslanden also operates radiology institutes in all its own hospitals, with the exception of Clinique La Colline, Klinik Am Rosenberg and Klinik St. Anna in Meggen.

OUR OPERATIONS

SOUTHERN AFRICA

FACILITIES¹

 **50**
hospitals

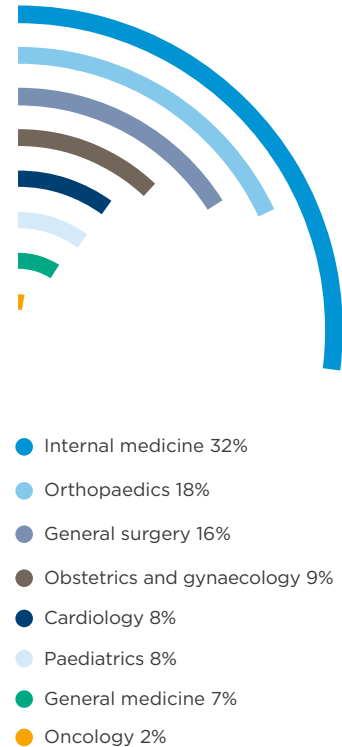
 **5**
subacute
hospitals

 **15**
day case
clinics

 **6**
mental
health
facilities

 **42**
emergency
transport bases
and 23 industrial
site bases in
South Africa

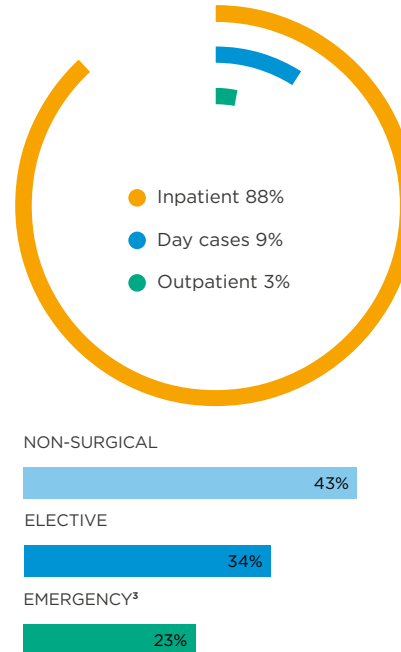
SPECIALTY SPLIT²



ADDITIONAL SERVICES

-  Precision medicine
-  Client app: Mediclinic Baby
-  Research and training
-  Renal care/dialysis

CARE SETTINGS²



Notes

- ¹ Includes Intercare facilities.
- ² Based on FY24 revenue.
- ³ Reflecting inpatient and day case admissions only.
- ⁴ Vermont Oxford Network ('VON') is a non-profit collaboration to improve neonatal care globally with data-driven quality improvement. The two NICUs not on VON have only one bed each.
- ⁵ Council for Health Service Accreditation of Southern Africa ('COHSASA').
- ⁶ Accreditation is limited to the largest hospitals caring for the more complex cases. These hospitals undergo regular reaccreditation surveys on a rotational basis, the findings of which are shared with the hospitals and the Southern Africa Corporate Office. Learning points emerging from findings inform focus areas for improvement initiatives, which also benefit smaller non-participating hospitals. In addition, the smaller facilities adhere to all regulatory requirements and industry standards.

WORLD-CLASS CARE

Solid organ transplant centre at Wits Donald Gordon Medical Centre in partnership with Wits University

Haematology and bone marrow transplant centre at Constantiaberg Hospital

45 ECs

Arthroplasty network

9 cardiac centres

2 electrophysiology centres

Robotic surgery at 14 hospitals

36 neonatal intensive care units ('NICUs') for high-risk infants, 34 of which form part of VON⁴

10 renal centres – 7 for chronic dialysis



Constantiaberg Hospital

QUALITY ASSURANCE

37 hospitals participate in COHSASA⁵ accreditation programme⁶

OUR OPERATIONS

SOUTHERN AFRICA

Hospitals

Free State

- 1 Mediclinic Bloemfontein
- 2 Mediclinic Hoogland
- 3 Mediclinic Welkom

Gauteng

- 4 Intercare Medfem Hospital
- 5 Mediclinic Emfuleni
- 6 Mediclinic Heart Hospital
- 7 Mediclinic Kloof
- 8 Mediclinic Legae
- 9 Mediclinic Medforum
- 10 Mediclinic Midstream
- 11 Mediclinic Morningside
- 12 Mediclinic Muelmed
- 13 Mediclinic Sandton
- 14 Mediclinic Vereeniging
- 15 Wits Donald Gordon Medical Centre¹

KwaZulu-Natal

- 16 Mediclinic Newcastle
- 17 Mediclinic Pietermaritzburg
- 18 Mediclinic Victoria

Limpopo

- 19 Mediclinic Lephalale
- 20 Mediclinic Limpopo
- 21 Mediclinic Thabazimbi
- 22 Mediclinic Tzaneen

Mpumalanga

- 23 Mediclinic Ermelo
- 24 Mediclinic Highveld
- 25 Mediclinic Nelspruit

Namibia

- 26 Mediclinic Otjiwarongo
- 27 Mediclinic Swakopmund
- 28 Mediclinic Windhoek

Northern Cape

- 29 Mediclinic Gariiep
- 30 Mediclinic Kimberley
- 31 Mediclinic Upington

North West

- 32 Mediclinic Brits
- 33 Mediclinic Potchefstroom

Western Cape

- 34 Mediclinic Cape Gate
- 35 Mediclinic Cape Town
- 36 Mediclinic Constantiaberg
- 37 Mediclinic Durbanville
- 38 Mediclinic Geneva
- 39 Mediclinic George
- 40 Mediclinic Hermanus
- 41 Mediclinic Klein Karoo
- 42 Mediclinic Louis Leipoldt
- 43 Mediclinic Milnerton
- 44 Mediclinic Paarl
- 45 Mediclinic Panorama
- 46 Mediclinic Plettenberg Bay
- 47 Mediclinic Stellenbosch
- 48 Mediclinic Vergelegen
- 49 Mediclinic Winelands Orthopaedic Hospital
- 50 Mediclinic Worcester

Renal centres

- 1 Mediclinic Bloemfontein Renal Services
- 2 Mediclinic Brits Renal Services (in-hospital only)
- 3 Mediclinic Highveld Renal Services (in-hospital only)
- 4 Mediclinic Milnerton Renal Services
- 5 Mediclinic Morningside Renal Services
- 6 Mediclinic Pietermaritzburg Renal Services
- 7 Mediclinic Potchefstroom Renal Services
- 8 Mediclinic Soweto Renal Services (chronic cases only)
- 9 Mediclinic Vergelegen Renal Services (in-hospital only)
- 10 Mediclinic Victoria Renal Services

Subacute hospitals

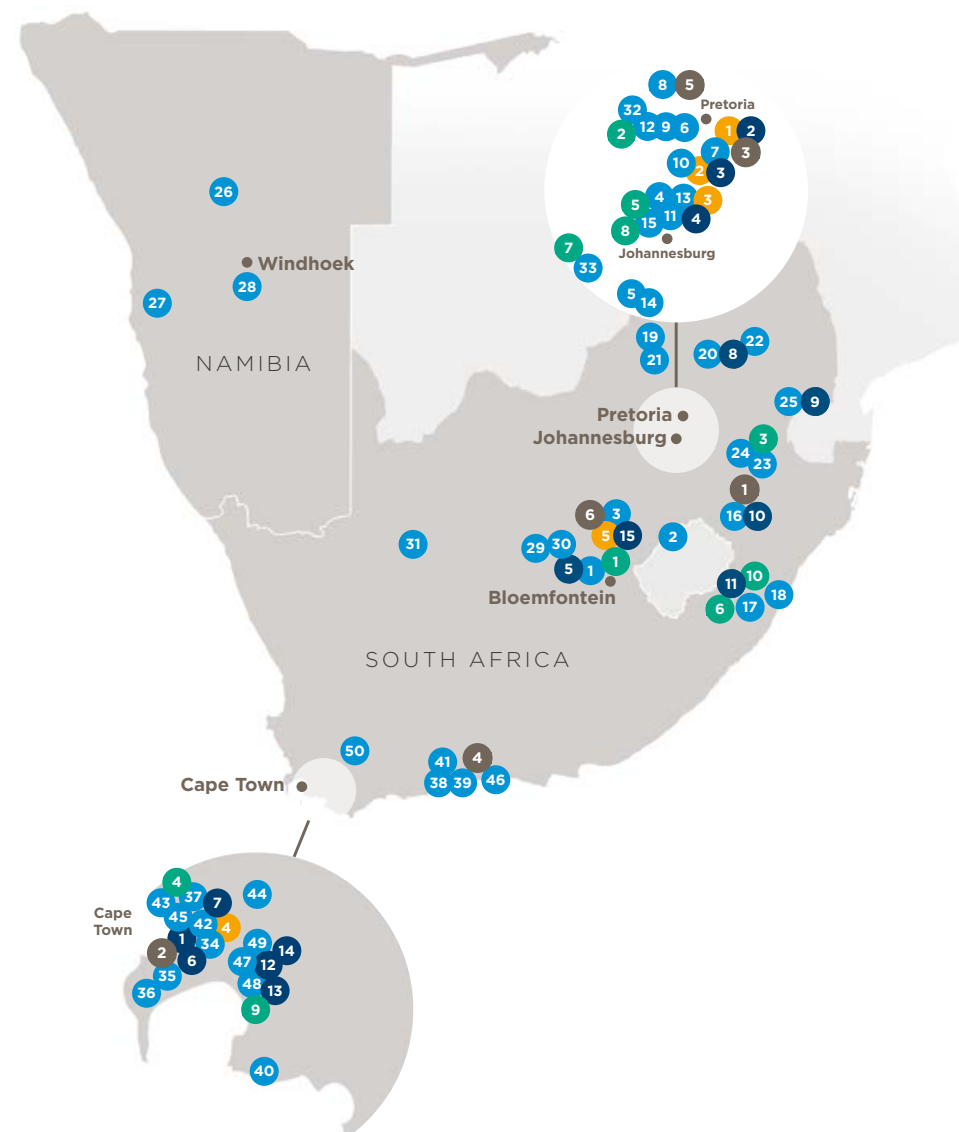
- 1 Intercare Hazeldean Subacute and Rehabilitation Hospital
- 2 Intercare Irene Subacute and Rehabilitation Hospital
- 3 Intercare Sandton Subacute and Rehabilitation Hospital
- 4 Intercare Tyger Valley Subacute Hospital
- 5 Welkom Medical Centre Subacute Hospital

Mental health facilities

- 1 Kintsugi Psychiatric Hospital
- 2 Mediclinic Crescent Mental Health
- 3 Mediclinic Denmar Mental Health Services
- 4 Mediclinic George Neuro Clinic
- 5 Mediclinic Legae Mental Health
- 6 Mediclinic Welkom Medical Centre – Psychiatric Clinic

Day case clinics

- 1 Intercare Century City Day Hospital
- 2 Intercare Hazeldean Day Hospital
- 3 Intercare Irene Day Hospital
- 4 Intercare Sandton Day Hospital
- 5 Mediclinic Bloemfontein Day Clinic
- 6 Mediclinic Cape Gate Day Clinic
- 7 Mediclinic Durbanville Day Clinic
- 8 Mediclinic Limpopo Day Clinic
- 9 Mediclinic Nelspruit Day Clinic
- 10 Mediclinic Newcastle Day Clinic
- 11 Mediclinic Pietermaritzburg Day Clinic
- 12 Mediclinic Stellenbosch Day Clinic
- 13 Mediclinic Vergelegen Day Clinic
- 14 Mediclinic Winelands Day Clinic
- 15 Welkom Medical Centre Day Hospital



Note

¹ Associated company being equity accounted (Mediclinic Southern Africa holds 49.9%).

OUR OPERATIONS

THE MIDDLE EAST

FACILITIES

 **7** hospitals

 **1** day case clinic

 **26** outpatient clinics

ADDITIONAL SERVICES

- + Virtual care**
 - telemedicine
 - remote patient monitoring
 - chronic disease management
- + Cosmetic centre**
- + In vitro fertilisation ('IVF')**
- + Home care**
- + Precision medicine**
- + Web portal and client app: MyMediclinic 24x7**
- + Research and medical education**

Notes

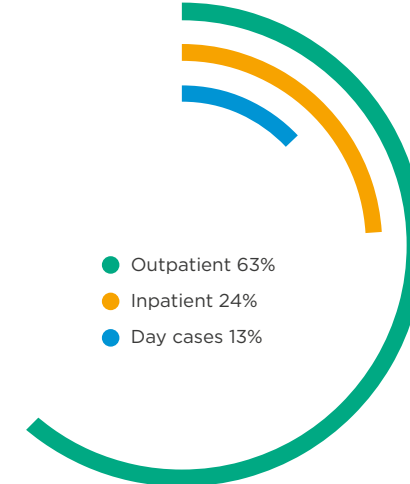
- ¹ Based on FY24 revenue.
² Reflecting inpatient and day case admissions only.
³ Al Jowhara Hospital does not have a catheterisation laboratory and does not offer interventional cardiology.
⁴ College of American Pathologists ('CAP')
⁵ European Association for the Study of Obesity ('EASO').

SPECIALTY SPLIT¹



- Internal medicine 29%
- Laboratory 10%
- Paediatrics 10%
- General medicine 9%
- Obstetrics and gynaecology 8%
- Radiology 8%
- Oncology 7%
- Orthopaedics 6%
- General surgery 5%
- Cardiology 4%
- Nursing and allied health professionals 4%

CARE SETTINGS¹



NON-SURGICAL



ELECTIVE



EMERGENCY²



QUALITY ASSURANCE

- CAP⁴ accreditation – City Hospital laboratory
- EASO⁵'s Collaborating Centres for Obesity Management accreditation – specialised unit at 3 hospitals
- ISO 15189:2012 certification for 9 laboratories
- JCI accreditation for all our Middle East facilities, including Bourn Hall Dubai (IVF)
- American Heart Association/MENA Stroke Organisation – Certified Comprehensive Stroke Centre at City Hospital
- High-reliability organisation ('HRO') principles implemented

WORLD-CLASS CARE

2 Comprehensive Cancer Centres: in the North Wing adjacent to City Hospital and at Airport Road Hospital

7 cardiology units³

2 cardiac centres

Robotic surgery at City Hospital

Stroke centre at City Hospital

6 NICUs for high-risk infants that participate in VON

Care Collaboration Centre based at Al Noor Hospital

2 dialysis centres as PPPs



Airport Road Hospital

- JCI Clinical Care Programme certification – diabetes clinical programme at Welcare Hospital, acute coronary syndrome programme at City Hospital and Airport Road Hospital, and breast cancer programme at City Hospital
- CoE accreditation by SRC – specialised bariatric unit at Airport Road Hospital, specialised minimum invasive gynaecology surgery and specialised prostate treatment units at Welcare Hospital, orthopaedic unit at Al Ain Hospital

OUR OPERATIONS

THE MIDDLE EAST

Hospitals

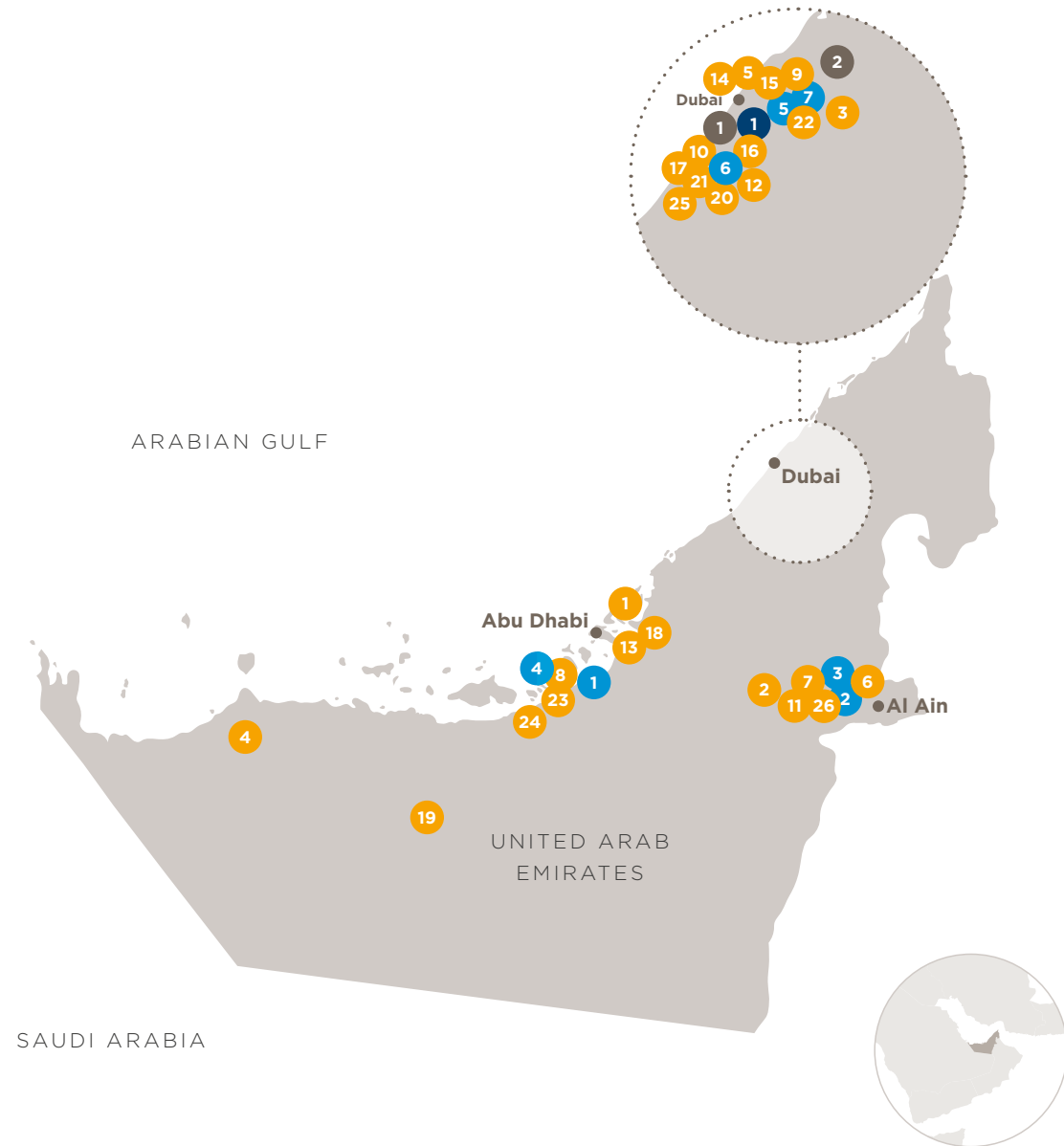
- 1 Mediclinic Airport Road Hospital
- 2 Mediclinic Al Ain Hospital
- 3 Mediclinic Al Jowhara Hospital
- 4 Mediclinic Al Noor Hospital
- 5 Mediclinic City Hospital
- 6 Mediclinic Parkview Hospital
- 7 Mediclinic Welcare Hospital

Day case clinic

- 1 Mediclinic Dubai Mall

Outpatient clinics

- 1 Bourn Hall Abu Dhabi
- 2 Bourn Hall Al Ain
- 3 Bourn Hall Dubai
- 4 ENEC
- 5 Enhance by Mediclinic
- 6 Mediclinic Al Bawadi
- 7 Mediclinic Al Madar
- 8 Mediclinic Al Mamora
- 9 Mediclinic Al Qusais
- 10 Mediclinic Al Sufouh
- 11 Mediclinic Al Yahar
- 12 Mediclinic Arabian Ranches
- 13 Mediclinic Baniyas
- 14 Mediclinic Creek Harbour
- 15 Mediclinic Deira
- 16 Mediclinic Dubai Hills
- 17 Mediclinic Ibn Battuta
- 18 Mediclinic Khalifa City
- 19 Mediclinic Madinat Zayed
- 20 Mediclinic Me'aisem
- 21 Mediclinic Meadows
- 22 Mediclinic Mirdif
- 23 Mediclinic Mussafah
- 24 Mediclinic Reem Mall
- 25 Mediclinic Springs
- 26 Mediclinic Zakher





STREAMLINING THE ROAD TO RECOVERY

Think of spinal surgery and the image is probably of someone laid flat on their back for an extended time. Yet, at our hospitals in Switzerland, some spinal patients are back on their feet within days of surgery. It is thanks to an innovative programme, driven in-hospital by the division's Clinical Services and Business Development units, focused on making ERP a routine experience.

Entitled *Motion: Spine*, the concept brings together all the role players involved in a spinal surgery to ensure the patient's rapid recovery. From the surgeon and anaesthetist to the family doctor and physiotherapist – all are aligned to provide a seamless experience. And that involves looking beyond the expected.

In fact, it means planning the patient's discharge even before they enter the hospital. For the operation to be a success, ERP starts before the patient comes to hospital and finishes after their hospital stay. It is a new way of thinking and something that all stakeholders have to get used to.

What does this mean practically? Preparation starts before admission: during the client's consultation with their specialist, the *Motion: Spine* approach is unpacked. A detailed booklet explains what to expect every step of the way. The client might need to do physiotherapy beforehand and manage the risk of wound infection by washing with special antibacterial soap in advance. During the time in hospital, early movement is a key goal while a multifaceted pain regimen controls discomfort. After the procedure, it is about ensuring the family doctor is there for support and that clients do the right rehab exercises.

The result is that patients following the *Motion: Spine* approach are discharged up to two days earlier than usual. Clients are extremely satisfied with this outcome, with early positive indications in NPS®. The ERP programme is applied to spinal fusions, laminectomies and procedures for disc hernias.

Patients following the *Motion: Spine* approach are discharged up to two days earlier than usual. Clients are extremely satisfied with this outcome.

The success of *Motion: Spine* is down to careful planning, which is not something that could be implemented overnight. In Switzerland, we started with ERP pilot projects in individual hospitals around five years ago. We now have a blueprint to make it the standard across our network. Implementation is driven by a strategic committee that serves as a single point of contact. Hospitals receive support in setting up the local project team and a precisely plotted roll-out ensures that all participants understand the principles.

It is a team approach that involves bringing together anaesthetists, nurses, physicians and physiotherapists so that they understand how they fit together as a unit. But since many of the medical practitioners involved are independent professionals, they cannot be expected to follow the new approach, only persuaded. Physiotherapists have been preaching for years that preoperative physiotherapy makes sense, so they are readily convinced. When surgeons see the positive outcomes, they too are motivated to embrace *Motion: Spine*. For this reason, a site visit to

a hospital that has already implemented the ERP programme is an early step in getting team members on board.

It is a process of four to five months to implement *Motion: Spine* within a hospital in order to get everyone understanding the pathways. There are carefully defined inclusion criteria for procedures and patients, requiring the establishment of indication boards for complex cases. Laboratory work is needed to determine the risk of infectious disease before surgery. And after the operation, there is the matter of rehab registration or home care. All of these elements have to be set up in advance.

Another major focus is extensive patient education, which is something new in principle. The client has to understand that ERP only works if they are part of the team. In addition to the procedure booklet, we have created a *Motion: Spine* app, enabling clients to track their journey and view beneficial exercises. On the whole, our clients are not members of Gen Z, but rather Baby Boomers. However, they consider the app very practical and easy to use.



A major milestone for the *Motion: Spine* initiative was its implementation at Klinik Hirslanden, the biggest of our Swiss hospitals, in October 2023. Six hospitals are now running this ERP programme, including some for hip and knee procedures, with more to

follow in the course of 2024. Our vision is to roll out this concept to other indications. There is good data to recommend its use for bowel surgery. In our journey to improve life for our clients, enhanced recovery is an important step on the path.



AS TIME GOES BY

All around the world people are living longer, but longevity comes at a cost. By age 60, nearly 95% of adults¹ have at least one chronic condition. While it is true that many conditions become more common in old age, they are by no means inevitable nor is declining health a foregone conclusion in the golden years. Our division in the Middle East has a vision of a future where people maintain their wellbeing as they grow older.

To help our clients thrive as the years tick on, we have launched a Healthy Ageing screening package: a unique collection of early-detection tests to diagnose health issues at an early stage. This includes a CognICA cognitive impairment screening, DEXA bone density scan and full blood count, among others. The goal? To avoid or slow progression of age-related disease. With this in mind, the Healthy Ageing screening package is specifically targeted at people aged 50 and above, which is when signs of age-related illnesses start to appear. At 50, we can already capture cognitive impairment signs if they are present and identify risk factors for various diseases, making it the right age for preventive measures.

In the UAE, it is more important than ever to improve health outcomes for older adults. The country's population over 60 is expected to increase dramatically in the next decade or two. That is thanks in part to recent initiatives such as retirement visas that encourage expats to settle down – previously, residency rules required foreigners to leave the UAE upon retirement. The result is that the healthcare system will have to deal with increasing numbers of seniors suffering from age-related illnesses.

One shocking statistic is that the country expects to see a 1 700% increase in dementia by 2050. Characterised by memory loss, cognitive issues and personality changes, dementia has an outsize impact on quality of life, both for the sufferer and caregivers. But if we identify that a person has a high probability of developing Alzheimer's disease, one of the causes of dementia, they can make lifestyle changes or start medication that could delay the effects. A healthy diet, regular aerobic exercise, sufficient sleep, mental stimulation and managing high blood pressure, high

Note

¹ 'The top 10 most common chronic conditions in older adults', National Council on Aging in America (2024).

Being able to identify disease early on is key to maintaining optimal wellbeing as the years go by. Apart from the Healthy Ageing package, there is no other screening programme in the region that targets age-related health conditions so clearly.

cholesterol and diabetes are beneficial. Early interventions could push symptoms years down the road.

The Healthy Ageing screening package involves an initial consultation with a family doctor to check vitals and conduct a lifestyle assessment. Following this, the client undergoes more specific investigations that include blood tests, urinalysis, hearing and vision checks, and a Pap smear or prostate test. Among the top conditions affecting the elderly are cardiovascular disease, osteoporosis and dementia, so the screening package involves a lipid profile to assess heart health and a bone density scan aimed at preventing fractures.

Effectively screening for dementia presented a challenge in development of the package. The customary way to test cognitive health involves a detailed questionnaire that takes upwards of an hour to administer. Aside from being extremely time consuming, the questionnaire is dependent on language, which can be a challenge in a multicultural

environment like the UAE. It also cannot really be implemented at primary care level, so screening may take place too late.

A novel AI-driven tool has changed all that. CognICA is a digital health solution that uses neuroscience to provide a holistic brain health score in a matter of minutes. Using a tablet, the client has to distinguish between images flashed on a screen by tapping left or right. An algorithm then interprets their accuracy and speed to produce three results: healthy, at risk, or showing signs of cognitive issues. In case of the last two, the client is referred to a neuroscientist or a memory clinic for further investigation and diagnosis.

To develop the Healthy Ageing screening package, we brought together clinical experts such as doctors in family medicine, neurologists and a geriatrician and, over the course of 2023, using evidence-based medicine, they decided on the components.

It is early days for the screening package, which launched in October 2023, but already there have been clients who required further investigation because of cardiovascular

problems and cognitive issues. These individuals were entirely unaware of their slumbering health conditions but, thanks to the screening package, they could take proactive steps. For our clients, there is considerable peace of mind in knowing that we offer a full range of services to support them no matter what the outcome of the tests may be. We are in the position that we can look after all patients within Mediclinic. If it is a bone health issue, our orthopaedic specialists can assist. If there is cognitive impairment, the client could see a neurologist or geriatrician, depending on their age.

The Healthy Ageing package is currently available on a self-pay basis, although some insurance has a wellness component that covers certain elements.

We are already engaging insurers on this product – there is no other screening programme in the region that targets age-related health conditions so clearly. Being able to identify disease early on is key to maintaining optimal wellbeing as the years go by. It is one more way we strive to enhance the quality of life.





CONNECTING TO OUR CLIENTS

The people who entrust us with their care merit our respect, consideration and protection. Through increased engagement and collaboration, we continuously measure and improve client experience. We foster strong, enduring relationships through patient surveys and employees dedicated to client experience.

WHAT MATTERS TO THEM

- Easy access to safe, quality and cost-effective healthcare via world-class facilities and technology
- Appropriate care settings
- Treatment information
- The right to make decisions on their care
- Client experience
- Personal data and client rights
- Timeous communication
- Operational efficiency
- Courteous, empathetic and personalised care

ADDRESSED THROUGH

- Systematic patient rounds during hospital stay
- Dedicated client-experience employees
- 24-hour helplines
- NPS® feedback
- Social media, health awareness days and campaigns
- Client-centred product and programme development
- Corporate events
- Client advisory groups
- Managing client complaints in a manner consistent with our values

CONNECTING TO OUR CLIENTS

FROM PATIENT TO CLIENT

‘We seek to build enduring relationships with the people who turn to us for help. While we provide treatment to patients in hospital, we also offer services to prevent disease, help people recover from injury and enhance wellbeing. We want our clients to know they can depend on us to be there for every stage of their healthcare journey.’

Dr Ronnie van der Merwe,
 Group Chief Executive Officer



PATIENT SNAPSHOT FOR CY23

		SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Average patient age		59.7 years [^] (CY22: 59.3 years)	43.7 years [^] (CY22: 42.9 years)	35.4 years [^] (CY22: 36.0 years)
Average inpatient length of stay (in calendar days)		4.01 days [^] (CY22: 4.22 days)	4.10 days [^] (CY22: 4.10 days)	2.75 days [^] (CY22: 2.86 days)
Main medical issues	Burden of disease	<ul style="list-style-type: none"> Mainly chronic diseases commonly associated with lifestyle and old age Very small burden of communicable (infectious) diseases and trauma 	<ul style="list-style-type: none"> Mainly communicable (infectious) diseases Chronic diseases more prevalent in insured population, followed by communicable diseases and trauma 	Chronic lifestyle diseases and communicable (infectious) diseases
	Most common chronic diseases ¹	<ul style="list-style-type: none"> Dysrhythmias Hyperlipidaemia Chronic renal disease 	<ul style="list-style-type: none"> Diabetes mellitus Hypertension Hyperlipidaemia 	<ul style="list-style-type: none"> Hypertension Hyperlipidaemia Diabetes mellitus

Note
¹ The ranked list was generated based on a South African-regulated chronic disease list, which does not perfectly apply to the Swiss setting and coding standards. Comparability is thus limited.

CONNECTING TO OUR CLIENTS

CLIENT EXPERIENCE

Client experience refers to a wide spectrum of interactions our clients have with us. These may be related to care or administration (i.e. settling accounts, scheduling appointments). Patient experience is a subsection of client experience and relates to the experience of a patient in most settings across the continuum of care.

We measure patient experience continuously in order to gain greater insight into what matters most to our clients. This enables us to adjust our care services to answer their evolving needs.

THE YEAR IN GROUP NUMBERS

AGGREGATED NPS²

57 FY23: 54 

NPS² INPATIENT²

53 FY23: 56 

NPS² EMERGENCY CENTRE²

51 FY23: 41 

NPS² AMBULATORY SURGERY²

67 FY23: 72 

PRESS GANEY[®] INPATIENT SURVEY¹

Overall mean score (out of 100)

84.79 FY23: 85.01 

Total participating facilities

77 FY23: 72 

Total surveys collected

103 110 FY23: 104 900 

NPS² OUTPATIENT²

53 FY23: 49 

Notes

¹ As investigations were underway for a new survey tool, which becomes operational mid-2024, only the Press Ganey[®] Inpatient survey ran from 1 April 2023 until 31 March 2024. Client advisory groups were established as an additional source of qualitative client experience feedback.

² Data discrepancies noted in the NPS² over time can be attributed to several operational challenges, including: the assignment of equal weights to calculate a weighted Group score; challenges related to importing of data; linking codes with the electronic reporting system structure; and delays in data capturing.

CLIENT EXPERIENCE



WE BELIEVE IN CLIENT SERVICE

In 2023, we introduced our Client Experience Manifesto to make our commitment to excellent client service clear. The manifesto outlines the key elements necessary for the delivery of seamless, client-centred healthcare at every client touchpoint in our ecosystem. As part of Patient Experience Week 2023, we encouraged employees to sign the Client Experience Pledge, with our leaders setting the example.



The Group Executive Committee proudly present their signed pledge.

'I hereby pledge to do my best every day to place every client's wellbeing at the centre of my service.'

'My actions will be compassionate, respectful, helpful and fair, and I will actively seek to understand the needs of every client and loved one to continuously improve the care I provide.'

'It is with pride that I take this pledge and commit to exceptional client experience as an essential cornerstone of healing and wellbeing.'

CLIENT EXPERIENCE

NPS®

We use NPS® at Mediclinic as part of our strategy for enhanced client experience. By measuring loyalty and experience, this metric enables us to gauge the overall sentiment of our clients and identify areas for improvement, ensuring that we consistently deliver the highest quality of care and service. Over the past year, we have expanded the use of NPS® to encompass

all client interactions across the continuum of care, allowing us to gather valuable feedback at every touchpoint. The insights gained enable us to make data-driven decisions, address concerns promptly and optimise the client experience. We remain dedicated to leveraging the power of NPS® to strengthen our client relationships and drive sustainable growth for Mediclinic.

TABLE 3: NPS® FOR THE FINANCIAL YEAR

		GROUP	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Inpatient	FY23	56	71	49	45
	FY24	53	73	47	52
Emergency centre	FY23	41	65	39	13
	FY24	51	61	51	34
Day care/ambulatory surgery	FY23	72	75	71	59
	FY24	67	78	67	55
Outpatient	FY23	49	74	100 (only two surveys)	41
	FY24	53	75	71	46

'How likely are you to recommend us to a friend, family member or colleague?'

NOT AT ALL LIKELY

EXTREMELY LIKELY

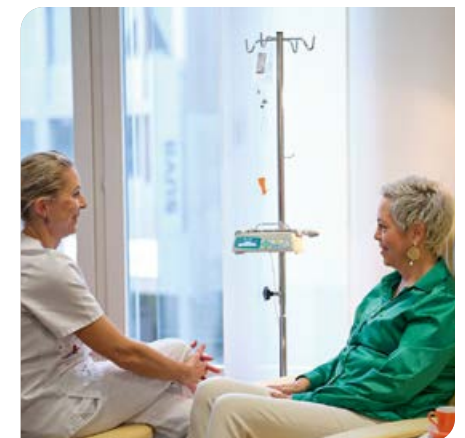


HOW IS NPS® DETERMINED?

% promoters – % detractors = NPS®

INTERPRETING THE SCORE

-100-0 Needs improvement
0-30 Good
31-70 Great
71-100 Excellent



NOVEL WAYS TO CALL FOR HELP

We constantly enhance client experience with new offerings, such as ER24's voice relay service, which overcomes communication barriers to make emergency support more accessible in South Africa.

4m Deaf, hearing and speech-impaired people in the country

400 000+ South Africans use sign language



Voice calls traditionally the sole channel for emergency appeals

How does a video relay call work in an emergency?



1 A registered deaf, hearing or speech-impaired Vodacom client initiates a video call



3 Client uses sign language



5 Emergency officer dispatches help and/or offers telephonic advice



2 The call is routed to a relay officer



4 Relay officer relates situation to an ER24 emergency resource officer

6 Relay officer signs feedback from emergency officer to client



TIMELINE

2017
ER24 and Vodacom partner to provide easy access to emergency medical services via voice call

2018
Launch of SMS-based emergency service, assisting people with communication barriers

2019
Launch of 112 Emergency Service App, featuring text- and touch-based interface

2022
Launch of National Relay Service, where callers are assisted in sign language

2023
Sign language becomes 12th official language in South Africa



5 relay officers facilitate calls between deaf and hearing-impaired clients and emergency personnel

CLIENT EXPERIENCE

CLIENT SURVEYS



















At Mediclinic, measuring and improving client experience is an integral part of our commitment to providing exceptional healthcare services. We employ a comprehensive approach to understand and evaluate client satisfaction, and we benchmark and publicly report on patient experience at a divisional level. Through surveys conducted after discharge, we capture feedback on a wide range of crucial

aspects for insight into clients' needs and preferences. This holistic evaluation ensures that we have a comprehensive understanding of the entire patient journey, allowing us to adapt and enhance our care services accordingly. By listening attentively to our clients and continuously striving to exceed their expectations, we aim to provide an outstanding and personalised experience at every touchpoint.

What do we survey?



TABLE 4: PRESS GANEY® INPATIENT RESULTS FOR FY24

		SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Participating since		February 2017	October 2014	October 2014
Total participating facilities		17	48	7
Total surveys collected		23 877  (FY23: 30 900)	75 077  (FY23: 70 976)	4 156  (FY23: 3 024)
Likelihood of recommending the hospital/clinic		92.4%  (FY23: 91.9%)	84.1%  (FY23: 84.9%)	84.8%  (FY23: 82.8%)
Mean score out of 100	Overall	89.3  (FY23: 89.0)	83.4  (FY23: 83.4)	84.5  (FY23: 83.0)
	Nurses	90.5  (FY23: 90.3)	83.0  (FY23: 83.0)	85.8  (FY23: 84.9)
	Physicians	92.9  (FY23: 92.6)	89.0  (FY23: 88.9)	87.5  (FY23: 87.9)
	Personal issues	89.5  (FY23: 89.3)	83.1  (FY23: 83.0)	84.6  (FY23: 83.9)



HOSPITAL FOOD

Appetising, nutritious meals are not only an essential part of inpatient treatment, they add to the client experience.

286 240

meals a year served at Klinik Hirslanden, our biggest hospital in Switzerland

107

tailored diet options at Panorama Hospital, our biggest facility in Southern Africa

2:1

the average dietitian-to-hospital ratio at our facilities in the Middle East



Euloge Malonga, deputy head of the kitchen at Salem-Spital in Bern, won the prestigious Bocuse d'Or Switzerland culinary contest in November 2023.



Paying it forward

In Switzerland, employees can buy unutilised meals at a discount rate while in Southern Africa, Midstream Hospital runs a soup kitchen providing 125 underprivileged kids with sandwiches twice a week.

A special meal

Our maternity wards in the Middle East offer parents a complimentary high tea before they take baby home – a chance to reflect on their little one's arrival and enjoy one last uninterrupted meal.

Happy birthday

Who would expect to see a birthday cake on their hospital meal tray? In the Middle East, our digital system keeps track of admitted patients' birthdates. When our catering team sees a birthday icon as part of the diet list, they know it is time to serve cake – as per dietary needs, of course.

MEAL CONSIDERATIONS IN HOSPITAL

- ✓ Modified texture food for patients with difficulty swallowing
- ✓ Special catering for immunosuppressed patients
- ✓ Menus that cater to specific medical conditions like diabetes or kidney disease
- ✓ Meals that avoid certain foods to prevent drug interactions
- ✓ Meals that satisfy cultural, religious or lifestyle practices
- ✓ Allergen-free meals for patients with food allergies



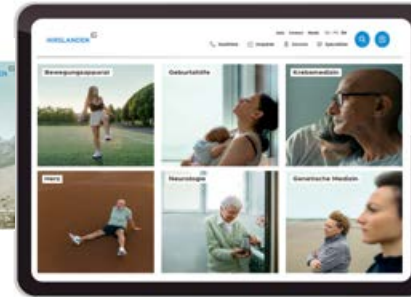
CONNECTING TO OUR CLIENTS

HEALTH AWARENESS

It is easier than ever to find information on health, but harder to know what to believe. This is why it matters that we share our expertise with the public.

FOR YOUR BODY AND FOR THE ENVIRONMENT

On Black Friday (24 November 2023), when many got swept up in a shopping frenzy, our Swiss division set out to remind clients that it is health that is the most precious commodity, not the latest consumer goods. On social media, one of our physiotherapists demonstrated three exercises with everyday objects found in the home – no need to buy special sports equipment. In a video of a minute we showed how physical health, emotional wellbeing and sustainability go hand in hand.



SHOPPING FOR WELLNESS

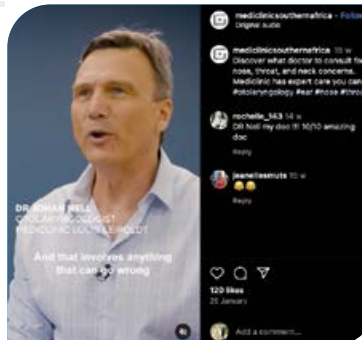
On a trip to Dubai Hills Mall, shoppers can now explore prevention and proactive healthcare. Our first-of-its-kind Health Experience Hub, which opened in September 2023, showcases a range of screening tools and therapies for achieving optimal wellbeing. The Health Experience Hub is there to empower our clients, whether with guidance on conceiving, insight into personalised medicine, recommendations on aesthetic treatments or support for sporting performance.

FOR ALL EPISODES OF LIFE

In Switzerland, our new campaign language places individuals at the centre and demonstrates how we support them in every situation to enhance their quality of life, whether through long-term prevention or timely treatment. Our inaugural campaign under the slogan, 'For all episodes of life', highlighted our expertise in orthopaedics and sports medicine. The cross-channel campaign, featuring an interactive video, shared crucial information on preventing and treating issues affecting muscles and bones.

A DESTINATION FOR HEALTH

In Southern Africa, we launched Mediclinic Prime, the go-to resource for families that care about health and wellness. Aside from *The Health Wrap* (a podcast on common issues), regular newsletters with health advice and our online Infohub, Mediclinic Prime offers members access to a 24-hour medical helpline, information sessions and free entries to sporting events. For parents there is comfort in knowing they get reputable, authoritative information to put their family first.



A SPOTLIGHT ON EXPERTS

Does a nephrologist deal with noses? What does an orthotist do? And how do you even pronounce otolaryngologist? These were some of the questions people grappled with when we quizzed passers-by about medical specialties. The resulting humorous videos provided a platform for Mediclinic specialists to explain their expertise. Under the hashtag #ADoctorForEverything, the digital campaign by our Southern Africa division reached thousands. Meanwhile, in the Middle East, *Hala City* podcast offered our specialists the opportunity to talk about their work, breakthroughs in treatment and future trends.

tinyurl.com/4y4yhyfs

Health days we celebrated



First Sunday in March DAY OF THE SICK

This important day on the Swiss calendar draws attention to all those suffering and their caregivers. While we do our best to restore our clients to good health, social contact also has a role to play in healing. We expressed our gratitude to visitors at various hospitals with a card featuring a chocolate heart. It was a reminder that the road to recovery is best travelled together.



12 May INTERNATIONAL NURSES DAY

How far does care go? Our Southern Africa division used a beautifully made video to show that in caring for their patients, our nurses make a positive impact on family, friends and community. As part of commemorating the day, the division's nurses shared their thoughts on what it takes to be a nurse and we honoured the winners of our Nursing Excellence Awards.

tinyurl.com/mr4ymvk8



1-7 August WORLD BREASTFEEDING WEEK

This global awareness campaign increases understanding of breastfeeding's benefits and rallies society to ensure mothers have the technical, financial, emotional and public support they need. At our facilities in the Middle East, we staged various displays to share knowledge and our breastfeeding consultants and nurses were on hand to answer questions.



CONNECTING TO OUR MEDICAL PRACTITIONERS

Capable and committed medical professionals enable us to achieve the best outcomes for our clients and maintain high standards of healthcare. To succeed in our initiatives that improve the quality of care, we require the support and engagement of treating and referring physicians. In Switzerland and Southern Africa, we mostly partner with independent medical practitioners, while in the Middle East, the majority is employed by Mediclinic.

WHAT MATTERS TO THEM

- Quality facilities, equipment and nursing care to ensure client safety and satisfaction
- Involvement in strategic clinical issues and the implementation of electronic health records ('EHRs')
- Opportunities for continued professional development
- Adaptability to meet the needs of an evolving healthcare industry

ADDRESSED THROUGH

- Participation in hospital clinical committees
- Continuous professional education events
- Participation in hospital boards
- Networking and know-how exchange events in Switzerland
- Dedicated practitioner portals in Switzerland and Southern Africa
- Biannual engagement events and annual research event in the Middle East

CONNECTING TO OUR MEDICAL PRACTITIONERS

	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Employment	<ul style="list-style-type: none"> • Most admitting medical practitioners self-employed • Medical practitioners working in the fields of hospital-based specialties, such as anaesthetics, internal medicine and emergency medicine, employed at some hospitals • In most instances, radiology, nuclear medicine and radiation oncology services owned and operated by hospitals 	<ul style="list-style-type: none"> • Admitting medical practitioners, excluding emergency medicine practitioners within certain ECs, self-employed and practise independently • Radiology, laboratory and oncology services provided by independent practices 	<ul style="list-style-type: none"> • Most of the medical practitioners who work in our facilities employed by Mediclinic • Laboratory and radiology services owned and operated by Mediclinic
Clinical quality	<ul style="list-style-type: none"> • Treating and admitting medical practitioners registered with Swiss Government's registry for medical professions • Affiliation follows strict entry criteria and comprehensive credentialing process, assisted by clinical committee • Medical practitioners evaluated at least annually on case numbers, infections, re-operations and liability cases • Abnormalities investigated by hospital management • Anonymous means to report performance problems, which hospital management teams and medical practitioner committees address • Insufficient performance improvements lead to de-accreditation 	<ul style="list-style-type: none"> • Treating and admitting medical practitioners registered with the Health Professions Council of South Africa ('HPCSA') or Health Professions Council of Namibia ('HPCNA') • Medical practitioners work within scope of defined clinical disciplines as determined by HPCSA/HPCNA registration • Performance and clinical outcomes monitored by CPCs comprised of medical practitioners working at hospital, hospital general managers, and regional and Corporate Office teams 	<ul style="list-style-type: none"> • All medical practitioners licensed with the relevant authority in the UAE (Dubai Health Authority, Department of Health) • Standardised performance appraisal process includes reviewing feedback from peers and patients, clinical key performance indicators, incidents and quality-related complaints • Clinical privileges reviewed annually and depend on medical practitioner's activity during the past year and additional skills obtained • Comprehensive incident reporting and concerns addressed by medical directors and Clinical Quality Patient Safety Committees that meet monthly • All client complaints investigated • Immediate action taken if problem arises, including counselling, remedial action, review of privileges or, if appropriate, termination of privileges

**We partner with
6 152 medical
practitioners in
Switzerland and
Southern Africa.**



TRAINING THE DOCTORS OF TOMORROW

In Switzerland, we established the Hirslanden Institute for Medical Education in 2018 to manage training of medical students in our hospitals.

5
hospitals serve as
teaching locations

292
affiliated clinicians
undertake teaching

BENEFITS OF ACADEMIC PARTNERSHIPS

-  Opportunity to shape healthcare for the future
-  Academic physicians promote high clinical standards
-  Research opportunities and participation in clinical trials
-  Ability to offer state-of-the-art academic medicine
-  Recognition as centre for highly specialised medicine ('HSM')
-  Experienced mentors attract top junior doctors
-  Networking opportunities with tertiary institutions, the public and GPs



UNIVERSITY OF LUCERNE

PARTNERSHIP ESTABLISHED 2020

PARTNER HOSPITAL Klinik St. Anna

STUDENTS IN 2023 147 students in medicine, 25 students in health sciences

TRAINING AND OPPORTUNITIES

- Courses and modules in various specialisations for 3rd, 4th and 6th year students
- 21 internships
- 7 postgraduate students supervised
- 17 mentorships



UNIVERSITY OF NICOSIA

PARTNERSHIP ESTABLISHED 2021

PARTNER HOSPITALS Hirslanden Klinik Aarau, Klinik Im Park, Salem-Spital

STUDENTS IN 2023 9 full-time students in medicine

TRAINING AND OPPORTUNITIES

Rotations of 4-6 weeks on average in various specialisations for 5th and 6th year students



UNIVERSITY OF ZURICH

PARTNERSHIP ESTABLISHED 2017

PARTNER HOSPITAL Klinik Hirslanden

STUDENTS IN 2023 137 students in medicine

TRAINING AND OPPORTUNITIES

- Course in internal medicine for 6th year students, modules for 4th year students
- 20 internships



HIGHLIGHTS IN 2023

First intake of University of Lucerne students graduated, no fails

First cohort of University of Nicosia students passed 5th year exams, no fails

Creation of new skills labs with medical mannequins in both Lucerne and Zurich

Several instructors ranked as professors

OTHER TRAINING OPPORTUNITIES IN OUR SWISS HOSPITALS



Nursing



Physiotherapy



Dietetics

CONNECTING TO OUR PARTNERS

We partner with leading organisations to complement existing services and expand our offering across the continuum of care. We also invest in the workforce of tomorrow in light of the continued global shortage of healthcare employees to secure the future of healthcare.

WHAT MATTERS TO THEM

- Cultural alignment
- An understanding of respective strengths and weaknesses
- A comprehensive and objective understanding of operations
- Well-defined and mutually beneficial operational and financial frameworks
- Collaboration

ADDRESSED THROUGH

- Cooperation and PPPs
- Industry conferences and events
- Direct engagement based on industry knowledge and market reputations
- Introductions through advisors
- Agreements for learning opportunities

PARTNERSHIPS



We have signed a Memorandum of Understanding ('MoU') with Abu Dhabi University, focusing primarily on research collaboration.
adu.ac.ae



Our MoU with Al Ain University of Science and Technology paves the way for undergraduate students enrolled in Pharmacy and Dietetics programmes to experience clinical accompaniment in various Mediclinic facilities across the UAE.
aau.ac.ae/en



Our partnership with Bern University of Applied Sciences provides internships for the master modules Clinical Assessment and Advanced Nursing Practice in Primary Care in the Nurse Practitioner Programme.
bfh.ch/en



Compassana represents a digital health ecosystem. We are working with Medbase, Groupe Mutuel, Helsana, SWICA, the LUKS Group and Trifork as a technology provider to develop an easy-to-use portal through which clients can coordinate their own healthcare services at any stage of life. In Switzerland, different players in the healthcare sector are not sufficiently interconnected digitally; structured data is rarely shared collectively and documents are exchanged on paper or via e-mails. Compassana's strategy is to unlock untapped opportunities in networking and digitalisation.
compassana.ch/en

PARTNERSHIPS



We have a long-term strategic partnership with DOMO Health to drive innovative digital health solutions such as hospital-at-home services, strengthen the link between clinical and home care, and provide a unique client experience. Our Swiss operations hold a minority share in DOMO Health and a seat on its board.
[domo.health](https://www.domo.health)



An MoU with Fatima College of Health Sciences enables students enrolled in Nursing, Health Emergency (paramedics), Pharmacy, Radiography and Physiotherapy to experience on-the-job training in various Mediclinic facilities across the UAE.
[fchs.ac.ae](https://www.fchs.ac.ae)



Founded at Klinik Hirslanden in Zurich in 2020, Heartbase is a network of cardiology practices in Switzerland that expands the existing primary care offering with state-of-the-art outpatient cardiology at various locations. Our Swiss operations hold a minority share in Heartbase and a seat on its board.
www.heartbase.ch



An MoU with Higher Colleges of Technology primarily facilitates placements in the nursing and allied health professions.
hct.ac.ae/en/



We have signed an MoU with Khalifa University, principally to collaborate on research.
www.ku.ac.ae



Hirslanden Klinik Aarau and Klinik Barmelweid cooperate closely in the treatment of clients, creating an integrated treatment network in the western part of the canton of Aargau. The cooperation includes accompanying psychosomatic treatments, pneumological services and rehabilitation.
[barmelweid.ch](https://www.barmelweid.ch)



Our partnership with Medbase enables us to combine our expertise in the fields of outpatient and inpatient medicine, and invest together in integrated medical care close to people's homes, placing them at the centre of their entire healthcare journey. Medbase excels in outpatient primary care and preventive medicine at all levels, while we are Switzerland's largest medical network, focused on acute specialist medical care and diagnostics. Together, we complement each other's strengths along the integrated care pathway.
medbase.ch/en/

PARTNERSHIPS



In line with the partnership with MBRU, all our Dubai facilities are approved training sites for medical undergraduate students. The Master Affiliation Agreement includes an enlarged governance framework with a board comprising members from both MBRU and Mediclinic. It also provides for a joint academic council with a subcommittee structure made up of seven specialised committees to enhance joint efforts in advancing education in Dentistry, Nursing and Midwifery as well as other health disciplines. The affiliation with MBRU Postgraduate Medical Education was added as an addendum to the Master Affiliation Agreement. We also have a 'no objection' certificate from the Dubai Health Authority for advanced practice setting, which allows for the placement of residents and fellows in our Dubai facilities. The Dubai Health Authority approved Mediclinic to host clinical placements for fellowship programmes in Nephrology and Paediatric Critical Care.

mbru.ac.ae



We have joined forces with the See-Spital Foundation to further develop medical care on the left side of Lake Zurich in a way that is close to home, of high quality and sustainable. While the medical services at See-Spital are expanded and deepened by our partner clinicians, doctors from See-Spital can perform specialised procedures at Klinik Im Park. The joint breast centre's recertification confirms the close and successful cooperation.

see-spital.ch/zentren-und-partner/hirslanden



Klinik Im Park has a partnership with Spital Lachen in the specialist area of cardiac medicine. Spital Lachen, with its large outpatient centre, and Klinik Im Park, as a tertiary centre, together offer the entire spectrum of cardiology and cardiac surgery. The partnership improves access to highly specialised doctors and the range of medical specialties through the exchange of specialist staff. Our Swiss division holds a minority share in Spital Lachen and a seat on its board.

spital-lachen.ch

Spital Männedorf



Through a partnership between Klinik Hirslanden and Spital Männedorf AG, our Swiss operations built and operate a radiotherapy centre for the treatment of cancer patients. Within the region of Lake Zurich, Pfannenstiel and Rapperswil, clients benefit from radiotherapy close to home.

spitalmaennedorf.ch



spitaler schaffhausen



We collaborate with the Spitaler Schaffhausen to provide comprehensive urological treatment and cardiac care to patients in Schaffhausen. In the field of urology, surgeries are performed at Klinik Hirslanden in Zurich, with pre- and postoperative care at the cantonal hospital in Schaffhausen. Patients of the Spitaler Schaffhausen receive cardiac care in outpatient diagnostics in Schaffhausen and complex interventions are performed at Klinik Hirslanden. Since January 2023, Klinik Im Park and the Spitaler Schaffhausen jointly utilise a da Vinci Xi surgical robot, sharing the financing, utilisation and maintenance while enhancing collaboration.

spitaeler-sh.ch



Klinik Hirslanden and Spital Uster collaborate closely in the healthcare regions of Zürcher Oberland and Oberes Glattal. Spital Uster handles basic medical care, while more complex or HSM cases are handled at Klinik Hirslanden. The goal is to ensure high-quality medical care locally at every stage of patient treatment, while maintaining cost-efficiency.

spitaluster.ch



forward together
sonke siya phambili
saam vorentoe



In partnership with Stellenbosch University, we offer medical students the opportunity to complete part of their training in internal medicine under the supervision of accredited full-time specialists working at Mediclinic hospitals. Following the pandemic, participation resumed in 2023. We have signed a Memorandum of Agreement with Stellenbosch University to provide postgraduate specialist training in specific disciplines at some of our hospitals.

www.sun.ac.za

PARTNERSHIPS



Hôpitaux
Universitaires
Genève



Our Swiss division and the Geneva University Hospitals founded a day case clinic in 2019. This pioneering partnership aims to provide a state-of-the-art facility that offers improved comfort for patients and healthcare teams while helping to reduce healthcare costs. It will enable the partners to allocate existing operating theatres for complex procedures requiring hospitalisation. The opening of the biggest day case clinic in Switzerland is scheduled for 2025. A joint-stock company will manage the clinic's operation, with both partners holding equal shares and representation on a board of directors composed of six members.
chirurgie-ambulatoire.ch/en



In collaboration with University of Johannesburg, we accommodate students for clinical training and also share knowledge on academic matters.
www.uj.ac.za



In partnership with the universities of Lucerne and Zurich, Klinik St. Anna trains medical students from the Joint Medical Master Programme. In the 2023 academic year, 147 students participated in this programme. In addition, a partnership between University of Zurich and Klinik Hirslanden offers medical students the opportunity to complete their training in several perioperative medicine modules. In 2023, the partnership assisted more than 100 students.
www.unilu.ch
www.uzh.ch



[See page 51](#)



UNIVERSITY
of NICOSIA



In 2022, we established a partnership with University of Nicosia in Cyprus to facilitate medical studies. For the first four years, students can study medicine in English in Nicosia, followed by practical training in years five and six at several of our Swiss hospitals and selected partners. The degree is fully recognised in Switzerland, as well as throughout Europe and North America, and is independent of the Swiss admission restriction. Thanks to this cooperation, nine medical students are completing their medical training course with us.
med.unic.ac.cy

[See page 51](#)



We have signed an MoU with University of Sharjah, primarily focused on placements for nursing and allied health professions.
sharjah.ac.ae



We have an agreement to provide financial support to health science students at University of the Western Cape. The university will apply for approval to use Mediclinic facilities for student placements.
uwc.ac.za



Wits University
Donald Gordon
Medical Centre



We have a partnership with Wits University and also manage Wits University Donald Gordon Medical Centre, the only private specialist training facility in South Africa and the largest and most successful solid organ transplant centre in the country.
www.dgmc.co.za

SUSTAINABLE DEVELOPMENT

Touching so many lives every year means we have a duty to ensure the highest standards of care – for our clients, our people and our planet. For us, it is not only a duty to act responsibly, but also an opportunity to extend our positive impact beyond our operations.

Our sustainability initiatives pave the way for even greater transformation both within and beyond the Company. After all, it is about remaining true to our purpose: enhancing the quality of life.

OUR HIGHLIGHTS

EXTERNAL RECOGNITION

Our 2023 CDP score puts us in the top 14% of healthcare companies globally. We are the only hospital group in the world with A- rating for environmental transparency and performance on climate change and water security.



Best-loved brand

- Identified as the strongest brand among healthcare service providers in the 2023 GfK Swiss Reputation Ranking
- Acknowledged as the top hospital group for 2023 by Kantar Most Valued BrandZ and Brand Finance Top 50 South African Brands, and a 2024 Top Employer, the only private hospital group recognised
- Awarded Superbrand status by the UAE Superbrands Council for the eighth time in nine years

Making our mark at COP28

In 2023, the 28th UN Climate Change Conference, known as COP28, took place in Dubai. We participated with a presentation entitled 'Sustainability in Healthcare between Challenges and Opportunities' by the Senior Manager: Corporate Environment, Health and Safety, Doaa Hamdy. The Emerald Muashir Awards ceremony, held during COP28, lauded two of our hospitals in the Middle East. These awards recognise healthcare facilities for sustainability in infrastructure, operations and healthcare waste management.



FOR THE PLANET

- Contracts concluded to recycle plastic in all Swiss hospitals
- 1.6% reduction in water usage in Southern Africa despite 2.2% increase in bed days
- 16 hybrid vehicles purchased for our fleet and water and electricity meters installed in all hospitals to effectively measure and monitor usage in the Middle East

FOR PEOPLE

- Successful implementation of Group Wellbeing Framework
- Biannual Lunch and Learn sustainability gatherings for employees in Switzerland
- Inaugural CSI Report for Southern Africa, complementing division's Transformation booklet
- Emiratization target achieved in the Middle East



OUR APPROACH TO SUSTAINABILITY

MEDICLINIC'S SUSTAINABLE DEVELOPMENT MISSION STATEMENT

'We are committed to ensuring that every day we improve sustainability by managing our resources responsibly and efficiently to the benefit of our stakeholders and the environment.'

FROM ASPIRATION TO ACTION

To achieve greater wellbeing in the lives we touch, our care goes beyond our healthcare services. A focus on environmental, social and governance ('ESG') matters is integral to our operations and forms part of our daily efforts.

Even though we have come a long way on our sustainability journey, we realise there is still some distance to go. For this reason, we consistently monitor our impact and continually investigate ways to improve.

Our strategy rests on three pillars:

Conserve – We protect natural resources and limit our impact on the planet

Connect – We forge strong relationships that add value and unlock potential with our stakeholders

Comply – We uphold ethical values and conduct business in a responsible manner

Because we operate across diverse geographies, each division has custom plans that enable us to focus on local issues.



OUR SUSTAINABLE DEVELOPMENT GOVERNANCE STRUCTURE

The ESG Committee reviews the Group Sustainable Development Strategy annually, with biannual updates on progress.



OUR APPROACH TO SUSTAINABILITY

SUPPORTING THE UN'S AGENDA FOR SUSTAINABILITY

The UN has developed a set of goals to serve as a blueprint for a better future. Our purpose and strategic priorities align with several SDGs.



GOAL 3: GOOD HEALTH AND WELLBEING

Our healthcare services enable the goals to reduce maternal mortality (SDG 3.1), end preventable deaths of newborns and children (SDG 3.2), reduce deaths from non-communicable disease (SDG 3.4), grow the health workforce (SDG 3.c) and strengthen the capacity to manage national and global health risks (SDG 3.d).

EXAMPLE OF OUR CONTRIBUTION

Proactive and continuous investment in the future health workforce

[See page 87](#)

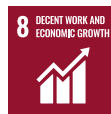


GOAL 5: GENDER EQUALITY

Mediclinic is committed to advancing gender equality in leadership roles (SDG 5.5).

Target for gender diversity at management level

[See page 81](#)



GOAL 8: DECENT WORK AND ECONOMIC GROWTH

We are doing more for our clients and employees by transforming our services through innovation and digital transformation (SDG 8.2) and providing equal pay for equal work (SDG 8.5). We take steps to ensure the safety of the working environment (SDG 8.8).

Employee health and safety governance in all geographies

[See page 80](#)



GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

Our approach to managing resources responsibly and efficiently contributes to decreasing our material footprint (SDG 12.2.1), reducing food waste (SDG 12.3) and reducing waste generation (SDG 12.5). We are transparent about our practices and steps taken to improve, publishing our environmental data annually (SDG 12.6).

Initiatives to reduce food waste

[See pages 66–67](#)



GOAL 13: CLIMATE ACTION

We are taking action to strengthen our capacity for managing climate-related risks (SDG 13.1) and to reduce our contribution to climate change (SDG 13.3). As we aim to become carbon neutral, we curtail greenhouse gas ('GHG') emissions every year.

Investment in renewable energy sources

[See page 65](#)



GOAL 16: PEACE, JUSTICE AND STRONG INSTITUTIONS

Through our governance structures and policies guiding business conduct, we support the moves to reduce corruption and bribery in all their forms (SDG 16.5).

Confidential ethics lines in all geographies

[See page 98](#)



GOAL 17: PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT

We support local government by entering into effective PPPs (SDG 17.17).

Alleviating patient backlogs in public hospitals

[See page 88](#)

OUR APPROACH TO SUSTAINABILITY

SUSTAINABILITY MODEL



CONSERVE

Minimising environmental impact

Focus areas

Operations

Commitments

Carbon neutrality
Zero waste to landfill

How it delivers for our strategic goals

Strengthen the core

A planet positive business improves our operational performance so we can continue to provide our trusted expertise



CONNECT

Building stakeholders' trust

Employee experience, suppliers, communities

At least 40% male and 40% female in senior leadership
Training of future healthcare professionals
Implementation of circular economies where feasible
CSI

Strengthen the core

Development opportunities unlock the potential of our people and leadership to create a high-performance culture

Focus on care

Engaged and empowered employees achieve the highest standards for our clients

Develop service differentiation and personalisation

A supportive, inclusive culture brings together change-makers across the Company to drive innovation



COMPLY

Focus on being an ethical and responsible corporate citizen

Information assets

Responsible use of technology and data

Develop service differentiation and personalisation

Our clients trust us to provide new health insights through our use of data and technology for personalised and preemptive care



OUR APPROACH TO SUSTAINABILITY




OUR FOCUS AREAS




DETERMINING WHAT MATTERS MOST

Every three years we reconsider our sustainability issues and determine the top priorities – those issues that directly affect our ability to make a difference to the business and our stakeholders. Should changes be required within the three-year cycle, they are referred to the Group Executive Committee and ESG Committee for approval. Annually, management reviews the focus areas to ensure our initiatives target the most significant sustainable development matters. The assessment is informed by the following considerations:

- **Relevance** – Are our prior-year sustainability focus areas still relevant?
- **Risk** – Which ESG impacts/risks can we influence or control, taking into account the views of stakeholders?
- **Resources** – How dependent are we on the six capitals (financial, manufactured, human, intellectual, social and relationship, and natural), as identified by the International Integrated Reporting Framework?
- **Reference** – What guidance do the GRI Standards and the Sustainability Accounting Standards Board's materiality map for healthcare provide on determining sustainability issues?
- **Requirements** – What are the developments in non-financial reporting, sustainability megatrends and global initiatives such as the UN Global Compact Principles and the 17 UN SDGs?

 See page 59 for more on our SDG contributions

We have identified priority issues that are fundamental to our Group Sustainable Development Strategy, with a particular focus on waste management, carbon emissions and the protection of information assets. While the other material issues are not considered as pressing, they remain an essential part of our sustainability activities.

 Minimising environmental impact	 Building stakeholders' trust	 Being an ethical and responsible corporate citizen
<ol style="list-style-type: none"> Biodiversity Carbon emissions Climate change Energy efficiency Environmental management system ('EMS') Waste management Water use 	<ol style="list-style-type: none"> Client value proposition CSI Employee experience Human rights Supply chain 	<ol style="list-style-type: none"> Anti-corruption Ethics Healthcare infrastructure Protection of information assets



CONSERVE

MINIMISING ENVIRONMENTAL IMPACT

Preserving the health of the planet is essential to help our clients lead healthier lives, reduce costs and risks, and protect the wellbeing of our communities. We continuously consider technology and update our practices to become a carbon-neutral organisation.

THE YEAR IN GROUP NUMBERS¹

Total Scope 1 & 2 CO₂ emissions in tonnes (t)

182 898 ▼
(CY22: 205 281)

Total energy consumption in gigajoules (GJ)³

1 343 776 ▲
(CY22: 1 327 553)

Total water usage in megalitres (ML)²

1 731 ▲
(CY22: 1 721)

Total waste to landfill in tonnes (t)

3 663 ▼
(CY22: 6 000)

During the reporting period, there were no incidents of significant non-compliance with any applicable environmental legislation, regulations, accepted standards or codes, with no fines imposed.

Notes

¹ Data reported in line with the 2024 Carbon Footprint Report and succeeds the data provided in the **2023 Corporate Profile**. We report on the data of the geographic regions in which we operate.

² Water meters were installed at all hospitals in the UAE in CY23, which resulted in more accurate readings. This contributed to an increase in the figures for water consumption for the Middle East and the Group. Previously, invoices from landlords or local authorities were used for reporting.

³ Increase in total energy consumption attributable to an increase in diesel consumption in Southern Africa due to load shedding and an increase in mobile fuel consumed in the UAE.

CONSERVE

KEY DEVELOPMENTS IN 2023

- ✓ Awareness campaigns on energy reduction, water savings, waste minimisation and recycling in Southern Africa and the Middle East
- ✓ Approval of ZAR2.4bn investment to maximise on-site renewable energy generation and storage in Southern Africa
- ✓ Installation of eight photovoltaic ('PV') systems at hospitals in Southern Africa
- ✓ Concluded recycling contracts to increase plastic recycling in Switzerland
- ✓ Finalised our roadmap to reduce waste to landfill in the Middle East

RISKS TO THE BUSINESS

- Business interruptions
- Increased operational costs
- Reputational damage
- Impact of carbon tax and climate change legislation
- Fines and penalties

RISK MITIGATION

- Sustainable Development Strategy with the ambition to become carbon neutral and have zero waste to landfill
- Risk management process and systems of internal control embedded across the Group
- Implementation of policies governing risk management, sustainable development, the environment, health and safety, and waste management
- Implementation of Group major incidence response framework



ZAR2.4bn investment to maximise on-site renewable energy generation and storage in Southern Africa

CONSERVE

MINIMISING THE IMPACT OF CLIMATE CHANGE ON THE BUSINESS

Global warming poses a concrete risk to our operations, the environment and society, and we have a responsibility to reduce its impact. Responsible resource use can be a strategic advantage for Mediclinic, enabling us to contain operating costs and ensure ongoing access to water and energy supplies.

The collection of quality data is key to us implementing projects that counter climate change. We have made significant progress in capturing and storing environmental data across the Group. We report on the steps we take to identify and manage climate-related risks in the **2024 Manta Bidco Limited Annual Report** on pages 20–26.

BECOMING CARBON NEUTRAL

Our aim to achieve carbon-neutral status is supported by a sound strategy. Emission-reduction activities help save costs, secure energy supply and leave a healthy planet for posterity. We therefore invest in energy-efficient equipment and obtain renewable energy where possible.

The boundary for carbon neutrality covers Scope 1 and 2 emissions. Our strategy to eliminate Scope 2 emissions includes the use of renewable or clean energy, as well as reducing electricity use through behavioural change and energy-efficient technology.

Although we are moving forward, we acknowledge there is a long way to go, with critical elements still to be delivered.

CARBON EMISSIONS

Our divisions measure their carbon footprint using the GHG Protocol. These measurements cover:

- **Scope 1 emissions:** direct emissions from Mediclinic-owned or -controlled equipment (stationary fuels, fugitive gases, medical gases and mobile fuels).
- **Scope 2 emissions:** indirect emissions from purchased electricity, heating and cooling.
- **Scope 3 emissions:** emissions resulting from indirect activities (purchased goods and services, employee commuting, business travel, electricity transmission and distribution losses, waste generated in operations and upstream leased assets).
- Non-Kyoto Protocol GHG emissions, such as from Freon, which is used in air-conditioning and refrigerant equipment.

ANAESTHETIC GASES

During 2023, our operations in the Middle East reduced the total carbon emissions from anaesthetic agents by 26% compared with the previous year, without any harm to our patients. Moreover, no Desflurane was used at all. In Southern Africa, the use of Desflurane decreased by 14% while total carbon emissions from anaesthetic gases decreased by 12%. Control strategies include elimination, substitution, engineering control, gas capturing technologies (under investigation), ultrasonic leak testing, administrative controls, and education and awareness. Currently, no immediate action is required in Switzerland due to the use of less-harmful gases.



CONSERVE

ENERGY CONSUMPTION

Electricity is the largest contributor to our carbon footprint. Healthcare facilities require significant energy with medical equipment and air-filtration and -conditioning units running continuously in our hospitals. To reduce energy use, we are focusing on improved operational efficiency of technical installations, the introduction of various new energy-efficient and renewable technologies, and behavioural change.

The main sources of direct energy are diesel, fuel oil, motor gasoline, liquefied petroleum gas ('LPG') and natural gas. Indirect energy sources refer to renewable and purchased electricity.

Panorama Hospital



SWITCHING MEANS OF ENERGY

90%

of total electricity consumed in Switzerland comes from hydroelectricity



29

hospitals in Southern Africa use PV panels to harness solar power

50 700Mwh

of clean energy procured in the Middle East



Getting more from the sun

In Southern Africa and the Middle East, where sunshine is ample, we already use PV systems for renewable energy. But the sun's thermal energy can also be put to use. Hybrid solar panels, also known as PV/T systems, capture solar radiation for both electricity and heat, not only powering equipment but also supplying heating and hot water. During 2023, these were installed at one hospital in the Middle East. In 2024, we plan the deployment of hybrid panels at two hospitals in Southern Africa and two in the Middle East.

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> Purchased electricity from European hydroelectricity¹ for all hospitals and the Corporate Office All hospitals registered as CO₂-reduced businesses and monitored annually by the Energy Agency of the Swiss Private Sector Induction cooktops for reduced energy use 	<ul style="list-style-type: none"> Agreement to purchase renewable energy, with two facilities initially Renewable energy through PV systems Solar panels for water heating 	<ul style="list-style-type: none"> Purchased clean energy for all facilities in Abu Dhabi PV installation at two clinics and one hospital PV-thermal ('PV/T') installation at one hospital
<p>Note</p> <p>¹ In Switzerland, our market-based hydroelectricity emissions are assumed to be zero, with a Certificate of Origin to support this assumption.</p>		

To reduce energy use, we are focusing on improved operational efficiency of technical installations.

CONSERVE

HAVING ZERO WASTE TO LANDFILL

Our Group Waste Management Policy outlines our objectives to refuse, reduce, reuse, recycle and recover. We follow stringent protocols to ensure waste management within the Group complies with all applicable legislation and regulations. During the 2023 calendar year, there were no incidents at our facilities or offices leading to significant spills.

TOWARDS A WORLD WITHOUT WASTE

Our allies: Clients | Communities | Employees | Government | Medical practitioners | Non-governmental organisations ('NGOs') | Partners | Suppliers



WHAT

Rethink 

Employing circular economies to prevent waste

Refuse 

Stopping waste at the source

Reduce 

Decreasing amount of waste produced

Reuse 

Giving items another lease on life

Recycle 

Collecting waste materials to be turned into new products

Recover 

Transforming waste into energy or a new substance

HOW

Suppliers refill empty chemical containers to keep packaging in play

Plastic straws removed from kitchens and coffee shops, single-use plastic bottles replaced with glass

Reusable crockery and cutlery for cafeteria, with discounts on hot drinks when refillable mugs are used

Redundant furniture and IT equipment redeployed

Collection of recyclable materials such as paper, cans, and unavoidable and uncontaminated plastics

Food waste is composted and turned into soil enhancer

2023

Suppliers across the Group supported refilling

Eliminated plastic bottles in non-clinical areas in the Middle East

1 900
paper cups diverted from waste at the Corporate Office in South Africa

67
laptops refurbished and donated to nursing students in Southern Africa

49
hospitals in Southern Africa and Corporate Office gained on-site sorting facilities for recycling

1 680kg
of food waste diverted from landfill in the first month of a pilot project at our Paarl Hospital in South Africa

CONSERVE

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> In-theatre projects to eliminate recyclable waste from healthcare risk waste ('HCRW') where possible HCRW transported by licensed companies and incinerated at waste stations Compactors for recycled paper 	<ul style="list-style-type: none"> Waste management companies contracted to address new recycling requirements HCRW transported and treated by licensed companies through autoclave sterilisation or incineration (anatomical waste) Newster technology¹ implemented at one hospital 	<ul style="list-style-type: none"> Improved waste management: taskforce, waste scales, on-site segregation trials HCRW, chemical waste handled by approved environmental service providers Waste compactors

Note

¹ Newster sterilisers use patented frictional heat treatment technology for the sustainable processing of HCRW.

UNLOCKING CIRCULAR ECONOMIES

Our Group Sustainable Development Strategy recognises the value of circular economies to reduce waste. Our procurement and environmental teams continuously engage with suppliers and other partners to keep products and materials in circulation.

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
EXISTING CIRCULAR APPROACHES		
<ul style="list-style-type: none"> Recycling of single-use medical devices at five hospitals Discarded material and equipment donated Food waste recovered for biogas production 	<ul style="list-style-type: none"> Aluminium foils from sterile packaging of single-use medical devices recycled Decommissioned linen and towels donated Off-site composting of food waste 	<ul style="list-style-type: none"> Aluminium foils from sterile packaging of single-use medical devices recycled Decommissioned uniforms donated Expired pharmaceuticals returned to suppliers

UNDER INVESTIGATION

- Energy generation from treatment of HCRW through frictional heating technology
- Hospital drop-off points for recycling of uniforms, e-waste
- On-site composting
- Collaborating with pharmaceutical suppliers on responsible packaging



50%

reduction in medical waste cost

Waste crusaders

At the 2023 International Hospital Federation Awards, Welcare Hospital, located in Dubai, won silver in the Green Hospitals category for its project on waste management. The team set out to achieve a 5% reduction in waste cost within one year through improved waste segregation, labelling, storage and transportation. By the end of the project, the team had reduced total medical waste cost by more than 50%.



Turning waste into bounty

Fruit and vegetable peels, tea bags and egg shells, food scraps and uneaten meals – traditionally, food waste ends up in landfill where it decomposes and produces methane, a potent GHG. In 2023, Paarl Hospital in South Africa started testing a better way. The hospital's food waste is diverted to a Food2050 composter, which uses aerobic technology to rapidly break down organic waste. Currently, the composter is operated by the local municipality and the resulting soil enhancer is used in the garden there. But if results from the pilot project are positive, soon Mediclinic grounds may benefit from on-site composters.



CONSERVE

OUR ENVIRONMENTAL MANAGEMENT SYSTEM

We align our environmental management procedures with international best practices and national legislation to provide assurance regarding the environmental quality, safety and reliability of our processes and services. We are implementing the ISO 14001:2015 EMS in all our hospitals of 60 beds or more, so we can more accurately manage our efforts.

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> EMS implementation on hold due to resource constraints All hospitals but one part of H+ programme for occupational health and safety ('OHS') 	<ul style="list-style-type: none"> 43 of 50 hospitals ISO 14001-certified by British Standards Institute Conducted ISO 14001 gap audits at 35 facilities, with average score of 83% compliance with EMS requirements 	<ul style="list-style-type: none"> EMS implementation in progress at five hospitals Annual environmental, health and safety audits at all facilities

PROTECTING BIODIVERSITY

Keeping ecosystems intact is an essential measure in limiting climate change. The ISO 14001:2015 EMS provides a clear understanding of how our activities impact biodiversity, enabling us to take corrective measures. For each new building project, we undertake an environmental impact assessment to determine whether a more comprehensive assessment is required. In 2023, no new building projects required an environmental impact assessment. None of our owned, leased and managed facilities are in, or adjacent to, protected areas or areas of high biodiversity value.

During 2023, the Swiss environmental team developed a biodiversity roadmap to ensure the protection of natural resources within their ambit. This roadmap involves preserving green areas through redesign, enhancing their ecological potential and maintaining them. The goals are to increase CO₂ absorption capacity, enlarge the amount of green space and grow the biodiversity index.

For each new building project, we undertake an environmental impact assessment to determine whether a more comprehensive assessment is required.

ONE TREE FOR EVERY BABY BORN
at Mediclinic Welcare Hospital in 2023



Tree of life

With the opening of the renovated Maternity Unit at Welcare Hospital in Dubai, we wanted to mark the occasion with a meaningful gesture. For every baby born from May to December 2023 in the revamped unit, we planted a tree to celebrate new life – our way of investing in a sustainable future for these little ones.



CONSERVE

USING AND REUSING WATER RESOURCES SUSTAINABLY


Good quality fresh water is essential for hygiene, quality care and IPC. Initiatives across Mediclinic support sustainable water use and we benefit from the expertise gained across our divisions as they address water-use challenges unique to each geography. To ensure constant improvement, we are benchmarking consumption and implementing water-saving strategies Group-wide.



85% of laundry water at Panorama Hospital recycled thanks to a recovery system

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> Operational water quantity and quality risk assessments in progress Water-flow limiters on taps, water-saving valves in toilets Water-efficient dishwashers 	<ul style="list-style-type: none"> Completed operational water quantity and quality risk assessments Bulk water storage facilities and greywater systems at certain hospitals Water-saving instruments in washers, washing machines and autoclaves 	<ul style="list-style-type: none"> Operational water quantity and quality risk assessments in progress Sensor taps in units Condensation water from CSSD autoclaves used for irrigation



Water-saving digital showers

How much water goes down the drain while waiting for the shower to reach the perfect temperature? In 2023, we launched a project to reduce water use when clients shower. The digital device controls water to the shower head so that it is the right temperature when it comes out, effectively saving all the water that would usually go to waste. This project is currently in the pilot phase at our Bloemfontein Hospital in South Africa.

Corporate Office




 See Mediclinic's CDP Water Security Disclosure Project report at www.mediclinic.com for more information



CONNECT

BUILDING STAKEHOLDERS' TRUST

Our employees, affiliated doctors, suppliers and industry partners form the foundation that enables us to offer our services to clients and communities.

THE YEAR IN GROUP NUMBERS

Female representation in senior and middle management roles¹

40.8% 
(FY23: 39.7%)

Contribution to CSI

\$7.6m 
(CY22: \$6.6m)

Note

¹ Disclosed on a financial-year basis.



CONNECT

We advanced gender diversity at senior management levels, exceeding the target.

KEY DEVELOPMENTS IN 2023

- ✓ Enhanced the employee value proposition in support of our employer brand through various attraction initiatives
- ✓ Expanded scarce skills talent pools
- ✓ Advanced gender diversity at senior management levels, exceeding the target, and progressed well towards the target for executive management level
- ✓ Achieved employment equity targets aligned with broad-based black economic empowerment ('B-BBEE') in Southern Africa
- ✓ Progressed well with the HR-related Emiratisation targets, aligned with the comprehensive Middle East Emiratisation strategy, through dedicated initiatives
- ✓ Continued our investment in the future workforce

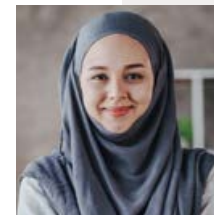
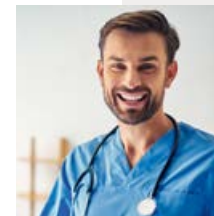
RISKS TO THE BUSINESS

- **Poor employee engagement and wellbeing**
- **Inability to recruit and retain quality healthcare practitioners to meet business demand due to global scarcity**
- **Ageing nursing workforce with decreasing entrants to profession**
- **Medical malpractice liability**
- **Reputational damage**
- **Inability to continue business due to inadequate supplies**



RISK MITIGATION

- Group Sustainable Development Strategy with social objectives
- Implementation of Mediclinic Diversity and Inclusion Strategy
- Attraction and retention initiatives aligned with divisional context to address nursing shortage
- Effective and consistent execution of employee experience action plans
- Extensive training and skills development programmes
- Group learning academy giving all employees access to leading learning content to support performance and career advancement
- Continued implementation of a Group learning architecture to support Group strategy
- Entrenchment of succession planning and development strategy towards identified key roles
- CSI initiatives monitored by senior management with feedback to ESG Committee
- Group Purchasing Organisation established to secure products at reduced prices
- Five-year Group procurement vision to optimise end-to-end supply chain performance



CONNECTING TO OUR PEOPLE

The exceptional talent and dedication of our employees enable our current and future success. Guided by our core values, their behaviour is what drives value and maintains our reputation of 'Expertise you can trust'.

We engage our employees through surveys, focus groups, conferences, performance reviews, formal recognition, employee wellbeing programmes and regular communication to build a workplace that is supportive, rewarding, safe and fair.

Guided by our core values, their behaviour is what drives value and maintains our reputation of 'Expertise you can trust'.

WHAT MATTERS TO THEM

- Employment opportunities
- Recognition and fair remuneration
- Flexible work arrangements
- An ethical, safe, fair and healthy working environment
- Career development and progression
- Optimal employee experience by being part of a diverse, productive team empowered by an inclusive environment

ADDRESSED THROUGH

- Recruitment and retention strategies
- Consistent support of employee experience initiatives
- Progress in diversity goals and an inclusive approach
- Commitment to employee wellbeing
- Consistent review of employee turnover and addressing where relevant



EMPLOYEE OVERVIEW

64%

of full-time employees across the Group involved in client care

\$173m

average total Group monthly employee benefit and contractor cost

AVERAGE TENURE ACROSS THE GROUP

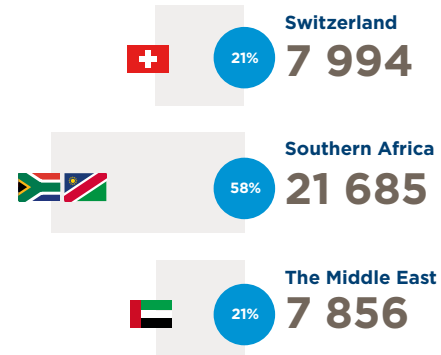


- < 5 years: 49%
- 5-14 years: 36%
- > 15 years: 15%

FULL-TIME EQUIVALENTS¹ ('FTE') PER GEOGRAPHY AT 31 MARCH 2024

Group

37 536



Note

¹ Number of full-time employees who could have been employed if reported number of hours worked by part-time employees had been worked by full-time employees instead.

CONNECTING TO OUR PEOPLE

RECRUITMENT

The healthcare industry has a very competitive employer market. We continuously monitor regional and global trends to anticipate any changes needed to our recruitment and selection approach. Our recruitment practices aim to attract scarce and critical skills through specific initiatives.



Our recruitment practices aim to attract scarce and critical skills through specific initiatives.

RETENTION

We optimise retention by providing opportunities for a diverse workforce to thrive and by creating an inclusive environment. Our retention strategies include employee wellbeing and investment in career growth and development through global learning frameworks and systems.

Exit interviews are conducted in a safe, non-threatening manner to help us gain valuable insight into patterns that exceed healthy turnover benchmarks.

MATERNITY AND PATERNITY LEAVE

Benefits to new parents are tailored according to local best practice and labour legislation, but include proactive consultations to prepare employees for the financial implication of their absence and continuous engagement during their leave to optimise post-leave retention.

TABLE 5: MATERNITY AND PATERNITY LEAVE

	MATERNITY LEAVE			PATERNITY LEAVE			CHILDCARE
	MONTHS	FULLY PAID	PARTIALLY PAID	DAYS	FULLY PAID	PARTIALLY PAID	
SWITZERLAND							
< 1 year's service	4		✓	10	✓		Own at two facilities and subsidised at others
> 1 year's service		✓					
SOUTHERN AFRICA ¹							
	4		✓	10	✓		Own at two facilities
THE MIDDLE EAST							
	2		For 11 working days	5	✓		n/a
		For 33 working days					

Note

¹ Ten weeks' leave for surrogacy or adoption on the same basis as maternity leave. Parental leave for fathers and same-sex partners.

TAKE A VIRTUAL TOUR INSIDE OUR THEATRE

Our Swiss division offers a peek behind the scenes in the operating theatre in an online tour. Samuel Seifert, Deputy Lead in Sourcing and Employer Branding, sheds light on the project, which is a creative approach to talent acquisition.

Q: HOW DID THE VIRTUAL TOUR OF THE OPERATING ROOM COME ABOUT?

Theatre and anaesthesia nurses are in great demand in Switzerland. Since there is a shortage worldwide, the competition for talent is fierce. With this employer project, we wanted to differentiate ourselves and give potential applicants an authentic insight into our working environment by using a new kind of storytelling and user experience. Ultimately, we also wanted to position ourselves in the market as a forward-focused company that is open to new technologies and approaches.

Q: WHAT WENT INTO CREATING THE TOUR?

All in all, the project took about four to five months to complete. For the filming, we engaged a specialised agency that had experience with 360-degree productions. We used our own nurses as actors, which we still think was a great decision. Everything was filmed in one weekend. We put a lot of work into the pre- and post-production, as well as testing on various devices, to ensure the tour was both entertaining and informative, and the user experience as smooth as possible.

Q: HOW DOES IT ENABLE RECRUITING?

During the virtual tour of the operating room, we tell prospective employees why they would want to work for us. There is a section focused on HR as well as a button for making contact via WhatsApp. The accompanying microsite provides candidates with further information about our working conditions and benefits. The experience is very firmly tailored to the target group and was developed with them in mind.

Q: WHAT WAS THE RESPONSE?

The virtual theatre tour was very well received by key stakeholders and was described as an innovative project, even by competitors. We also had a good response internally – it is a positive appreciation of our professionals and their work environment. In applications, candidates have mentioned the virtual experience, so we are hoping to hire many more people as a result of this initiative.



► <https://hirslanden-op.ch>



‘The accompanying microsite provides candidates with further information about our working conditions and benefits.’

Samuel Seifert, Deputy Lead in Sourcing and Employer Branding, Switzerland

CONNECTING TO OUR PEOPLE

REMUNERATION, REWARDS AND BENEFITS

Our employees are remunerated in a manner that supports employee retention, ensuring critical skills are protected.

In line with our value of high performance, we reward eligible employees for achieving strategic objectives through a combination of short- and long-term incentives, with additional benefits offered in line with local practices and regulatory compliance.

TABLE 6: BENEFITS OFFERED TO PERMANENT EMPLOYEES

	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Retirement fund ¹	✓	✓	n/a ²
Medical scheme, insurance	✓	✓	✓
Performance-related incentives and bonuses	✓	✓	✓
Nursing bonus for nursing staff and retention bonus for pharmacists ³	n/a	✓	n/a
Emirati Special Payment Scheme ⁴	n/a	n/a	✓
Flexi-time for qualifying employees	✓	✓	✓
Flexible leave benefit	✓	✓	n/a

Notes

¹ Includes life and disability insurance, funeral cover and pension-backed mortgage loans.

² Governed by legislation; death and disability cover offered.

³ Offered due to local skills shortage.

⁴ Offered to UAE nationals as incentive to attract and retain limited Emirati workforce.

Our employees are remunerated in a manner that supports our Group strategy and employee retention.



CONNECTING TO OUR PEOPLE



TRAINING AND DEVELOPMENT

Every team member's growth is valued and we are dedicated to providing accessible learning opportunities that can optimally enable employee performance and support career growth.

TRAINING

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
APPROXIMATE INVESTMENT¹		
<ul style="list-style-type: none"> • 5.5% of payroll (CY22: 5.6%), (2.3% of which is spent on nurse training) • 42 765 hours, equating to 4.2 hours/employee² (5 593 nurse learning hours) 	<ul style="list-style-type: none"> • 3.0% of payroll (CY22: 3.1%), (2.3% of which is spent on nurse training) • 327 840 hours³, equating to 20.6 hours/employee (300 779 nurse learning hours) 	<ul style="list-style-type: none"> • 0.5% of payroll (CY22: 0.6%), (1.3% of which is spent on nurse training) • 156 790 hours, equating to 2.2 hours/employee (88 873 nurse learning hours)
LEADERSHIP TRAINING		
<ul style="list-style-type: none"> • 406 leadership courses completed • 2 693 non-leadership courses on skill building, personal development completed 	<ul style="list-style-type: none"> • 46 students registered for Advanced Diploma in Health Services Management and Leadership • 128 students registered for Fundamentals in Health Services Management and Leadership • 175 students registered for Business Management learnerships 	<ul style="list-style-type: none"> • 11 patient admin team leaders completed mentorship programme • 208 nursing and allied professionals completed preceptorship programme

175 students registered for Business Management learnerships.

Notes

¹ Variation in percentage spend per division due to difference in training cost in each geography. In Southern Africa, training spend includes all costs related to the six registered nursing and paramedic learning centres.

² Excludes external training completed through the corporate learning academy.

³ Reflects time spent on employee development training, including knowledge, behaviour and skills.

CONNECTING TO OUR PEOPLE

The drive to be a future-focused skills-based organisation further supports the identification of talent for specific development opportunities.

HOW WE EMPOWER LEADERS



Academic interventions



Exposure to divisional and Group projects



Job rotations (also between divisions)



Stretch assignments



Strategic leadership dialogues



Mentoring and coaching



Online learning

Our management and leadership development processes will continue to evolve according to a standardised Group approach, with divisional nuances as needed to support specific contextual requirements.

PERFORMANCE MANAGEMENT

We prioritise conversations throughout the year, as well as manager and leader enablement, to optimise the quality of these conversations so individual and team performance contribute to organisational success. Measurable objectives are aligned with those of a function and, ultimately, a division, helping us achieve our Group strategic goals. Key stakeholder engagement ensures alignment with the business requirements while continuous improvement initiatives support business performance.

SUCCESSION PLANNING

With a standardised Group approach to the annual talent review process for key roles, we are able to monitor and actively address bench strength to support leadership continuity. Collaboration happens at Group and divisional level to ensure alignment and direct insight into divisional development opportunities that can support successor growth.

Talent pools for senior operational and clinical roles are supplemented through talent searches to ensure that no high-potential talent or top performers are overlooked in the process. The drive to be a future-focused skills-based organisation further supports the identification of talent for specific development opportunities.

The Group Talent Review Committee actively reviews the bench strength, development momentum and diversity of pipelines biannually to ensure the health of the succession management process.

LABOUR RELATIONS

All policies and procedures are maintained according to applicable local labour legislation. New employees are orientated on employment policies (i.e. misconduct, incapacity, and disciplinary and grievance procedures), which are also available internally.



CONNECTING TO OUR PEOPLE

EMPLOYEE EXPERIENCE

We believe creating a consistently positive employee experience contributes to improved clinical outcomes and increased patient safety, and is also central to becoming an employer of choice.

We encourage and enable continuous engagement across the entire organisation through various methods, including:

- employee experience initiatives and resultant action plans;
- training and performance optimisation;
- access to supporting resources such as interactive call centres;
- occupational health clinics and wellbeing programmes; and
- access to channels to report ethics concerns.

WELLBEING

We offer a wide variety of initiatives, services (on-site and off-site), and activities tailored to local considerations to address various aspects of employee wellbeing. Occupational health services are also provided and the health, safety and cleanliness of all our facilities adhere to health and safety policies and procedures aligned with national regulations.

REGIONAL INFORMATION

WELLBEING

	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Group wellbeing committee	<ul style="list-style-type: none"> • Group culture and values employee committee in charge of the My Care wellbeing programme • Healthy workspace committees in certain hospitals 	Committee for employment equity, skills development and employee wellbeing established at Corporate Office and at each locality	Responsible for all employees
Part-time work arrangements¹	✓	✓	✓
Remote work arrangements¹	✓	✓	✓
Purchase of additional leave	✓	✓	✓
Affordable, healthy on-site catering	✓	✓	✓
Free fitness facilities at some locations	✓	n/a	n/a
Occupational health services and primary care	Free online support for all employees	At most facilities	n/a
Family planning	n/a	Based on local government agreements	✓
Occupational health audits	✓	✓	✓
Wellbeing awareness drives and/or programmes	✓	✓	✓
Confidential counselling	Via ethics line	✓	✓
Free employee assistance helpline	✓	✓	n/a

Note

¹ Offered to qualifying employees.



3 561 flu vaccines administered in Southern Africa

A raft of **workplace safety initiatives** across the Group protect employees' physical and mental health. These range from physical measures like vaccines and N95 respirator fittings to e-learning tools for prevention of sexual harassment.

We take a multifaceted approach to support our employees and help them thrive in all aspects of life.

6 sessions for stress management training in the Middle East

In all our divisions, we run initiatives to bolster emotional wellness. In Switzerland, for example, a **diversity and inclusion campaign** assured our employees that they are valued and welcomed for their unique characteristics. We encouraged our people to share their personal inclusion moments and to wear solidarity ribbons.

18 wellness days spotlighting key issues in Southern Africa

We promote the healthy behaviour needed for sustained energy and vigour through a variety of programmes. The **Sleeptember awareness campaign** in Switzerland, for instance, highlighted the importance of good quality sleep for physical wellbeing. Employees could get their pressing questions answered in a webinar with a sleep expert.

23 000kg of CO₂ saved in Swiss Bike to Work challenge

Our care for the environment goes hand-in-hand with building better communities. In 2023, we partnered with NGOs and universities in the Middle East for **sustainability events** like beach clean-ups and tree planting. For Earth Hour, several of our UAE facilities switched off non-essential lights to symbolise our commitment to the planet.

6 chat room sessions with financial service providers in Southern Africa

Since money worries are distracting and prolonged stress can result in various health issues, we arranged for **financial experts to provide insight**. During these chat rooms sessions held in Southern Africa, they unpacked important topics like budgeting, retirement and wills.

527 395 learning hours across the Group

The **Mediclinic Academy** is a central hub where all our employees can access resources for self-development, both professionally and personally. It combines online courses from LinkedIn Learning with in-house modules, quality circle discussions, coaching and more.



CONNECTING TO OUR PEOPLE

REGIONAL INFORMATION

SAFETY

	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Health and safety governance	<ul style="list-style-type: none"> • Divisional safety, health and environmental ('SHE') committee • SHE committees at facility level and Corporate Office • Regular internal and external audits and quality control by Swiss Association for Quality and Management Systems and H+ Swiss Hospitals 	SHE committees at facility level and Corporate Office	<ul style="list-style-type: none"> • Divisional SHE committee • SHE committees at facility level and Corporate Office
Sharps injury management and safety procedures	✓	✓	✓
Supplier compliance	Mandatory consideration for vendor selection and evaluation		
Inspections	Planned and unplanned visits by authorities	Planned and unplanned visits by authorities (Department of Labour, Department of Health and Office of Healthcare Standards Compliance) evaluate OHS at facilities	Annual licensing by authorities subject to inspection
Audits	📄 See Independent assurance on page 101		

TUBERCULOSIS AND HIV/AIDS

We offer HIV/Aids diagnosis and support to affected employees in accordance with local regulations.

Our recruitment policies conform to local legislation. In Switzerland and Southern Africa, the HIV/Aids status of new recruits is not considered during appointment; in the UAE, foreigners planning to work in the country are tested for tuberculosis and HIV/Aids as part of the visa application process (and thereafter every two years).

Southern Africa has high prevalence and risk relating to tuberculosis and HIV/Aids, warranting additional initiatives. Policies address IPC measures, diagnosis and support. An HIV/Aids programme offers:

- education and awareness campaigns;
- voluntary counselling and testing;
- early intervention for reported exposure;
- treatment and monitoring; and
- continuous support.

Access to antiretroviral drugs is managed as a PPP with the Department of Health and certain healthcare insurance companies and schemes.



CONNECTING TO OUR PEOPLE

DIVERSITY AND INCLUSION

Our dedication to diversity and inclusion is strongly endorsed by the organisation's leadership, and we allocate financial resources for the effective implementation of our long-term Diversity and Inclusion Strategy.

WHY DO WE EMBRACE IT?

Our employees are happier and more engaged, increasing performance and goal achievement.

We harness different perspectives and experiences to unlock problem-solving and innovation capabilities.

When our employees are engaged, they help attract talent, convincing potential applicants that we are an employer of choice.

AT ORGANISATIONAL LEVEL

Over the past year, leadership actively monitored progress on gender diversity at senior management level. In this, we have uniform gender and generational focus areas across all geographies, supplemented by division-specific diversity priorities.



OUR TARGETS

GROUP

At least 40% female and at least 40% male representation at senior management level throughout the organisation. This target was exceeded (40.7%) during 2023, and new targets were set for female and ethnic representation at executive management level.

SOUTHERN AFRICA

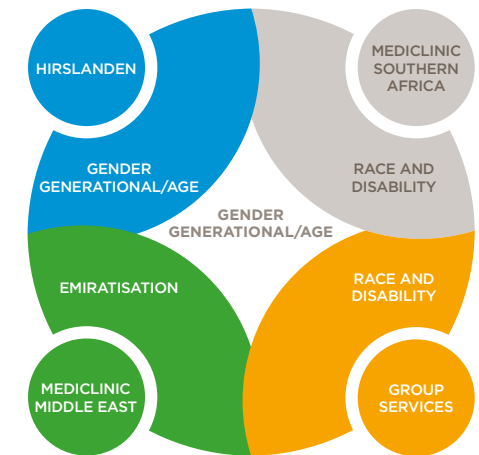
Racial representation aligned with B-BBEE employment equity targets per occupational level

THE MIDDLE EAST

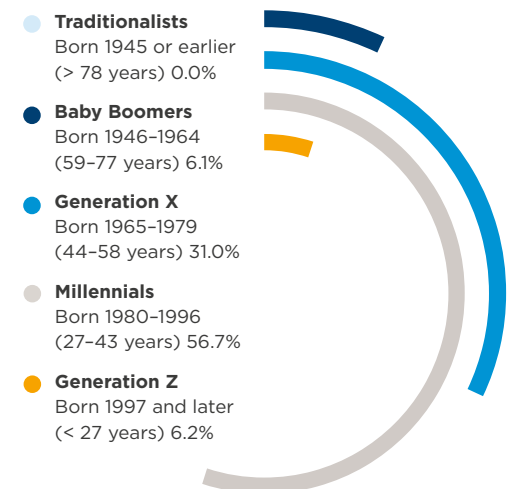
An Emiratisation target of 10% Emirati representation by 2026

2.8% increase in female representation at senior management and executive level since last year

FIGURE 3: DIVISIONAL DIVERSITY FOCUS AREAS



GROUP PERMANENT EMPLOYEE COMPOSITION BY GENERATION (AGE) AND GENDER (AT 31 DECEMBER 2023)



Female: 74.5% Male: 25.5%



BLAZING A PATH FOR WOMEN

Healthcare is intimately connected with women and it holds true at Mediclinic too: more than 70% of our employees are female. We want these women to bring their skills to bear on every aspect of the organisation and at every level. In the past year, women have banded together to promote mentorship and career growth.

WOMEN IN SURGERY INITIATIVE

When Dr Valentina Giaccaglia moved to the UAE eight years ago, she was impressed by the prominence of women in medicine. In her native Italy, she had been the only female resident during her training. Intimidation and sexual harassment were not uncommon at the time.

But at City Hospital in Dubai, where she is now the Head of Surgery, women hold several senior positions, among them as the hospital's Chief of Staff and various department heads. 'We network during multidisciplinary meetings. The one for pelvic floor issues is particularly nice because we are only ladies on board. Surgeons, physiotherapists, gynaecologists and radiologists – all women!'

Dr Valentina Giaccaglia

Valentina started the Women in Surgery Initiative with the goal of providing support, mentoring and training in the UAE, especially to women coming up through the ranks. 'The idea is to create a new generation of female surgeons who are able to deal with everything that comes their way,' she says.

For the initiative's inaugural meeting in June 2023, she gathered a panel of high-profile female surgeons: Dr Muna Tahlak, CEO of the public Latifa Hospital and the first Emirati woman to specialise in obstetrics and gynaecology; Dr Sara Al Bastaki, President and Founder of the Emirates Society of Colon and Rectal Surgery; Dr Noura Al Qassimi, President of the Emirates Society of Ophthalmology; and Dr Nahla Al Mansoori, Board Member of the Emirates Plastic Surgery Society.

They shared their challenges, like balancing family and career, but also their success stories. The gathering, which was hosted by City Hospital, drew 80 women, offering medical students and up-and-coming surgeons the chance to network with established professionals. Since then, the Women in Surgery WhatsApp group has grown to 95 members.



Advancing women at all levels in the workplace is vital for building a more equitable, representative workforce.

Several high-profile female surgeons joined Dr Valentina Giaccaglia (far right) at the first meeting of the Women in Surgery Initiative.

Based on the overwhelmingly positive response, Valentina hopes to organise a fully fledged congress with international speakers. There is still work that needs to be done. Although our Middle East division boasts two female orthopaedic surgeons, the specialisation remains dominated by men.

‘Female medical students are looking for role models, they crave connection with other women who are excelling in surgery. The impression they get from some male professors is that the field is too difficult, that they should opt for other specialties like family medicine.

‘Do not even think about giving up surgery because you are a woman,’ she tells fourth-year medical students in her annual talk. While there are still some that discourage women, new voices say their sex could be an advantage rather than a hindrance. Research published in *JAMA Surgery* in October 2023 points to improved outcomes for patients treated by female surgeons, with reduced likelihood of readmission, among others.

Valentina puts it down to empathy. ‘When I was a young student, I was often criticised by my male peers for spending too much

time with patients. But this has actually been my biggest strength throughout my career.’

WOMEN ADVANCEMENT NETWORK

‘There are no people in a better position to effect change than the women whose lives and livelihoods are directly impacted by our decisions and policies as a business.’ So says Dr Natalie Hobbs, Care Coordination Development Specialist in Southern Africa and the head of the geography’s Woman Advancement Network. Launched in August 2023, during South Africa’s Women’s Month, the network seeks to empower women by providing an open forum for discussion as well as opportunities for training and development.

We know that advancing women at all levels in the workplace is vital for building a more equitable, representative workforce. The reality is that women remain underrepresented in the top echelons of business – a study by PWC of the top 100 companies on the South African stock exchange showed that just over a quarter of executive appointments between 2020 and 2022 were women. That is why, already in 2020, we set a target of at least 40% female representation at senior level.

To reach that goal, female employees must be empowered to throw their hat in the ring. ‘The most effective way to succeed is by learning from those who have gone before you – those who have charted a path for you,’ says Natalie. That is where the network comes in: it creates a space for women to have meaningful conversations on building healthcare careers and share perspectives on the type of support that will enable success.

Mediclinic is a global company with a large geographical footprint; however, we realised the value of starting small and growing this initiative from grassroots level from within our localities in South Africa. We invited all our employees to join the Women’s Advancement Network and conducted a survey for insight into the issues that move them. The survey results spoke to themes of mentorship, career progression, and the interplay between work and women’s physical and mental health.

The network was officially launched at Mediclinic’s Corporate Office on 16 August 2023, with members attending in person or via live virtual stream. Our keynote speaker, Joy-Marie Lawrence, a businesswoman and

board coach, inspired the audience to grow an inclusive and diverse network to benefit women working at all levels within Mediclinic.

‘Our vision is that the women within our organisation will find what they are looking for with the help of their colleagues and the support of leadership. Opportunities to grow, opportunities to learn and opportunities to share,’ says Gale Shabangu, Chief Transformation Officer for Southern Africa.

Female employees in the region have several impressive women to look to for inspiration, like Dr Melanie Stander, General Manager Clinical Services, and Dr Lindsay Petersen, who heads up Mediclinic Precise in Southern Africa. In 2023, Humsha Ramgobin, the division’s Chief Human Resources Officer, took on the role for the entire Group. With the support of the Women Advancement Network, we look forward to several more women joining them.

From left: Dr Natalie Hobbs, Joy-Marie Lawrence, Hema Jeaven Makan and Gale Shabangu at the launch of the Women Advancement Network.



CONNECTING TO OUR PEOPLE



Equal pay for equal work and work of equal value

An equal pay analysis across the Group showed that there are no inexplicable differences between employees performing the same job at the same job level. The analysis demonstrated that at Mediclinic, men and women receive equal pay for equal work.

TRANSFORMATION (SOUTH AFRICA)

In South Africa, we demonstrate our commitment to a transformation strategy that delivers benefits beyond mere compliance by aligning our efforts in a transparent and deliberate manner with our values and the national priority for transformation. Practical contributions are led by the divisional executive committee, with transformation champions across the business.

TABLE 7: SUMMARISED EMPLOYMENT EQUITY REPORT TOTALS¹

	MALE				FEMALE				FOREIGN NATIONALS		
Occupational level	A ²	C ²	I ²	W ²	A ²	C ²	I ²	W ²	Male	Female	Total
Top management	0	1	1	9	1	0	1	2	0	0	15
Senior management	2	3	3	35	2	0	0	12	0	0	57
Professionally qualified and experienced specialists and mid-management	36	53	18	165	58	64	31	260	5	5	695
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	473	177	43	247	2 399	951	230	1 910	113	150	6 693
Semi-skilled and discretionary decision-making	960	409	57	184	4 171	1 208	146	692	5	16	7 848
Unskilled and defined decision-making	99	43	5	14	58	34	11	3	3	0	270
Total permanent employees	1 570	686	127	654	6 689	2 257	419	2 879	126	171	15 578

Notes

¹ In respect of all South African employees, encompassing Mediclinic Group Services, Medical Innovations and Mediclinic Southern Africa (including the wholly owned subsidiary ER24).

² A = African, C = Coloured, I = Indian, W = White.

PERCENTAGE OF BLACK EMPLOYEES

Percentage of black employees
75.4%
(CY22: 73.1%)

Percentage of black employees in management positions
61.0%
(CY22: 57%)

In this geography, diversity and inclusion fuels our performance in areas of B-BBEE. It also drives our approach to enhance access to quality healthcare and collaborate with other stakeholders to achieve this goal. We are dedicated to improving our Level 4 B-BBEE compliance. In the past year, we have seen improvements across the elements, most notably in management control and preferential procurement.

Mediclinic Southern Africa's one-year Employment Equity Plan was approved for 2024.

CONNECTING TO OUR PEOPLE



EMIRATISATION (THE UAE)

To grow the Emirati workforce in the healthcare sector, the UAE Government has made a concerted effort, in collaboration with healthcare providers, to nurture students for future roles. In alignment with this governmental initiative, we have committed to supporting the development of 150 students, who will be gradually integrated into our employee base over the next 12 months.

While these students will not immediately join the workforce in 2024, they will receive financial support through stipend contracts and will undergo assigned work placements within our Middle East division. In addition to this focus on nurturing Emirati students, we are also intensifying our efforts to retain the existing 400 Emirati employees, ensuring the continuity of our diversity initiatives.

As part of its team of eight, our divisional executive committee in the Middle East has one Emirati who guides and leads our goals in this regard.

OUR TARGET FOR MEDICLINIC MIDDLE EAST

	CURRENT	5.32%
MAR 2026	TARGET	10%

PROGRESS CY23

- Developed outreach programmes
- Established and nurtured collaborative relations with governmental institutions
- Implemented retention strategies that include comprehensive wellbeing programme and management development opportunities

FOCUS AREAS CY24

- Leverage academic affiliations through targeted initiatives that support the development of clinical talent
- Drive the appointment of 150 Emirati students as part of strategic collaborative initiatives
- Continue stakeholder collaboration to address challenges in the attraction and retention of Emirati talent in the private sector
- Build on current career development plans for critical Emirati talent
- Evaluate the full employee journey to create a culture of enablement and empowerment



CONNECTING TO OUR COMMUNITIES

We care for our neighbours by acting responsibly in our operations and having a positive impact on their lives. Earning their trust plays an important part in the effectiveness of our business.

We help to build better communities by investing in social initiatives, providing training in healthcare careers and respecting human rights at every stage of the business journey.

WHAT MATTERS TO THEM

- Values
- Community development
- Employment opportunities
- Improved health outcomes

ADDRESSED THROUGH

- Future workforce training
- PPPs and joint ventures
- CSI initiatives
- Protection of human rights

CONNECTING TO OUR COMMUNITIES

FUTURE WORKFORCE

To secure healthcare for tomorrow, we actively invest in training opportunities for healthcare students and support of applicable studies.

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> Trained 1 085 students (CY22: 1 185) in several job functions, 164 as junior medical practitioners Awarded 66 internships Arranged events and seminars for clinical networks to exchange knowledge 	<ul style="list-style-type: none"> Awarded 43 bursaries for medical doctors doing specialist studies and nursing, pharmacy, clinical technology and paramedic students, with employment offered upon completion Training and Development function registered as a Private Higher Education Institution, with 67 students (CY22: 56) completing undergraduate programmes and four students (CY22: 13) completing the Advanced Diploma in Health Services Management and Leadership Funded 70 young people with disabilities to do learnership programmes at other institutions 	<ul style="list-style-type: none"> Trained 151 medical students as part of affiliation agreement with MBRU (CY22: 132) Placed 221 medical and allied health undergraduates (CY22: 243) Launched the Mediclinic Emirati Learning Academy with 32 UAE nationals trained in the Healthcare Administration and Pharmacy programmes



CONNECTING TO OUR COMMUNITIES

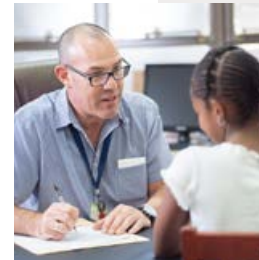
CORPORATE SOCIAL INVESTMENT

We contribute to the wellbeing of our communities by investing in sustained initiatives that address socio-economic issues. CSI activities are structured around the improvement of healthcare through training and education, sponsorships, donations, employee volunteerism, PPPs and joint ventures.

CSI focus areas are determined per geography to address the needs of the specific region.

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> Spent CHF3.1m (CY22: CHF3.0m), which includes: <ul style="list-style-type: none"> Medical partnership with sporting teams and events Support of civil society initiatives and community events Non-profit partnerships Support of Quality of Life Foundation in promoting and funding medical research 	<ul style="list-style-type: none"> Spent ZAR74.25m (CY22: ZAR55m), which includes: <ul style="list-style-type: none"> Furniture and equipment donation Emergency medical services and transport for indigent patients by subsidiary ER24 380 <i>pro bono</i> surgeries to reduce surgical backlog in state facilities 	<ul style="list-style-type: none"> Spent AED308 000 (CY22: AED381 000), which includes: <ul style="list-style-type: none"> Sponsorship of office space for the Emirates Cancer Society Support of local schools for children with special needs Donation of medical equipment to the Pakistani Association in Dubai and two procedures for members in need



MAKING A DIFFERENCE


ZAR10.9m
in *pro bono* operations

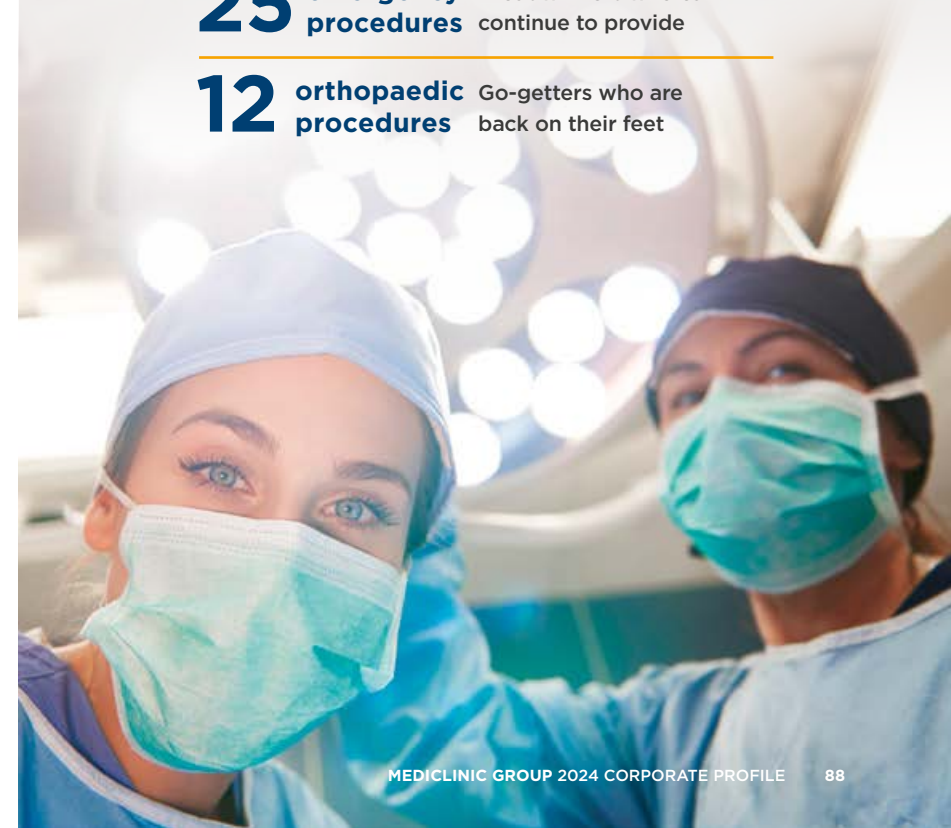
In 2023, sponsored procedures in Southern Africa enhanced life for several people, among them:

113 **cataract operations** Grandparents who are able to see their grandchildren

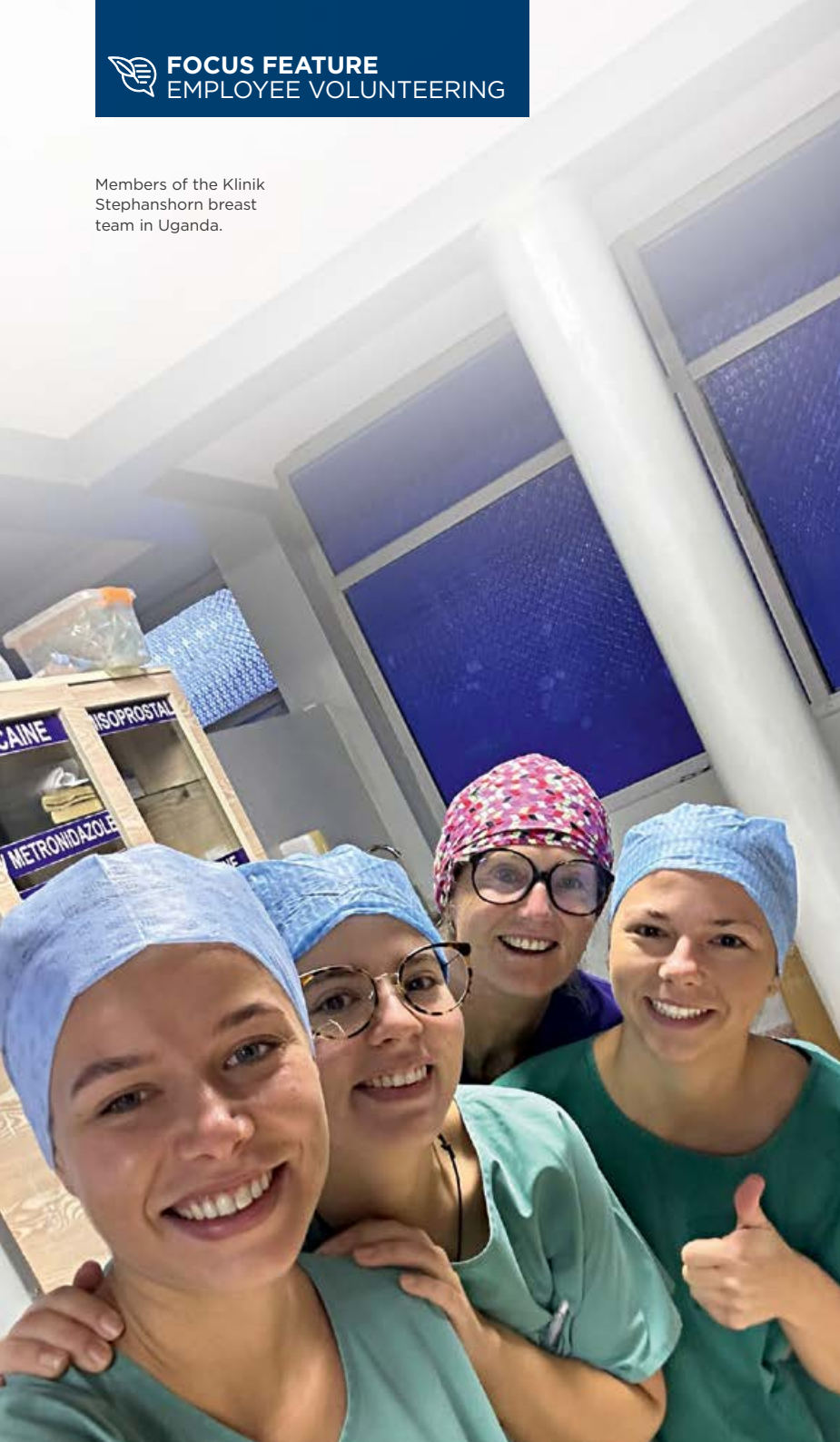
4 **cleft palate procedures** Children who have reason to smile

25 **emergency procedures** Breadwinners who can continue to provide

12 **orthopaedic procedures** Go-getters who are back on their feet



Members of the Klinik
Stephanshorn breast
team in Uganda.



HEARTS THAT BEAT FOR OTHERS

A desire to provide care – to make life better for others – is what moves people to join Mediclinic. In 2023, employees dedicated their own time and skills to improving life for other people. These three initiatives show that caring does not keep working hours.

BREAST SURGERY IN UGANDA

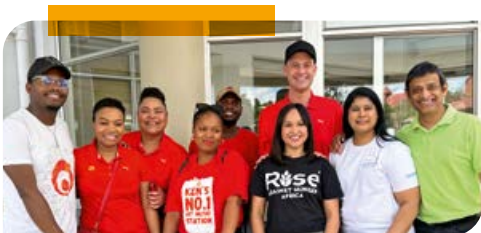
In 2023, the breast centre at Klinik Stephanshorn reached a significant milestone: a decade as centre certified by the Swiss Cancer League. To achieve this stamp of approval, centres must meet around 100 stringent quality criteria – achieving this certification for 10 years running is testament to the unstinting care provided at Klinik Stephanshorn. Astrid Bergundthal, the administrative lead for the breast centre, knew just how to commemorate the achievement in a meaningful way.

Astrid is one of the founders of Cheira, a Swiss NGO that provides medical and surgical assistance in Africa. Some years previously, Cheira had donated an ultrasound machine to a hospital in Uganda – Astrid proposed that members of the Stephanshorn breast team travel to Africa to show local doctors how to screen and treat women for breast cancer.

Along with Astrid, the team consisted of a surgeon and anaesthetist affiliated to Klinik Stephanshorn, two scrub nurses and an anaesthetic nurse. In October 2023, on the occasion of Breast Cancer Month, the close-knit team journeyed to remote Kisoga in the Ugandan countryside, where a crowd of women welcomed them. Although specialist treatment for breast cancer is available in the capital, Kampala, the distance and costs keep rural women from getting the help they need.

Over the course of several days, the team screened in the region of 80 women. In Switzerland, they would use a biopsy to determine if a mass is malignant, but there was no option to get quick, affordable pathology reports in Uganda. 'Fortunately, our doctor is extremely experienced and by using ultrasound he could say with a high degree of confidence whether a mass was cancer or not,' explains Astrid.

Ultimately, the team performed 23 operations to remove tumours. The conditions were very different from what they are used to: two basic operating rooms and rather ancient anaesthesia machines. But thanks to the experience built up over years working together, they could perform the procedures successfully. 'In Switzerland, we have access to all the latest technology and medicine.



Some of the motivated volunteers who packed meals for World Food Day at Pietermaritzburg Hospital.

In Uganda, we saw that with elementary equipment we could make a big difference,' she says.

Participants find that a mission such as this puts the day-to-day challenges at home into perspective. The volunteers say they have newfound appreciation for their working conditions and the high standards of healthcare they can deliver to our clients. For the Company, it is gratifying that employees connect on a personal level with our purpose to enhance the quality of life. For Astrid, the opportunity to do such meaningful work was an enriching experience. 'The happiness of the people when you bring them hope and healing is something we will not forget.'

WORLD FOOD DAY

At first glance it may look like a production line for meal packages as Mediclinic employees fill bags with rice, lentils and soy. But the initiative is so much more. It is a six-year-old who can concentrate in class because they had a proper meal. It is a parent who has hope for the future because their family is fed. And it is a team united in care for their community.

For World Food Day on 16 October 2023, our Pietermaritzburg Hospital in South Africa teamed up with Rise Against Hunger to package 50 000 nutritious meals. Each meal package can feed up to 12 adults or

20 children. Through a partnership with the regional radio station, East Coast Radio, we invited the community to nominate charities that would benefit from the meals.

The hospital has supported Rise Against Hunger since 2017, growing the number of meals 10-fold in that time. 'Many of our people want to make a difference in the lives of others. As it is not always possible for our own employees to donate cash, I encourage them to give an hour of their time,' says Reshnee Beekrum, who manages CSI for the hospital.

Mediclinic supplied the room and equipment while our employees lent their hands and generous spirit. Teams from emergency responder ER24 volunteered when not on shift or during lunch breaks – a chance to bond with their hospital colleagues. Motivated youngsters from local schools came to support the efforts too. A rotation register kept the production line moving while music kept the volunteers energised. East Coast Radio also joined for an hour, contributing to the positive vibe. 'Our target was to pack all the meals within eight hours – we did it in seven!' reports Reshnee.

In total, employees from eight of our hospitals in Southern Africa packed over 130 000 meals. Caring for our clients or caring for our community – it all comes down to fulfilling our purpose.

'Many of our people want to make a difference in the lives of others. I encourage them to give their time.'

Reshnee Beekrum, Pietermaritzburg Hospital

Medical practitioners of the breast centre at City Hospital with the accessories they make.



HANDCRAFTS FOR PATIENTS

Several times a year, doctors and nurses of the breast centre at City Hospital in Dubai set aside their scalpels and syringes to work with tools of a different sort: electric sewing machines. Their goal? To produce soft accessories that make life easier for their patients after surgery.

Following a mastectomy or breast reconstruction, a small tube is inserted to drain fluid from the surgical incision. Drains usually stay in place for a week or longer and the all-woman team noticed their patients felt self-conscious about carrying the bag that collects the fluid. 'We decided to give them a pretty pouch in which they can place the drain bag to carry with them wherever they go,' explains Dr Rabbia Khan, a surgeon with the breast cancer unit.

This discreet and attractive solution is just one of several handmade goodies. For patients undergoing chemotherapy, the

employee volunteers produce port cushions for use in the car. Since the seat belt crosses the body directly over the area where the port is implanted, the cushion acts as a protective buffer. Heart-shaped cushions are designed to be kept under the armpit in the wake of axillary surgery, offering support and preventing fluid from accumulating.

Yearly, volunteers gather to sew and share stories, bringing their own sewing machines and other tools. Our employees are frequently joined by their former patients, who lend a hand to help sisters in need. 'It brings us closer to our patients when we see cancer survivors coming and helping us to make these accessories. When they share their journey, it is an extraordinary feeling to know we are making a difference,' she says.

In 2023, the industrious crafters got together for three sewing sessions and produced in the region of 150 accessories for breast cancer patients. While Mediclinic supports the initiative by providing fabric, a venue and snacks for the sewing sessions, it is the compassion of our employees that fuels the production.

CONNECTING TO OUR SUPPLIERS

Expert, committed suppliers enable us to offer our high-quality healthcare services in a way that improves wellbeing for people and the planet. We understand the importance of partnerships in improving our value proposition and believe in transparency and fairness in our long-term relationships.

We collaborate with suppliers to not only ensure the quality and reliability of products, but to maintain our standards for sustainable sourcing and protecting human rights, ethics and the environment.

WHAT MATTERS TO THEM

- Equitable opportunities
- Fair negotiations
- Timeous payment

ADDRESSED THROUGH

- Optimised supply chain evolving from cost-driven to value-driven strategies
- E-procurement solution
- Supply Chain Management Philosophy

OPTIMISED SUPPLY CHAIN

REDUCING SUPPLY COSTS



Safety and control framework for procurement



Standardised procedures



Simplified interface for information management




Multistakeholder engagement model



CONNECTING TO OUR SUPPLIERS

We strive to do business with third parties who are socially and environmentally responsible and influence our suppliers and service providers to limit negative impacts.

 **98%** of procurement is done through local suppliers

Our Supply Chain Risk Management Policy, Procurement Philosophy and Code of Business Conduct and Ethics ('Ethics Code') provide a supplier selection framework that aligns with our purpose and culture while delivering high-quality products and services.


We strive to do business with third parties who are socially and environmentally responsible and influence our suppliers and service providers to limit negative impacts. By engaging suppliers that share our vision and commitment, we are making progress on our aim to have zero waste to landfill.

The Supply Chain Risk Management Policy outlines our vendor selection criteria, which covers legal requirements, sustainability expectations and information protection strategies, among others. Suppliers are reviewed during onboarding and regularly thereafter to ensure they comply with ISO 9000 and/or ISO 13485 quality management certification, relevant ISO certification of the products utilised, CE Medical Device Regulation certification¹ and/or certification by the FDA. Annually, we conduct desktop research checks and send due diligence questionnaires to a selection

of suppliers to confirm if they have ESG strategies or related policies in place. Results determine if further consultation is required.

The Swiss regulation on due diligence and transparency regarding minerals and metals from conflict areas and child labour, based on the Swiss Code of Obligations (Art.964j et seqq.) applicable from 1 January 2022, requires of companies, where there is a reasonable suspicion, to report on the potential for these risks and what they are doing to address them. We procure only manufactured products and do not import raw materials, particularly no minerals or materials containing tin, tantalum, tungsten or gold.

Centralised procurement prevents employees and medical practitioners from influencing decisions at hospital level. Employees involved in purchasing are bound by strict ethical principles and corporate policies on gifts and invitations to ensure impeccable standards of integrity. They provide annual declarations on conflict of interests, if any.

 [See the Mediclinic Supply Chain Management Philosophy at www.mediclinic.com for more information](https://www.mediclinic.com)



REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> Central logistics platform for daily distribution Cooperation with German SANA hospital buying group to strengthen negotiations 	<ul style="list-style-type: none"> Centralised and standardised procurement department Preferential procurement strategy based on supplier B-BBEE status 	<ul style="list-style-type: none"> Central logistics platform for daily distribution Development of retail pharmacy structure to include home deliveries

Note

¹ CE marking is a certification mark that indicates conformity with health, safety and environmental protection standards for products sold within the European Economic Area ('EEA'); also found on products sold outside the EEA that are manufactured in, or designed to be sold in, the EEA.

CONNECTING TO OUR STAKEHOLDERS

HUMAN RIGHTS

We are committed to conducting business in a manner that respects and promotes human rights and dignity in line with global standards, both in our workplace and our supply chain. We strive to meet this commitment through leadership, values and culture, training and monitoring of activities that may have a human rights impact. As set out in our Ethics Code, we undertake to:

- avoid and not contribute to any indirect adverse human rights impacts linked to our operations or services by our suppliers or other business relations;
- respect clients' rights, including but not limited to privacy, confidentiality, dignity, no discrimination, comprehensive health status and treatment information, a second opinion, access to medical records, self-determination and participation, refusal of treatment and the right to complain;
- value diversity and equal opportunities for all employees; and
- not tolerate any form of unfair discrimination.

We have ethics lines available for internal and external stakeholders to raise concerns in case of potential human rights violations. We considered the risk of child labour in our supply chain and, based on our on-site controls, concluded there are no reasonable grounds to suspect the use of child labour. During the year, there were no significant incidents of discrimination or violations involving rights of indigenous peoples in the Group.

MODERN SLAVERY AND HUMAN TRAFFICKING

The Mediclinic Modern Slavery and Human Trafficking Statement details the steps we have taken to prevent such abuses, including any direct form of forced labour or child labour in our business or indirectly through our supply chain.

➤ See the Mediclinic Modern Slavery and Human Trafficking Statement at www.mediclinic.com for more information

We have ethics lines available for internal and external stakeholders to raise concerns.



CONNECTING TO GOVERNMENTS AND AUTHORITIES

In our field, compliance with applicable laws and regulations is essential, so we engage at all levels of government as part of our normal business practice. Through collaborative partnerships, we enable state institutions to expand their care delivery. Our commitment to quality care, underpinned by sustainable development, supports governmental goals for healthcare, employment and the environment.

WHAT MATTERS TO THEM

- Adherence to healthcare legislation and regulations
- Participation in initiatives and collaboration on issues such as skills shortages and surgical backlogs
- Affordable access to quality healthcare

ADDRESSED THROUGH

- Regular meetings with the authorities
- PPPs to enable healthcare, training and research
- Participation in conferences and seminars
- Representation on industry bodies and government boards
- Engagement with senior country leaders



COMPLY

FOCUS ON BEING AN ETHICAL AND RESPONSIBLE CORPORATE CITIZEN

We endeavour to conduct business with transparency, honesty and integrity, applying sound governance and compliance principles across the Group to foster an ethical culture.

THE YEAR IN GROUP NUMBERS¹

Calls to ethics lines¹

178 

(CY22: 166)

Investment in equipment replacement and property upgrades²

\$155m 

(FY23: \$126m)

Investment in capital projects and new equipment²

\$158m 

(FY23: \$122m)

Expenditure on repair and maintenance²

\$87m 

(FY23: \$80m)

Our governance structures support an environment in which the Group's organisational values are embraced and lived daily by encouraging a culture of transparency and vigilance. The ESG legal landscape continues to evolve and we closely monitor regulatory developments to continually adapt our governance controls and business processes.

Notes

¹ Three high-priority cases were reported during the year. These were subsequently investigated and, after appropriate remedial action, closed.

² Capital expenditure was audited by external auditor PwC. Amounts are disclosed on a financial-year basis.

COMPLY

KEY DEVELOPMENTS IN 2023

- ✓ Expanded data privacy online learning programme to all divisions and corporate offices
- ✓ Conducted division-specific privacy compliance surveys to ensure adherence to key controls
- ✓ Implemented extended, comprehensive information security policies and controls, including an executive ransomware response ('ERR') plan
- ✓ Extensively tested ERR plan in conjunction with divisional business continuity plans
- ✓ Modernised the protection of endpoint devices
- ✓ Developed a contract clause library to ensure aligned contracting across the Group
- ✓ Implemented data leak/loss prevention controls and measures

RISKS TO THE BUSINESS

- Fines and possible prosecution
- Reputational damage
- Inability to continue business due to legal and regulatory non-compliance
- Financial damage caused by poor governance
- Cyber incidents
- Data privacy breaches
- Poor facility conditions

RISK MITIGATION

- Visible ethical leadership
- Regular fraud and ethics feedback to management and the Board
- Independent, confidential ethics lines
- Group Risk Management and Compliance, and Internal Audit functions
- Group policies governing business conduct, ethics, competition law compliance, risk management, data privacy and information security
- Data privacy awareness campaigns and e-learning
- Data protection impact assessments for all new initiatives involving personal information
- Key financial controls
- Planned facility maintenance and upgrades
- Facility audits

We expanded the online learning programme for data privacy to all divisions and corporate offices.



COMPLY

SUSTAINING EFFECTIVE AND TRANSPARENT GOVERNANCE

COMPANY POLICIES

We depend on the Group Corporate Governance Manual to ensure we do the right thing. The manual sets out the Group's governance framework and summarises related policies and procedures to support decision-making and ensure we comply with applicable legislation and regulations.

We have a range of policies that address ESG risks and we review these annually to ensure they remain appropriate. Group policies require approval from either the Group Executive Committee or the Board, with the divisional executive committees responsible for implementation.

Our Internal Audit function audits the implementation of selected policies annually to ensure compliance.

GOVERNANCE OF ADVERTISING

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> Adherence to applicable legislation and guidelines Communication and social media guidelines 	<ul style="list-style-type: none"> Adherence to applicable legislation and guidelines Communication and social media guidelines 	<ul style="list-style-type: none"> Healthcare advertising regulated by the UAE Ministry of Health in Dubai and the Department of Health in Abu Dhabi, with advertisements requiring prior approval Communication and social media guidelines

GROUP TAX STRATEGY

Our Tax Strategy outlines our commitment to comply with all relevant legislation, rules, regulations, and reporting and disclosure requirements, maintaining mutual trust and respect in our dealings at all times.

 See our Tax Strategy at www.mediclinic.com

COMPLIANCE WITH CONSUMER PROTECTION LAWS

We adhere to all applicable consumer protection legislation. No significant complaints or breaches were reported during the 2023 calendar year.

ANTI-COMPETITIVE BEHAVIOUR

We support and adhere to the competition and antitrust legislation applicable in the various countries where we operate. We conduct employee training and issue guidelines on competition issues as they apply across our local businesses. This guidance is reviewed and updated at least annually.

No legal action for anti-competitive, antitrust or similar conduct was instituted against Mediclinic during the year under review.



We have a range of policies that address ESG risks and we review these annually to ensure they remain appropriate.

COMPLY

PREVENTING BRIBERY, CORRUPTION AND CONFLICTS OF INTERESTS

We are committed to ethical standards, with our Ethics Code guiding our business conduct.

We have independent ethics lines for whistleblowers to report concerns confidentially and/or anonymously.

We conduct ethics campaigns across the Group to:

- keep our employees informed about unethical behaviour and forms of bribery and corruption;
- ensure they know what is expected of them; and
- explain how to report unacceptable behaviour.

Information on our ethics lines forms part of onboarding materials for all new recruits and suppliers.

The Group Anti-bribery Policy and Guidelines govern the offering of gifts, hospitality and entertainment, with vetting required.

In all our divisions, we conduct annual risk control self-assessments with employees in roles with significant potential for receiving or offering bribes. This not only ensures increased understanding of what is not condoned, but also provides guidance on appropriate conduct in case of a bribe being solicited.

👉 See our Ethics Code at www.mediclinic.com

We require employees to disclose any conflicts of interests and a selection of employees in management positions have to complete a conflict of interest form on an annual basis.

An AI working group serves as an oversight body for the responsible use of AI in the evolving digital landscape within our operations.

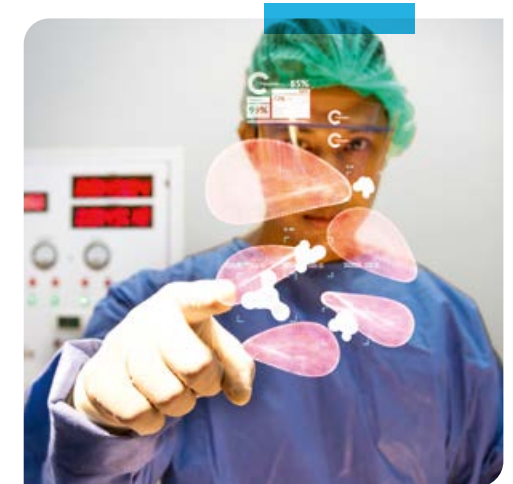
MAINTAINING HIGH-QUALITY HEALTHCARE INFRASTRUCTURE

To ensure the best overall experience for both clients and employees, we continuously invest in innovation and digital transformation, new equipment to expand and refurbish our facilities, replacement of existing equipment, and repair and maintenance of property and equipment.

Our facilities can be high-risk environments in which complex treatment processes are executed using sophisticated equipment and techniques. Independent accreditation ensures we adhere to international standards, thereby reducing the risk of harm.

ARTIFICIAL INTELLIGENCE

An AI working group serves as an oversight body for the responsible use of AI in the evolving digital landscape within our operations. This includes deep learning, generative AI and related technologies. Our aim is to ensure that solutions adhere to agreed ethical principles and values, and remain within legal boundaries.



COMPLY

PROTECTING INFORMATION ASSETS

We have an effective information security programme to protect our technology, information assets and users. Our operations span multiple geographies, necessitating an adequate international data network and Group approach to threat management.

Cyberattacks are an increasingly sophisticated and evolving danger to sensitive data. Attackers frequently employ new methods powered by social engineering and AI to circumvent traditional data security controls.

The responsibility to safeguard Mediclinic’s information assets rests with each of us. We have numerous initiatives for their protection, including a Group Information Security Shared Service Centre, an international standards-based Information Security Policy and Control Architecture, a constantly evolving cyber incident response plan, and a user awareness programme. We conduct regular external audits and vulnerability assessments.

Data plays a critical role in improving the lives of our clients and the healthcare professionals who treat them.

As we embrace new technologies and digitise the business further, we have also taken steps to enhance our security practices and culture by:

- implementing a Group-wide Information Security Management System;
- introducing security measures to address key risks; and
- instilling safe cyber behaviour through employee education.

DATA PRIVACY

Data plays a critical role in improving the lives of our clients and the healthcare professionals who treat them. Always looking for opportunities to improve, we recently concluded an extensive Group-wide data privacy project, which ensures compliance with all relevant data protection legislation in our countries of operation, including application of the European Union’s General Data Protection Regulation (‘GDPR’).

REGIONAL INFORMATION

	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Compliant with GDPR framework	✓	✓	✓
Compliant with local legislation	✓	✓	✓
Refined data breach incident management process	✓	✓	✓
Compulsory division-specific privacy training	✓	✓	✓

OTHER JURISDICTIONS

All our registered entities in other jurisdictions comply with relevant data privacy legislation as well as the principles of GDPR.



HEALTHCARE DATA IS CRITICAL

Mediclinic is responsible
for safekeeping of patients'
personal, sensitive data.
This is how we do it.

WHAT DO WE NEED TO SECURE?

- EHRs
- Telemedicine consultations
- Connected medical devices
- Computerised inventories
- Digital communication
- Smart building systems



LAYERS OF PROTECTION

**POLICY
MANAGEMENT**
E.G. SECURITY
ARCHITECTURE



**CRITICAL
ASSETS**

LAYERS OF PROTECTION

OPERATIONS
E.G. SECURITY
DASHBOARD



**MONITORING
& RESPONSE**



PERIMETER SECURITY
E.G. PERIMETER FIREWALL

NETWORK SECURITY
E.G. ACCESS CONTROL

ENDPOINT SECURITY
E.G. ANTIVIRUS SOFTWARE

APPLICATION SECURITY
E.G. VULNERABILITY ASSESSMENTS

DATA SECURITY
E.G. ENCRYPTION



Ongoing compulsory cybersecurity
training for all employees

TOP THREATS



Malware or ransomware



System or device
hacking



Phishing



Distributed
denial-of-service
(DDoS) attacks



Data theft

Taking action

**Advanced security
measures:** Multiple layers
of defence prevent and
detect cyberattacks.

Security audits: Regular
tests identify potential
weaknesses in our
perimeter defences.

Governance: Policies and
plans guide our behaviour
according to international
standards.



Employee education: Awareness
campaigns and training courses
ensure our people practise safe
cyber behaviour.











ASSURANCE

SUSTAINABILITY ASSURANCE

Our Internal Audit function verified a selection of the ESG data contained in this report. In this, it relies on the integrity of information received from the divisions and recalculates and confirms information contained in the data sources. The following data was verified:

- carbon emissions, energy usage, waste and water use;
- employee numbers, age, gender, training and turnover, as well as employment equity;
- CSI expenditure; and
- number of calls made to ethics lines.






INDEPENDENT ASSURANCE			
Assurance output		Processes assured	Provider/ Standard
B-BBEE verification		B-BBEE	Empowerlogic, accredited by South African National Accreditation System
Compliance with Abu Dhabi Occupational Health and Safety Management System ('OHSMS') and local OHSMS regulator standards in all Abu Dhabi hospitals		Abu Dhabi OHSMS framework	Abu Dhabi Public Health Center, Department of Health OHS standards



INDEPENDENT ASSURANCE			
Assurance output		Processes assured	Provider/ Standard
External carbon emissions assurance of all three divisions	   	Carbon emissions data and calculations	External Energy and Water Consultancy, ISO 14064-3
External carbon footprint calculation based on carbon emissions data of all three divisions	   	Carbon footprint calculation in accordance with the GHG Protocol	Carbon Calculated, GHG Protocol
ISO 14001:2015 external certification of 43 facilities	 	Environmental management system	British Standards Institute, accredited by UK Accreditation Service

ASSURANCE








CLINICAL ACCREDITATIONS, CERTIFICATIONS AND INITIATIVES














To provide the necessary independent assurance over the quality and reliability of our healthcare services, processes and facilities, we follow a combined assurance model with assurance between management, internal audit and external accreditation and certification.

ACCREDITATION			
COHSASA & INTERNATIONAL SOCIETY FOR QUALITY ASSURANCE IN HEALTHCARE ('ISQua')		COHSASA accredits all of our participating hospitals in Southern Africa. Accreditation assessments are based on detailed hospital standards and are validated by ISQua.	cohsasa.co.za
COLLEGE OF AMERICAN PATHOLOGISTS		In 2023, the laboratory at City Hospital in Dubai was reaccredited by the CAP, which evaluates the entire spectrum of laboratory test disciplines against the most scientifically rigorous customised requirements.	cap.org
EUROPEAN ASSOCIATION FOR THE STUDY OF OBESITY'S COLLABORATING CENTRES FOR OBESITY MANAGEMENT		EASO's Collaborating Centres for Obesity Management initiative is a network of accredited multidisciplinary treatment centres. Accreditation is in accordance with accepted European and academic guidelines. Parkview, City and Welcare hospitals are accredited specialised obesity management units.	easo.org/coms-2/
GENERAL CIVIL AVIATION AUTHORITY ('GCAA')		At the aviation medicine clinic of Airport Road Hospital and, as of 2023, Parkview Hospital, aeromedical specialists authorised by the GCAA perform medical exams for flight crew and airline personnel.	gcaa.gov.ae
JOINT ACCREDITATION COMMITTEE ISCT-EUROPE & EBMT		Accreditation body JACIE was founded by the European Organisation for Blood and Marrow Transplantation ('EBMT') and the International Society for Cell & Gene Therapy ('ISCT'), the two leading international scientific organisations in stem cell transplantation. Klinik Hirslanden, which has held JACIE accreditation since 2017, is the only private hospital in Switzerland to do so.	ebmt.org/accreditation/about-jacie

ACCREDITATION			
JOINT COMMISSION INTERNATIONAL		JCI is a leader in healthcare accreditation and the author and evaluator of rigorous international standards in quality and patient safety. Most of our facilities in the UAE are accredited. In addition, the diabetes clinical programme at Welcare Hospital, the acute coronary syndrome programme at City and Airport Road hospitals, and the breast cancer programme at City Hospital are accredited.	jointcommissioninternational.org
SURGICAL REVIEW CORPORATION		SRC is a non-profit, patient safety organisation that accredits the top hospitals and ambulatory surgical centres in the world. The fundamentals of an accreditation are intrinsic to the delivery of safe and effective patient care. The specialised bariatric unit at Airport Road Hospital was accredited as a CoE in 2020, and the specialised minimally invasive gynaecology surgery unit at Welcare Hospital in 2022. In 2023, Welcare Hospital received accreditation as a CoE in specialised prostate treatment while Al Ain Hospital received accreditation as a CoE for orthopaedic surgery.	surgicalreview.org

ASSURANCE

CERTIFICATION			
AMERICAN HEART ASSOCIATION/ MENA STROKE ORGANISATION		The American Heart Association Middle East and North Africa ('MENA') aims to increase the quality of stroke care in the MENA region by connecting all the components of acute care into a smoothly integrated system. City Hospital is a certified Comprehensive Stroke Centre.	menastroke.org
GERMAN CANCER SOCIETY		Certification by the German Cancer Society ('DKG') reassures patients of high-quality treatment. In addition to the certification by the Swiss Cancer League, six of our centres are certified according to the strict guidelines of the DKG: two breast cancer centres, three prostate cancer centres and one neuro-oncology centre.	krebsgesellschaft.de
ISO 9001:2015		This independent international certification shows the organisation meets world-class specifications for quality, safety and efficiency. All our participating Swiss hospitals are ISO 9001:2015-certified.	iso.org
ISO 13485:2016		Klinik Hirslanden and Klinik St. Anna meet the high requirements for the reprocessing of medical devices and are ISO 13485-certified.	iso.org
ISO 15189:2012		All laboratories operating within our hospital and clinic facilities are ISO 15189:2012-certified.	iso.org
SWISS CANCER LEAGUE & SWISS SOCIETY FOR SENIOLOGY		The Swiss Cancer League is a non-profit organisation with the aim of ensuring more people can be treated successfully. A cancer centre must meet about 100 criteria in order to pass external certification. All seven breast cancer centres within the Hirslanden Group are certified by the Swiss Cancer League.	krebsliga.ch
SWISS FEDERATION OF CLINICAL NEURO-SOCIETIES		SFCNS promotes collaboration between clinical neuro-societies in Switzerland to enhance interdisciplinary knowledge and overall impact of all its disciplines. The Stroke Centre at Klinik Hirslanden is certified by SFCNS.	sfcns.ch/portrait.html

INITIATIVES			
HIGH-RELIABILITY ORGANISATION		In 2022, we implemented the principles of an HRO through an agreement with JCI.	jointcommission international.org
IQM		IQM promotes further improvements in medicine through innovative and efficient procedures, thereby setting new standards in quality. In Switzerland, quality measurements using routine data are based on the Swiss Inpatient Quality Indicators (CH-IQI). Our Swiss division has been applying these quality management criteria since 2012.	initiative-qualitaetsmedizin.de
NET PROMOTER SCORE®	   	NPS® measures customer experience and predicts business growth.	netpromoter.com
PRESS GANEY®	   	Press Ganey® strengthens patient-provider relationships through real-time feedback and performance benchmarks, leveraging state-of-the-art survey methodology. All three divisions use the Press Ganey® platform to measure and report on inpatient experience.	pressganey.com
VERMONT OXFORD NETWORK	  	VON is a non-profit collaboration to improve neonatal care globally with data-driven quality improvement and research. Currently, 34 facilities in Southern Africa and six in the Middle East participate.	public.vtoxford.org

Key:  = Switzerland  = Southern Africa  = The Middle East

DATA SOURCES

RESTATEMENT NOTICE

During 2020, we centralised the compilation and reporting of our environmental data. In 2022, the decision was made to report per geography and not per division to align with other reporting requirements. The impact of this decision entails the inclusion of Mediclinic Group Services and Medical Innovations under Southern Africa.

MINIMISING ENVIRONMENTAL IMPACT

		CY23	CY22	CY21	CY20	CY19
CARBON EMISSIONS (tonnes CO ₂ e)						
Scope 1 & 2						
Group ¹	Total Scope 1 & 2	182 898	205 281	211 969	226 048	239 960
	Total Scope 1 & 2 tCO ₂ e/FTE	5.00	5.74	6.25	n/a	n/a
Switzerland	Scope 1: Direct emissions ²	5 868	7 303	6 670	4 780	5 232
	Scope 2: Indirect emissions from purchased electricity	794	745	646	595	562
	Total Scope 1 & 2	6 662	8 048	7 316	5 374	5 795
	Total Scope 1 & 2 tCO ₂ e/FTE	0.84	1.00	0.94	0.72	0.78
Southern Africa	Scope 1: Direct emissions ³	30 588	27 545	22 215	22 083	21 047
	Scope 2: Indirect emissions from purchased electricity	118 777	136 752	154 982	151 053	157 370
	Total Scope 1 & 2	149 365	164 297	177 197	173 136	178 417
	Total Scope 1 & 2 tCO ₂ e/FTE	7.06	8.04	9.32	10.96	11.25
The Middle East	Scope 1: Direct emissions ⁴	6 094	9 714	5 771	3 869	2 959
	Scope 2: Indirect emissions from purchased electricity	20 777	23 222	21 686	43 379	52 789
	Total Scope 1 & 2	26 871	32 936	27 456	47 248	55 748
	Total Scope 1 & 2 tCO ₂ e/FTE	3.58	4.48	3.86	6.97	9.76

		CY23	CY22	CY21	CY20	CY19
CARBON EMISSIONS (tonnes CO ₂ e)						
Scope 3 indirect emissions (from supply chain, business travel and waste removal)						
Group ⁵		117 128	72 768	59 585	54 278	58 978
Switzerland		7 742	7 365	5 809	143	219
Southern Africa		84 078	50 211	42 495	39 576	44 589
The Middle East		25 308	15 192	11 282	14 559	14 170
Non-Kyoto Protocol emissions (out of Scope emissions)						
Group		2 790	2 711	3 122	5 815	3 289
Switzerland		0	0	0	0	0
Southern Africa		1 500	1 563	2 292	3 180	1 233
The Middle East		1 290	1 148	830	2 635	2 056
DIRECT AND INDIRECT ENERGY CONSUMPTION (GJ)						
Total energy consumption						
Group	Total GJ	1 343 776 ⁶	1 327 553	1 284 086	1 188 023	n/a
	GJ/FTE	36.74	37.10	37.84	36.02	n/a
Switzerland	Total GJ	274 785	298 056	296 876	260 807	269 320
	GJ/FTE	34.74	37.28	38.00	35.09	n/a
Southern Africa	Total GJ	685 613	664 469	662 447	652 818	681 667
	GJ/FTE	32.41	32.53	34.84	35.05	n/a
The Middle East	Total GJ	383 378	365 027	324 764	271 656	266 989
	GJ/FTE	51.07	49.61	45.70	40.08	n/a

Notes

- ¹ Decrease in total Scope 1 and 2 emissions mainly due to a reduction in the grid electricity purchased in Southern Africa.
- ² Decrease in Scope 1 emissions due to a reduction in the fuel oil purchased. Bulk purchases were made in CY22 due to availability concerns.
- ³ Increase in Scope 1 emissions in Southern Africa due to increase in diesel consumption during load shedding.
- ⁴ Decrease in Scope 1 emissions due to a reduction in the procurement of diesel and LPG.
- ⁵ Increase in Scope 3 emissions due to an increase in business travel as well as well-to-tank emissions not previously included in the emission calculations.
- ⁶ Increase in total energy consumption attributable to an increase in diesel consumption in Southern Africa due to load shedding and an increase in mobile fuel consumed in the UAE.

DATA SOURCES

		CY23	CY22	CY21	CY20	CY19
DIRECT AND INDIRECT ENERGY CONSUMPTION (GJ)						
Direct energy produced						
Group		10 689	9 119	4 620	3 021	n/a
Switzerland ¹		1 544	2 993	3 063	1 584	n/a
Southern Africa		8 298	6 127	1 557	1 437	11 240
The Middle East		847	0	0	0	0
WATER USAGE						
Total water usage from utilities						
Group	kL ²	1 730 521	1 721 162	1 684 707	1 647 749	1 705 085
	kL/FTE	47.32	48.10	49.65	50.18	n/a
Switzerland	kL	350 370	354 175	344 500	366 648	367 898
	kL/FTE	44.29	44.29	44.09	49.33	n/a
Southern Africa	kL	1 062 190	1 079 496	1 086 815	1 029 058	1 093 002
	kL/FTE	50.21	52.68	57.16	55.25	n/a
The Middle East	kL ²	317 961	287 491	253 391	252 042	244 185
	kL/FTE	42.36	39.07	35.66	37.19	n/a

Notes

¹ Geothermal energy previously reported included an adjacent building to which we provide electricity.

² Water meters were installed at all hospitals in the UAE in CY23, which resulted in more accurate readings. This contributed to an increase in the figures for water consumption for the Middle East and the Group. Previously, invoices from landlords or local authorities were used for reporting.

³ No waste to landfill as all waste is incinerated.

⁴ Includes 2 062 tonnes of incinerated general waste.

		CY23	CY22	CY21	CY20	CY19
WASTE (tonnes)						
Total waste generated						
Group		14 038	16 566	17 843	14 276	n/a
Switzerland		3 482	4 000	4 043	1 371	n/a
Southern Africa		7 108	7 935	8 363	7 892	n/a
The Middle East		3 448	4 631	5 437	5 006	n/a
Healthcare risk waste						
Group		4 954	4 901	5 246	4 766	4 222
Switzerland		378	331	375	352	353
Southern Africa		3 510	3 606	3 741	3 438	3 120
The Middle East		1 066	964	1 130	976	750
Total waste to landfill						
Group		3 663	6 000	7 034	6 882	n/a
Switzerland ³		0	0	0	0	0
Southern Africa		1 564	2 596	3 034	3 094	2 964
The Middle East		2 099	3 404	4 000	3 781	n/a
Total waste diverted from landfill						
Group		5 421	5 665	5 563	2 629	2 484
Switzerland		3 104 ⁴	3 669	3 668	1 019	847
Southern Africa		2 034	1 733	1 588	1 360	1 386
The Middle East		283	262	307	249	251

DATA SOURCES

	CY23	CY22	CY21	CY20	CY19
WASTE (tonnes)					
Total waste recycled					
Group	2 420	2 106	1 994	1 914	1 892
Switzerland	669	569	485	595	417
Southern Africa	1 472	1 274	1 202	1 070	1 224
The Middle East	279	262	307	249	251
Organic waste recovered					
Group	938	863	879	714	592
Switzerland	373	404	493	424	430
Southern Africa	561	459	386	290	162
The Middle East	4	0	n/a	n/a	n/a
Total waste diverted from landfill (%)					
Group	38.6	34.2	31.1	13.4	n/a
Switzerland	89.2	91.7	90.7	43.4	n/a
Southern Africa	28.6	21.8	19.0	13.6	n/a
The Middle East	8.2	5.7	5.7	5.0	n/a

BUILDING STAKEHOLDERS' TRUST

	CY23	CY22	CY21	CY20	CY19	
EMPLOYEES						
Full-time equivalents ¹						
Group	36 377	36 063	33 683	33 530	33 508	
Hirslanden	8 049	8 208	7 996	7 815	8 303	
Mediclinic Southern Africa	20 317	20 075	18 230	18 497	19 053	
Mediclinic Middle East	7 843	7 619	7 321	7 071	6 152	
Mediclinic Group Services ²	168	160	136	147	n/a	
EMPLOYEE RETENTION						
New appointments vs terminations based on permanent employee turnover ³						
Group	Appointments	5 450	5 926	3 925	3 326	4 489
	Terminations	5 071	4 945	4 560	3 723	4 261
Switzerland ⁴	Appointments	1 626	1 845	1 578	1 675	1 653
	Terminations	1 878	1 851	1 638	1 450	1 733
Southern Africa	Appointments	2 513	2 615	1 340	834	1 971
	Terminations	2 124	2 005	2 086	1 694	1 736
The Middle East	Appointments	1 311	1 466	1 007	817	865
	Terminations	1 069	1 089	836	579	792

Notes

¹ Full-time equivalents ('FTE') is a metric that converts the total hours worked by part-time and full-time employees into the equivalent number of full-time workers based on a standard workweek.

² Some data not available as reporting on Mediclinic Group Services commenced only in CY19.

³ Employee retention has started to normalise after the significant impact of the COVID-19 pandemic in CY20, which resulted in fewer opportunities, economic uncertainty, widespread retrenchments and salary reductions.

⁴ Prior-year data excluded select French hospitals in Switzerland and, as such, is not comparable with CY21.

DATA SOURCES

		CY23	CY22	CY21	CY20	CY19
EMPLOYEE RETENTION						
Controllable employee turnover rate by age (%)						
Group	< 30 years	9.0	9.3	9.1	9.2	n/a
	30-50 years	6.1	5.9	6.2	5.8	n/a
	> 50 years	2.5	2.9	3.0	3.6	n/a
Switzerland ¹	< 30 years	7.2	8.9	8.3	12.1	15.6
	30-50 years	4.1	4.3	4.5	7.3	9.0
	> 50 years	2.8	3.6	2.7	5.7	8.3
Southern Africa	< 30 years	10.5	9.1	10.9	8.1	9.2
	30-50 years	6.8	6.2	7.2	6.0	8.0
	> 50 years	1.7	2.5	2.9	1.9	5.1
The Middle East	< 30 years	10.1	11.0	6.3	3.7	11.1
	30-50 years	6.5	7.0	5.8	4.5	7.1
	> 50 years	4.2	2.2	4.9	3.5	4.6

		CY23	CY22	CY21	CY20	CY19
EMPLOYEE RETENTION						
Return rate after maternity leave ²						
Group	Employees on maternity leave	1 253	1 251	1 269	1 327	1 356
Switzerland ⁵	Employees on maternity leave	345	371	352	349	343
	Employees returned to work	326	344	326	318	n/a
	Retention rate (%)	94.5	92.7	92.6	91.1	n/a
Southern Africa	Employees on maternity leave	588	589	668	744	748
	Employees returned to work	554	547	619	744	719
	Retention rate (%)	94.2	92.9	92.7	100	96
The Middle East	Employees on maternity leave	320	291	249	234	265
	Employees returned to work	286	269	225	233	250
	Retention rate (%)	89.4	92.4	90.4	99.6	94

Notes

¹ Prior-year calculations excluded select French hospitals in Switzerland. Their inclusion in CY21 impacted the retention rate and, as such, prior-year rates are not comparable with CY21.

² Data supplied for permanent employees.

³ Pre-CY20, approximately 34% of Hirslanden employees were not captured on the central HR system; as such, some data is not available or non-comparable with prior periods.

DATA SOURCES

		CY23	CY22	CY21	CY20	CY19
EMPLOYEE ENGAGEMENT						
Your Voice employee engagement survey participation rate (%) ¹						
Group		n/a	82	84	77	83
Hirslanden		n/a	62	69	65	71
Mediclinic Southern Africa		n/a	93	89	78	87
Mediclinic Middle East		n/a	88	91	94	94
Mediclinic Group Services ²		n/a	95	97	97	94
Your Voice employee engagement index (%)						
Group	Engaged ³	n/a	49	45	45	46
	Not engaged ⁴	n/a	42	44	45	44
	Actively disengaged ⁵	n/a	9	11	10	10
Hirslanden	Engaged ³	n/a	46	44	44	46
	Not engaged ⁴	n/a	46	48	48	46
	Actively disengaged ⁵	n/a	8	8	8	8
Mediclinic Southern Africa	Engaged ³	n/a	51	45	43	46
	Not engaged ⁴	n/a	40	43	45	44
	Actively disengaged ⁵	n/a	9	12	12	10
Mediclinic Middle East	Engaged ³	n/a	48	47	51	45
	Not engaged ⁴	n/a	41	42	40	45
	Actively disengaged ⁵	n/a	11	11	9	10
Mediclinic Group Services ²	Engaged ³	n/a	65	54	54	56
	Not engaged ⁴	n/a	29	40	41	38
	Actively disengaged ⁵	n/a	6	6	5	6
Your Voice employee engagement grand mean score (out of five)						
Group		n/a	4.05	3.98	3.98	3.99
Hirslanden		n/a	4.01	3.98	3.99	4.00
Mediclinic Southern Africa		n/a	4.07	3.96	3.93	3.97
Mediclinic Middle East		n/a	4.04	4.00	4.09	4.00
Mediclinic Group Services ²		n/a	4.33	4.23	4.20	4.21

		CY23	CY22	CY21	CY20	CY19
DIVERSITY AND INCLUSION						
Permanent employees by age (%)						
Group	< 30 years	13.0	13.6	13.9	14.6	16.2
	30-50 years	67.0	66.6	66.1	65.8	65.1
	> 50 years	20.0	19.8	19.9	19.6	18.7
Hirslanden	< 30 years	18.4	19.3	20.0	19.7	19.1
	30-50 years	54.9	54.4	53.7	53.9	55.1
	> 50 years	26.7	26.3	26.4	26.4	25.8
Mediclinic Southern Africa	< 30 years	11.1	12.1	12.3	13.9	16.6
	30-50 years	69.5	68.5	67.9	67.0	65.5
	> 50 years	19.4	19.4	19.8	19.1	17.9
Mediclinic Middle East	< 30 years	9.8	9.2	8.9	9.3	11.3
	30-50 years	77.7	78.9	80.1	79.9	78.4
	> 50 years	12.5	11.9	11.1	10.8	10.3
Mediclinic Group Services ²	< 30 years	6.7	5.6	10.2	8.4	n/a
	30-50 years	65.5	69.4	67.9	68.5	n/a
	> 50 years	27.9	25.0	21.9	23.1	n/a

Notes

¹ No engagement survey was undertaken during CY23 due to a change in service provider.

² Some data not available as reporting on Mediclinic Group Services commenced only in CY19.

³ 'Engaged' employees are loyal and psychologically committed to the organisation. Compared with other employees, they are more productive and more likely to stay with the organisation, and they consistently have their performance-related workplace needs met.

⁴ 'Not engaged' employees may be productive, but they are not psychologically committed. They have some of their performance-related workplace needs met, but many remain unmet.

⁵ 'Actively disengaged' employees are physically present, but psychologically absent. They are unhappy with their work situation, and most of their performance-related needs are not met.

DATA SOURCES

		CY23	CY22	CY21	CY20	CY19
DIVERSITY AND INCLUSION						
Permanent employees by generation ¹ (%)						
Group	Traditionalists	0.0	0.0	0.0	0.01	0.02
	Baby Boomers	6.1	7.4	8.9	10.2	11.2
	Generation X	31.0	32.2	33.5	34.5	34.9
	Generation Z	6.2	4.5	3.2	2.0	1.3
	Millennials	56.7	55.9	54.4	53.3	52.6
Hirslanden	Traditionalists	0.0	0.0	0.0	0.02	0.1
	Baby Boomers	8.9	10.6	12.3	14.3	11.2
	Generation X	34.4	34.9	35.0	35.3	34.9
	Generation Z	11.2	9.3	7.3	5.4	1.3
	Millennials	45.5	45.3	45.4	45.0	52.6
Mediclinic Southern Africa	Traditionalists	0.0	0.0	n/a	n/a	n/a
	Baby Boomers	5.8	7.2	8.8	9.9	10.5
	Generation X	31.4	32.8	34.6	35.4	35.6
	Generation Z	4.0	2.3	1.1	0.6	0.4
	Millennials	58.9	57.6	55.5	54.1	53.4
Mediclinic Middle East	Traditionalists	0.0	0.0	0.0	0.02	n/a
	Baby Boomers	3.1	3.6	4.3	5.2	5.9
	Generation X	25.5	26.8	28.9	30.7	31.8
	Generation Z	4.1	2.4	0.9	0.3	0.3
	Millennials	67.2	67.1	65.9	63.8	62.0
Mediclinic Group Services	Traditionalists	0.0	0.0	n/a	n/a	n/a
	Baby Boomers	7.3	7.5	8.1	8.4	n/a
	Generation X	50.9	52.5	50.7	53.8	n/a
	Generation Z	1.8	0.6	n/a	n/a	n/a
	Millennials	40.0	39.4	41.2	37.8	n/a

Notes

¹ Some data not available as reporting on generation commenced only in CY19.

² Some data not available as reporting on Mediclinic Group Services commenced only in CY19.

³ Excludes COVID-19-related fatalities.

⁴ Actual days lost expressed as a percentage of total days scheduled to be worked by the workforce during the reporting period.

⁵ Three high-priority cases were reported during the year. These were subsequently investigated and closed.

		CY23	CY22	CY21	CY20	CY19
DIVERSITY AND INCLUSION						
Permanent employees by gender (%)						
Group	Male	25.5	25.4	25.8	25.5	25.2
	Female	74.5	74.6	74.2	74.5	74.8
Hirslanden	Male	24.3	24.1	23.9	23.7	23.5
	Female	75.7	75.9	76.1	76.3	76.5
Mediclinic Southern Africa	Male	19.2	19.0	19.3	19.2	19.1
	Female	80.8	81.0	80.7	80.8	80.9
Mediclinic Middle East	Male	38.9	39.5	41.5	41.7	42.1
	Female	61.1	60.5	58.5	58.3	57.9
Mediclinic Group Services ²	Male	41.8	41.9	41.6	40.6	n/a
	Female	58.2	58.1	58.4	59.4	n/a
WELLBEING						
Work-related fatalities ³						
Group		0	0	0	0	0
Switzerland		0	0	0	0	0
Southern Africa		0	0	0	0	0
The Middle East		0	0	0	0	0
Absenteeism rate ⁴ (%)						
Group		2.6	3.7	3.8	3.9	n/a
Switzerland		6.5	6.3	5.3	5.3	4.4
Southern Africa		3.3	3.5	4.2	4.7	2.5
The Middle East		1.1	1.9	1.4	1.2	0.8

BEING AN ETHICAL AND RESPONSIBLE CORPORATE CITIZEN

	CY23	CY22	CY21	CY20	CY19
CALLS TO ETHICS LINES ⁵					
Group	178	166	187	148	154
Switzerland	18	8	14	16	27
Southern Africa	130	118	132	115	118
The Middle East	30	40	41	17	9

GLOSSARY OF TERMS

TERM	MEANING
AI	artificial intelligence
AOS	adverse outcome score
B-BBEE	broad-based black economic empowerment
Board	the board of directors of Mediclinic Group Limited
CAP	College of American Pathologists
CEO	chief executive officer
CFO	chief financial officer
CO ₂ e	carbon dioxide equivalent
CoE	Centre of Excellence
COHSASA	Council for Health Service Accreditation of Southern Africa
Company	Mediclinic Group Limited
Controllable employee turnover	Controllable employment terminations for all permanent employees are determined by a subset of 12 criteria, but specially exclude a subset of six criteria such as death, contract expiry, absconding, poor health, retirement or personal reasons
CPC	Clinical Performance Committee
CSI	corporate social investment
CY22	the calendar year ended 31 December 2022
CY23	the calendar year ended 31 December 2023
DKG	German Cancer Society (Deutsche Krebsgesellschaft)
EASO	European Association for the Study of Obesity
EBMT	European Organisation for Blood and Marrow Transplantation
EC	emergency centre
EEA	European Economic Area
EHRs	electronic health records
EMS	environmental management system
ERP	enhanced recovery process
ERR	executive ransomware response
ESG	environmental, social and governance
Ethics Code	Company's Code of Business Conduct and Ethics
FDA	Food and Drug Administration of the United States of America

TERM	MEANING
FTE	full-time equivalent
FY24	the financial year ended 31 March 2024
FY25	the financial year ending 31 March 2025
GCAA	General Civil Aviation Authority of the UAE
GCC	Gulf Cooperation Council
GDPR	General Data Protection Regulation of the European Union
GHG	greenhouse gas
GP	general practitioner
GRI Standards	the GRI Sustainability Reporting Standards issued in 2016 by the Global Sustainability Standards Board, which represent global best practice for reporting publicly on a range of economic, environmental and social impacts
Group	Mediclinic Group Limited and its subsidiaries, including its divisions in Switzerland, Southern Africa and the Middle East
Group Executive Committee	the executive committee of Mediclinic Group Limited
GSB	German Society of Skull Base Surgery (Gesellschaft für Schädelbasischirurgie)
HASA	Hospital Association of South Africa
HCRW	healthcare risk waste
HPCNA	Health Professions Council of Namibia
HPCSA	Health Professions Council of South Africa
HR	human resources
HRO	high-reliability organisation
HSM	highly specialised medicine
IPC	infection prevention and control
IQM	Initiative on Quality Medicine
ISCT	International Society for Cell & Gene Therapy
ISO	International Organisation for Standardisation
ISQua	International Society for Quality in Healthcare
IVF	<i>in vitro</i> fertilisation
IT	information technology
JACIE	Joint Accreditation Committee ISCT-Europe and EBMT, the accreditation body for stem cell transplantation

GLOSSARY OF TERMS

TERM	MEANING
JCI	Joint Commission International, an international quality measurement accreditation organisation, aimed at improving quality of care
LPG	liquefied petroleum gas
MBRU	Mohammed Bin Rashid University of Medicine and Health Sciences in Dubai
MCW	Medical Center Wankdorf
Mediclinic	Mediclinic Group Limited
MENA	Middle East and North Africa
Middle East	the Group's operations in the Middle East, trading under the Mediclinic brand, with Mediclinic Middle East Holdings (registered in Jersey) as the intermediate holding company of the Group's operations in Dubai and Abu Dhabi
MoU	memorandum of understanding
MRI	magnetic resonance imaging
NGO	non-governmental organisation
NICU	neonatal intensive care unit
NPS®	Net Promoter Score®
OHS	occupational health and safety
OHSMS	occupational health and safety management system
PPP	public-private partnership
PROMs	patient-reported outcome measures
PV	photovoltaic, converting sunlight into electrical energy
PV/T	photovoltaic-thermal
ROSA®	Robotic Surgical Assistant®
SAPS	Simplified Acute Physiological Score
SDGs	Sustainable Development Goals of the United Nations
SFCNS	Swiss Federation of Clinical Neuro-Societies
SHE	safety, health and environmental
SI	severity index
Southern Africa	the Group's operations in South Africa and Namibia, trading under the Mediclinic brand, with Mediclinic Southern Africa (Pty) Ltd as the intermediary holding company of the Group's operations in South Africa and Namibia
Spire	Spire Healthcare Group plc

TERM	MEANING
Switzerland	the Group's operations in Switzerland, trading under the Hirslanden brand, with Hirslanden AG as the intermediary holding company of the Group's operations in Switzerland
UAE	the United Arab Emirates
UBE	unattended bed exit
UK	the United Kingdom of Great Britain and Northern Ireland
UN	the United Nations
VON	Vermont Oxford Network
WAOS	weighted adverse outcome score
WHO	World Health Organization

COMPANY INFORMATION

Mediclinic Group Limited
(incorporated and registered in England and Wales)
Company number: 08338604

REGISTERED OFFICE

Mediclinic Group Limited
6th Floor, 65 Gresham Street
London, EC2V 7NQ, United Kingdom
Tel: +44 333 300 1930
Email: info@mediclinic.com
Website: www.mediclinic.com

TOLL-FREE ETHICS LINES AND EMAIL

SWITZERLAND

Tel: 0800 005 316

SOUTH AFRICA

Tel: 0800 005 316

NAMIBIA

Tel: 0800 003 313
MTC Networks: 081 91847

THE MIDDLE EAST

Tel: 800 1 55000

Email: mediclinic@tip-offs.com

GET IN TOUCH

If you would like further information or to provide feedback, please email info@mediclinic.com.

TRUE TO OUR PURPOSE

