



**THE EVERCARE GROUP
ANNUAL IMPACT REPORT 2020 – 2021**

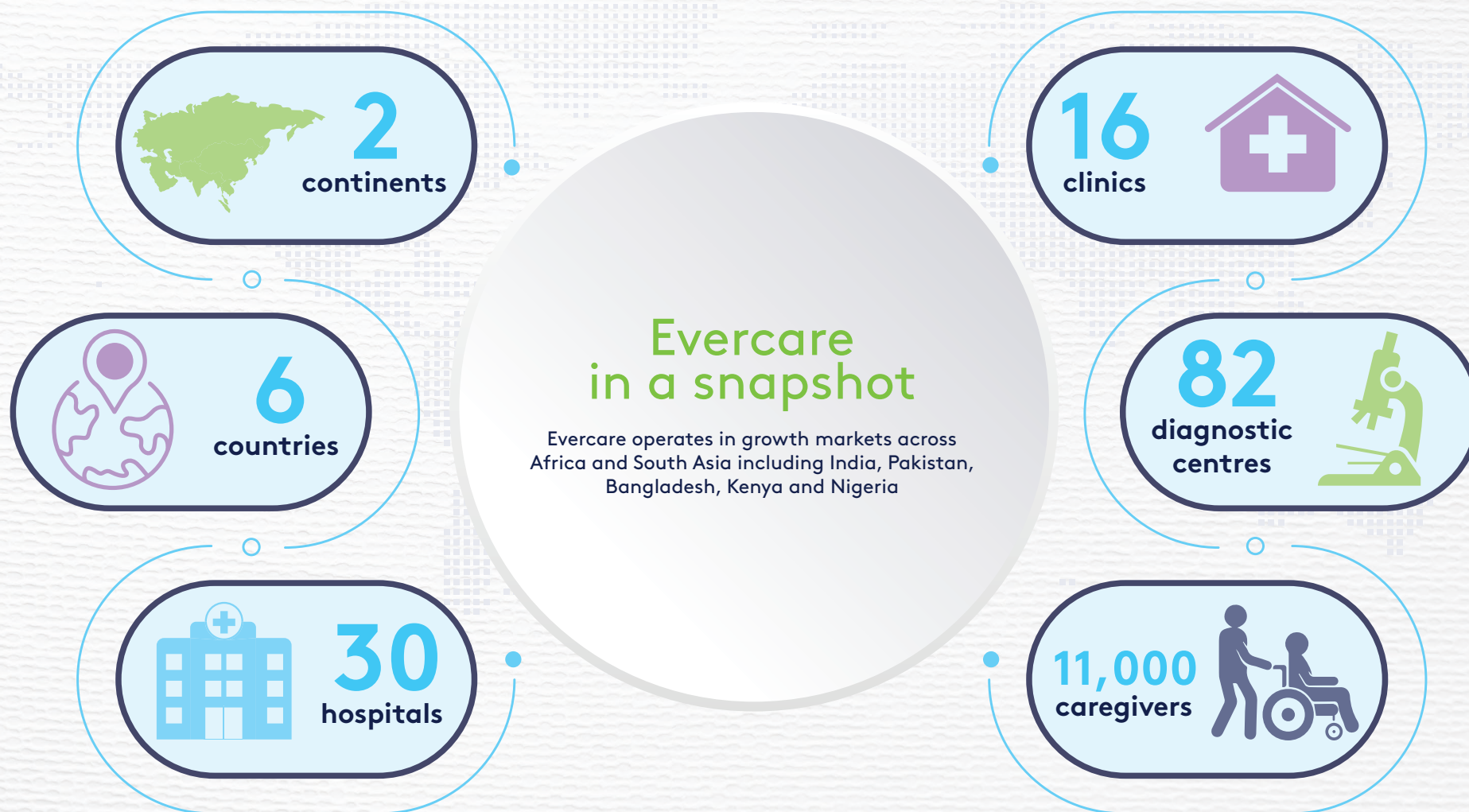


evercare

Transforming Healthcare

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Our vision for the Evercare Group is to be the leading, integrated healthcare network in emerging markets, transforming the quality of healthcare and impacting millions of people. This is an ambitious vision and we are honoured to be trusted by our investors to help shape healthcare in Africa and South Asia.

We operate in India, Pakistan, Bangladesh, Nigeria, Kenya and are headquartered in the UAE. Our group has grown significantly since TPG and the Rise Fund's investment in 2019, both in size and in maturity.

At Evercare, we believe that quality healthcare is a basic human right that brings about positive societal impact, while also delivering robust business and financial results. We call this our double bottom line, with our solid business model addressing the healthcare needs of emerging markets while optimising investor returns.



Since 2019 we have served nearly 3 million outpatients across the Evercare network, 230,000 inpatients and we have grown from 3,900 employees to over 11,000.

With the opening of new hospitals in Pakistan, Bangladesh and Nigeria, we continue to strengthen and expand our commitment to developing quality healthcare ecosystems that deliver accessible healthcare and foster sustainable and economic development.

Each of our facilities are designed, figuratively and literally, to fill local, quality healthcare capacity gaps and deliver significant societal and economic benefits by helping to create healthier populations, increase employment, support government initiatives to transform healthcare, boost local retention of professional expertise, and reverse outbound medical tourism trends and spend.

We are extremely proud of the work we are doing and we are excited to share with you the actions we have been taking to demonstrate our commitment to achieving our vision.

I hope you find our first Evercare Group Annual Impact Report interesting, and I look forward to sharing our progress and success with you in the years to come.

Massimiliano Colella
CEO
The Evercare Group



ABOUT US

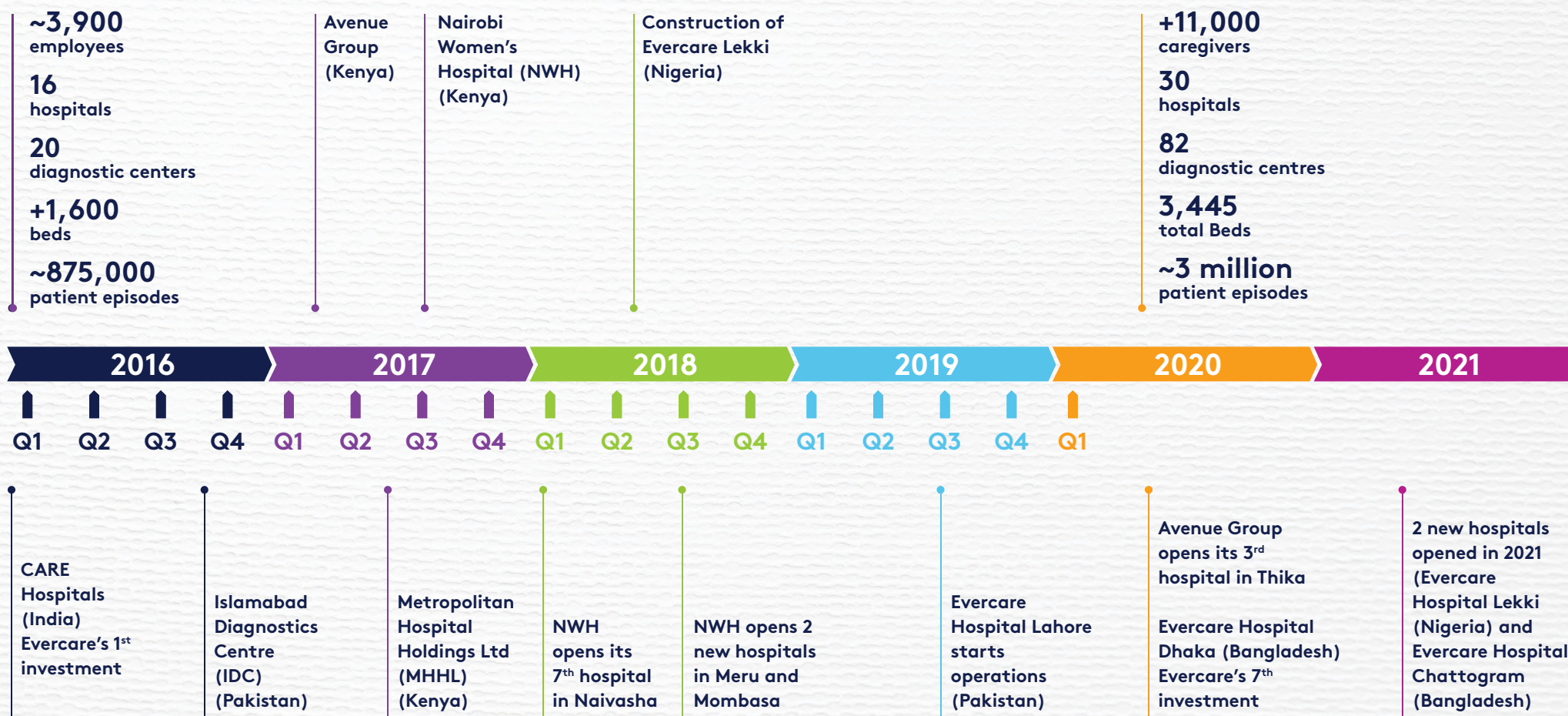


We believe access to healthcare is a fundamental right for everyone, so we invest in emerging markets to bring private, quality driven healthcare to meet the needs of local people. The Group was created in response to a global challenge to ensure well-being at all ages is provided to those living in developing countries as a pillar to support sustainable economic development.

We invest in healthcare facilities to actively support the belief that it is possible to have a meaningful social impact on millions of lives, while delivering measurable and sustainable financial returns.

Our assets – our hospitals, clinics and diagnostic centres – fill local, quality healthcare capacity gaps and deliver significant societal and economic benefits by helping to create healthier populations, increasing employment, boosting local retention of professional expertise, and reversing out-bound medical tourism trends and spend. Our investment in hospitals in Africa for example, specifically in Nigeria, will help alleviate some of the burden triggered by outbound medical tourism, which Nigeria's own Sovereign Investment Authority has estimated is resulting in annual spend of more than US\$ 1 billion.

Evercare is wholly owned by the Evercare Health Fund, a US\$ 1 billion emerging markets healthcare fund managed by The Rise Fund, the impact investment platform of global alternative asset manager TPG Capital.





Due to its impact-driven purpose, The Evercare Group was featured as a Top 50 Global Thought Leader with CBS News – watch our video here

<https://www.youtube.com/watch?v=UWEe9qIJMZ8>

VISION

To be the leading integrated healthcare network in emerging markets, transforming the quality of healthcare and impacting millions of people.

MISSION

To build a legacy of impact-driven, accessible, safe private healthcare for patients in need.

VALUES



Portfolio overview

Operating 30 hospitals, 16 clinics and over 80 diagnostic centres



INDIA



Care Hospitals



PAKISTAN



Evercare Hospital Lahore



IDC



BANGLADESH



Evercare Hospital Dhaka



Evercare Hospital Chattogram



Portfolio overview

Operating 30 hospitals, 16 clinics and over 80 diagnostic centres



NIGERIA



Evercare Hospital Lekki



KENYA



The Avenue Group



NWH



MHL





OUR STRATEGIC PILLARS

We are in the unique position to have a meaningful impact on millions of lives and achieve a double bottom line - creating social impact while delivering measurable and sustainable financial returns. This is our core purpose.

Creating an impact with society, and building trust, is our key priority and our business strategy is built around four key strategic pillars that support this.



People




Operational
Excellence



Quality



Impact

A group of African children are smiling and looking towards the camera in a grassy field. The children are of various ages, and the scene is brightly lit, suggesting a sunny day. The children are wearing casual clothing, including a blue patterned top and a dark jacket with a white collar.

Social impact is our very reason for being; it is the positive effect we, as the Evercare Group, have on the health of people and communities. This impact happens as a result of the hospitals, clinics and diagnostic centres we invest in, and subsequently operate, within Africa and South East Asia. We aim to create healthier populations and reduce the gap in life expectancy between developed and developing countries. We go beyond the provision of healthcare and we create jobs that allow our employees to contribute to their local economies; we train and develop employees so they can provide better quality care and we support national government initiatives to improve healthcare.

Driving social impact through value creation and sustainability

We responded to a global challenge to ensure that wellbeing at all ages is provided to those living in emerging markets as a pillar to support sustainable economic development; and we are leading the way in transforming the traditional healthcare model through our increasingly integrated cross-continent platform and quality-driven hospitals.

We align ourselves with the UN Sustainable Development Goals and are guided by the principles of accessible healthcare being a fundamental right to all and a key indicator of sustainable development.



Our approach to early detection and prevention of non-communicable diseases

Non-Communicable Diseases (NCDs) related to cardiovascular disease, diabetes, cancer, and chronic respiratory disease are the leading cause of death globally. According to the World Health Organization (WHO), globally, the number of people with diabetes increased from 108 million in 1980 to 433 million people in 2020. The prevalence of diabetes in developing countries has been rising rapidly due to increasing urbanization and all that entails.



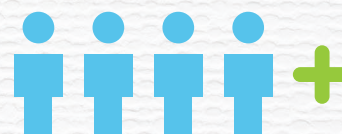
Diabetes increased from
108 MILLION
in 1980 to
433 MILLION
people in 2020



In 2019, 79% of adults with diabetes were living in middle and low-income countries. Most NCDs are considered preventable because they are caused by modifiable risk factors. Hypertension and severe obesity are common comorbidities in patients with diabetes. Our companies consistently screen individuals for diabetes and hypertension as part of an impact-driven initiative to prevent costly treatment and save lives through early diagnosis.

Recently (June 2020 to January 2021) our Kenyan hospitals screened over 8,000 patients for diabetes, hypertension, and obesity. Previously between February 2017 and April 2018, our hospitals in Africa launched a large scale NCD screening programme. We screened over 130,000 people and identified a range of men and women between 18 to 40+ years who were at risk of diabetes,

Investing in NCDs makes sense for sustainable development



Saves lives



Promotes
social cohesion



Improves
economies



Supports a
healthy planet



79%

of adults with diabetes in 2019 were living in middle and low-income countries



Over 8,000

patients were screened by our Kenyan hospitals for diabetes, hypertension and obesity between June 2020 – January 2021

high-risk kidney disease and hypertension. Based on the severity of their condition and their risk profile, patients were referred to treatment centres to receive appropriate and cost-effective care including lifestyle education, baseline blood work assessment and medication. Our clinical officers offered health education and awareness to patients on lifestyle modification. We engaged with stakeholders including the local government to build awareness and develop disease management programmes.

We also focus on cost-saving interventions such as screening and treatment for retinopathy (which causes blindness); blood lipid control (to regulate cholesterol levels); and screening for early signs of diabetes-related kidney disease and treatment.

Our initiatives align with our mission and vision and we track our outcomes to ensure that we deliver impact to the communities we serve.



Pilot Programmes at Nairobi Women's Hospital, Kenya, Africa

Nairobi Women's Hospital (NWH) has been successful in being chosen to pilot four programmes that have the potential to be game changers in many ways. The success of the pilots will be measured by monthly reports to track the implementation of the technology and its added value to the business.



TechEmerge is a programme led by the International Finance Corporation (IFC) to match best-in-class, proven, affordable technology solutions from around the world with local partners in emerging markets to conduct pilot projects and build commercial partnerships. Over 20 leading private healthcare providers in Kenya, Uganda, and Ethiopia have signed on to the programme.

In early 2021, Nairobi Women's Hospital (NWH) was selected and given three grants to partner with three innovators and local healthcare providers to test and validate technologies for the healthcare sector in Kenya.



Ally PAC's technology is a medical imaging management solution enabling tele-radiology, long-term archiving of medical data and unification of multiple imaging sites under one cloud-based umbrella. Images can be viewed on any device anywhere and the solution includes physician and patient portals. AI technology has been incorporated to identify potential COVID-19 cases. In this pilot, NWH will use Ally PACS' fully digitalized and cloud-enabled solution across their nine branches to better coordinate care and improve radiology workflows and optimize resources.



VecnaCares' iDeliver is a point-of-care application that provides clinical decision support to identify and treat maternal complications in real-time. The easy-to-use solution, combined with a triage algorithm, enables healthcare providers to achieve and maintain high-quality maternal care from ante-natal care through labour and post-natal care. The algorithm identifies high-risk patients and prioritizes by severity so providers can focus on the most critical patients earlier. iDeliver also captures complete patient information, streamlining data reporting processes and informing quality of care improvement efforts. In this pilot, NWH will deploy iDeliver to cover a patient's pregnancy journey from antenatal care through postnatal care. The solution will also address neonatal complications and collect and monitor well baby data. COVID-19 testing/ protocols have also been incorporated.



Forus Health's non-mydratic fundus camera and refraction equipment can be installed in primary health centres, diabetic clinics, physician's office etc to detect eye problems and eye diseases early, and enable efficient management. Minimally trained operators can be taught to use the devices on patients to acquire data, which is uploaded to the cloud and a combination of AI and clinicians determine patient's condition and provide advice to enable early treatment. In this pilot, NWH will deploy Forus Health's technology in two of their branches to increase the screening and diagnosis of eye diseases, addressing the scarcity of eye specialists in Kenya.



GVRC
GENDER VIOLENCE
RECOVERY CENTRE

We bring back meaning to the lives of survivors and their families

The Gender Violence Recovery Centre

The Gender Violence Recovery Centre (GVRC) in Nairobi, Kenya, is a philanthropic initiative developed in partnership with the Nairobi Women's Hospital. The GVRC is a non-profit organisation and was founded in March 2001. It was established in response to a gap in both the government and private sector to the timely, effective and efficient medical service provision to survivors of gender-based violence. Countless survivors of rape and abuse didn't receive medical care because they were unable to meet the full costs at hospitals.



3,498

Gender-Based Violence
Survivors between April 2020 -
February 2021 were given free
medical treatment by GVRC

In creating a centre that offers free integrated medical and psychosocial services, GVRC is committed to ensuring quality and comprehensive treatment, recovery, rehabilitation and reintegration of all survivors. Additionally, GVRC creates economic and socio-political change through educative programmes targeting different groups across all genders and has a strong voice in lobbying and tracking of implementation of gender-related legislation.

Between 2001 – 2016, GVRC provided \$1.5 million in free medical treatment and psychosocial support to over 34,000 survivors of gender-based violence (GBV).

This included 10,000 survivors who received support through the emergency response programme in conflict situations such as post-election violence, land, and tribal clashes. Between April 2020 - February 2021 GVRC supported 3,498 Gender-Based Violence Survivors with free medical treatment and the latest numbers will be even higher due to the increase in abuse brought on by restrictions placed on households during the pandemic.





Below Poverty Line families in India

One of our hospitals, Care Hospitals Nampally, is registered under the YSR Aarogyasri scheme, a unique health scheme implemented by the State Government of Andhra Pradesh in India in 2008.

The scheme provides financial assistance to Below Poverty Line (BPL) families giving them access to quality secondary and tertiary care through a network of service providers in both government and private sectors. BPL families obtain free medical services from the hospitals in the scheme's network through a reimbursement mechanism. Care Hospitals Nampally has been serving BPL families of Telangana since 2008, as well as patients from the neighbouring state of Karnataka from 2014 to 2019. In 2019 and 2020, the Nampally unit helped around 6,500 patients with treatment including cardiology, urology and neurosurgery.

Number of patients treated under YSR Aarogyasri scheme at CARE Hospitals, Nampally

| Department | 2019 | 2020 |
|------------------------|-------------|-------------|
| Cardiothoracic surgery | 362 | 402 |
| Neurosurgery | 218 | 96 |
| Cardiology | 669 | 574 |
| Urology | 95 | 31 |
| Total | 3363 | 3123 |

Resource efficiency and sustainability initiatives

We place great importance on ensuring we reduce our environmental impact by implementing energy efficiency measures such as the use of LED lighting, temperature control, water conservation plans, and enforcing reduce, reuse and recycling of waste. We have also taken measures to reduce our carbon footprint through improved building design and optimizing the use of renewable energy sources.

Some of our environmental impact examples:



We currently have the first LEED Gold certified hospital in Pakistan compliant with the highest standards of energy-efficient buildings. US LEED Gold certification is the most widely used green building rating system in the world and the certification has enabled us to achieve an energy and resource-efficient building, and savings from increased building value and decreased utility costs.



We use renewable energy (approximately 150 kW of solar power) in our hospitals in Kenya and Bangladesh.



In the Avenue Group, we saved around USD 60,000 using solar power over a 24-month period.



We saved thousands of US dollars in our newly opened Lekki hospital between January to March 2021 through the implementation of energy efficiency measures and utility management. The hospital is also in the process of achieving IFC's EDGE, a green building certification, with an estimated 40% in energy savings, 36% savings in embodied energy and 20% in water savings.



Quality in healthcare is the degree to which healthcare services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge. At Evercare, we are focused on providing best in class healthcare to emerging markets where there are gaps in the quality of care being provided.

We introduced quality metrics in 2019 to ensure compliance to standards and provide the opportunity to continuously improve. We use internationally recognized metrics and benchmarks and, if they're not available, we use internal benchmarks from our best performing hospitals. To ensure we are in line with global best practice, we put patient safety at the centre of our quality management.

Quality indicators reported monthly:

| | |
|--------------------------|---|
| Patient Safety Incidents | Medication errors |
| | Falls |
| | Hospital acquired pressure ulcers |
| | Return to OR within 48 hours |
| | Readmission to hospital within 48 hours |
| | Compliance to surgical safety checklists |
| | Sentinel events |
| Infection Prevention | Hospital-acquired infection rates |
| | Ventilator associated pneumonia |
| | Central line associated blood stream infections |
| | Catheter associated urinary tract infections |
| | Surgical site infections |
| | Compliance to hand hygiene |
| Mortality Rate | Gross mortality rate |
| | Maternal mortality rate |
| | Neonatal mortality rate |
| | Fetal mortality rate |
| | Death within 48 hours of any surgical / invasive procedure |
| Employee Safety | All employee incidents |
| | Sharps injuries |
| Operational Efficiency | Nursing hours per patient day |
| | Average time taken for new admission |
| | Critical equipment (MRI / CT / Cath Lab/ Mammography) down time |
| | OPD consultation waiting time |
| | Percentage of stock out in the pharmacy |

Quality Management

We established a Clinical Governance Committee (CGC) to improve overall standards of clinical care; reduce variations in clinical practice and ensure the best use of resources so that patients get the best outcomes. A Clinical

Governance and Quality Management Framework was also introduced to guide our quality work to achieve the Evercare vision.



Clinical Governance and Quality Management Framework

Quality Committees

We are implementing recognised world-class practices and processes throughout our group and we now have a clinical governance committee in each hospital with the purpose of monitoring patient safety, clinical care, quality indicators and advising and reviewing quality improvement work. All staff are trained on quality and safety so we can ensure patient safety in each of our markets.

Quality Newsletter

The quality teams have a quarterly newsletter that highlights quality topics and provides information and guidance on improving our quality measurements and improvement projects.

Accreditation

By 2023 we anticipate that all our hospitals will be accredited, either at an international or national level, so the quality of healthcare is raised in our markets. This means we have the right healthcare standards in place to ensure patient safety and excellent outcomes; continuous quality improvement; satisfied patients and that we measure quality metrics to meet international benchmarks. This also means we can actively demonstrate that we are having a positive impact on our communities by improving, and providing, the quality of healthcare available. To date, 58% of our hospitals are accredited and we are proud to have the only Joint Commission International Accredited (JCIA) hospital in Bangladesh with Evercare Hospital Dhaka. JCI is seen as the gold star in global accreditation as it works towards improving patient safety and the quality of healthcare in countries throughout the world.



Evercare Hospital Dhaka is the only hospital in Bangladesh to receive JCI accreditation

Covid 19 – Our Response

We responded quickly to the pandemic crisis with key initiatives at the portfolio and fund level. The guidance provided by local and international authorities, such as WHO and the Centre for Disease Control, was used to develop protocols and guidelines, as well as tighten policies, governance mechanisms and emergency response plans to protect patients and staff. The procurement of equipment and resources to deal with the pandemic was prioritized.

The Clinical Governance committee provided regular support and guidance to the clinical teams by way of virtual meetings, training and sharing of research and development surfacing from countries with high patient loads. Ongoing communication with the clinical teams in the group occurred on a weekly basis until the end of 2020 and is now managed monthly.

COVID infection control measures are being strengthened across the portfolio, especially in view of a potential third wave in Kenya. India is amid a massive second wave with 2.5 million active cases (as of April 2021) and a total of 16

million infected to date. Having anticipated the second wave, our Indian hospital group quickly took preventative measures including ensuring the safety of employees and following strict clinical protocols.



Telemedicine was introduced to facilitate patients needing consultations during stringent lockdowns and those who were unable to reach the hospitals and clinics.

We reported cases live on a daily basis and this practice continues today which allows us to monitor trends and be ready in the event of another wave and a surge of patients.

Patient Experience

As healthcare investors, and operators, we understand the critical importance of the patient experience and our vision is to create one experience across all markets. This means that no matter which hospital a patient visits, in which country, they will be treated as a member of our own family.

Patient feedback surveys have been introduced to ensure we address the concerns raised by patients so that we can continuously improve the services we offer, and the way we offer them.

We have introduced 'We Care', our patient experience initiative whereby each

caregiver will be courteous, attentive, respectful and enthusiastic. The concept has been introduced across the entire platform and has already been adopted in some hospitals. In 2021/2022 we will introduce virtual workshops and quizzes to further understanding, as well as using 'We Care' in job descriptions as we recruit, and in performance reviews as we develop our talent. A new automated system is in the process of being implemented to measure patient satisfaction which means our patient experience will become increasingly data-driven to help us drive quality changes.

HOW WE CARE FOR YOU



COURTEOUS

We will be polite, friendly and welcoming and do everything we can to make your stay or visit as pleasant as possible.



ATTENTIVE

We will serve you promptly, provide assistance if it appears that you need it and always keep you informed.



ENTHUSIASTIC

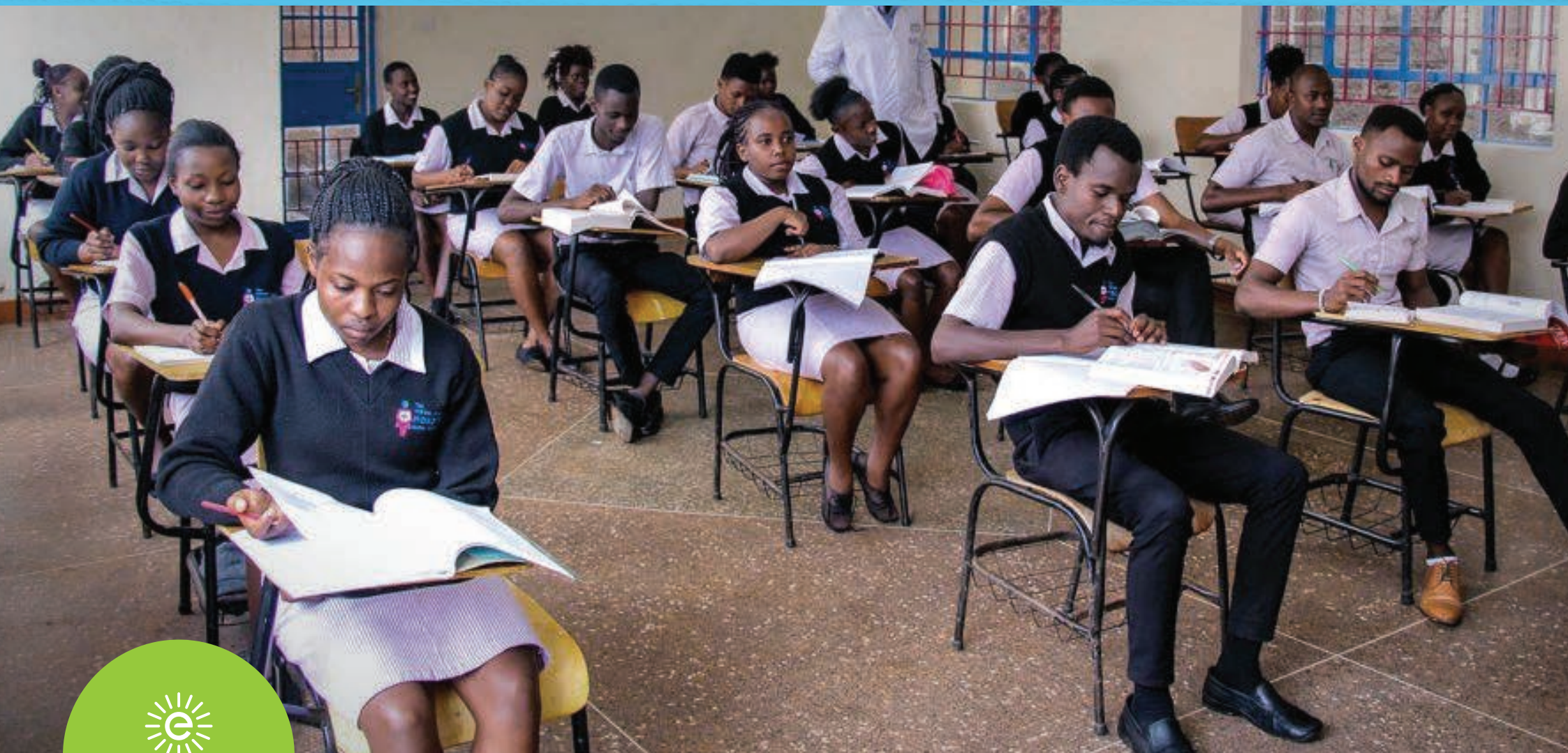
We will be enthusiastic in serving your needs to the very best of our ability and will display a 'can do' attitude in response to your requests.



RESPECTFUL

We will show respect for all patients and visitors, regardless of culture or age and will always respect your privacy and confidentiality.





Evercare College
of Health Sciences

Evercare College of Health Sciences

We refocused the direction of Nairobi Women's Hospital College and renamed it the 'Evercare College of Health Sciences' as the College took on an expanded scope offering a comprehensive spectrum of courses.

We know that, strategically, we can have an even greater impact on the service and delivery of healthcare in our markets if we create a platform to enhance skills, talent and the quality of care provided. The college means we can offer world-class education, develop local talent and increase our impact on the Kenyan market.

As well as offering specific healthcare programmes, the College will offer front of house skills training, patient experience and service excellence courses

ensuring that every employee has the right skills to improve the experience of every patient they encounter. The College will be the first in Kenya to offer a leadership development programme aimed at high performing and high potential talent in nursing and general healthcare management. The College also welcomes other healthcare facility employees, as well as graduates who want to pursue a career in healthcare.





People are at the heart of all we do and we call our employees 'Caregivers'.

We recognize that each of our team in every country provides incredible care, and this is particularly apparent during this difficult year. Caregivers differentiates our people; it acknowledges that every person within our group goes above and beyond in the care they provide.

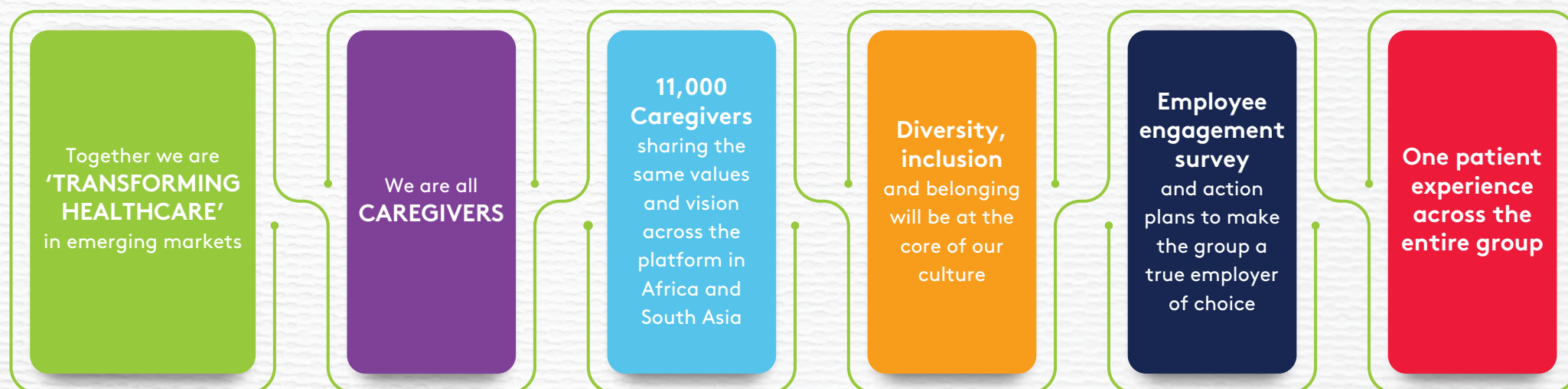
Culture at Evercare

We are passionate about culture and we see it as the character and personality of our group. It is what makes us unique and transformational, and is the sum of many things including behaviours and attitudes. We know that positive workplace culture attracts talent, drives engagement, impacts happiness and satisfaction and, ultimately, affects business performance which impacts our double bottom line – social impact and a successful business. We have started our journey to build an inclusive, engaging culture of passionate caregivers.

We acknowledge that we can't build a culture simply by saying we have a culture – we are on a journey and we have key projects that have been introduced, are led by our local CEOs and will be implemented over the next 6 months.

“ We are global, passionate collaborators working together across Africa and South East Asia to have a positive impact on the health of millions. We are committed to creating a culture of inclusivity and belonging where there are opportunities for all, everyone feels part of the team and different perspectives are valued. ”

Initiatives implemented in 2020-2021 to drive and build our culture



Caregiver Engagement

In 2021 we undertook a project to benchmark where we are in terms of employee engagement as we look to truly become an employer of choice and we successfully launched our first-ever annual Employee Engagement Survey. This was the first time that many of our caregivers had participated in such a survey. Due to changes in Kenyan law, we launched the survey in Nigeria, Pakistan, Bangladesh and India in the first phase and, as we produce this report, we are doing the survey in Kenya.

We are proud that we achieved a response rate of 73% and an engagement rate of 68%, above the global average for our industry.

The survey will become an annual initiative as we work to engage our talent, develop our people and contribute in many ways to the countries in which we operate.

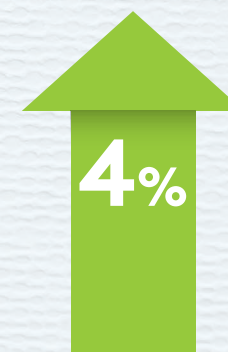
The Evercare Group Engagement Score



Global Average of
Healthcare Providers
and Services



Evercare
Engagement
Score



Above the
industry
standard

Diversity, Inclusion and Belonging

We are a global group operating across two continents and six countries; our workforce is diverse, and we believe that diversity and inclusion must include belonging – after all, if our caregivers don't feel as if they belong when we've implemented a Diversity and Inclusion strategy we will have failed.

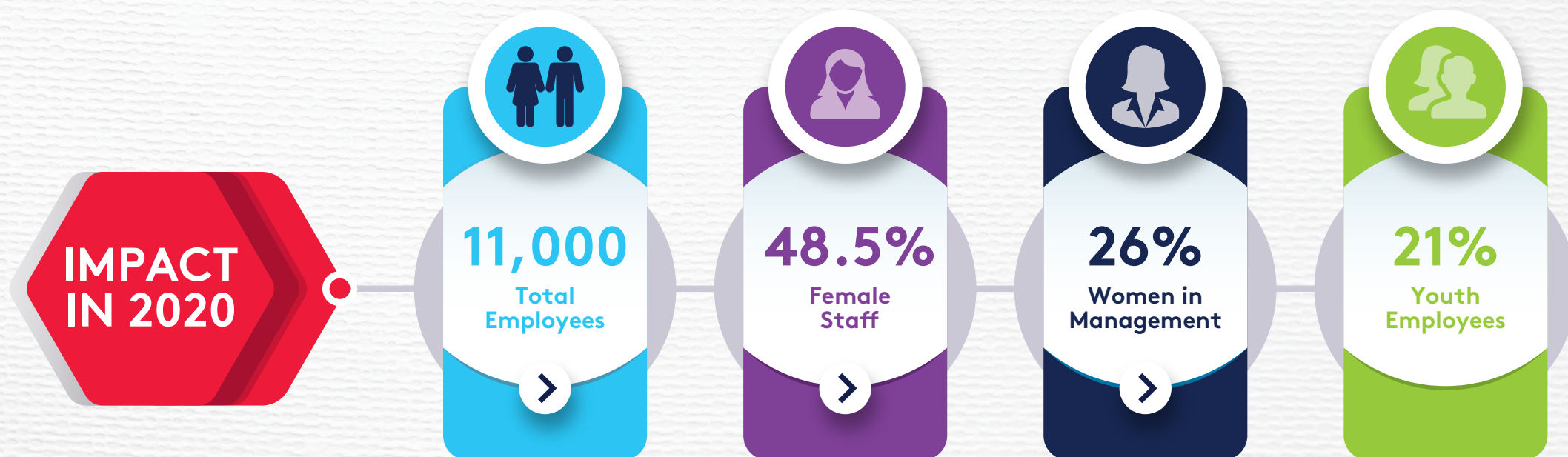
Our strategy:

- View diversity as a matter of doing the right thing
- Want to tap into a broader range of backgrounds and skillsets
- Believe diverse workforces better understand a wider array of patient segments leading to improved business
- Ensure compliance with equal opportunity laws
- See that diversity allows us to have a greater impact on the economies in which we operate

- Ensure each hospital/group implements a data-driven approach to their programmes and report monthly tangible impacts

We have established a Diversity, Inclusion and Belonging statement and strategy which was launched in 2021 and will be measured every quarter going forward.

Our approach allows for the nuances in the markets in which we operate and is data-driven. Gender and valuing differences will be of key focus in 2021/2022. These two areas are of particular importance in our South Asian markets. Our African markets already have a good percentage of women in management positions and will continue with this focus, as well as adding a third dimension to their individual plans such as generational or disability.



Evercare Women Mentoring Programme

Evercare Women is our newly introduced mentoring initiative to support and develop women who work within our group.

The purpose of Evercare's Women's mentoring programme is to support administrative female caregivers who are in a management or supervisory role helping them to grow and develop as leaders in healthcare. Our mentees will work on personal and business goals with their mentors so they achieve greater results in their careers, gain confidence, build skills, improve financial awareness, grow networks and more.

This programme supports our Diversity, Inclusion and Belonging strategy and will have a positive impact beyond the workplace for our female caregivers. We will build a legacy of confident women who can lead in the healthcare industry, both within the Evercare Group and out of it, in the future. A similar mentoring programme will be established specifically for our nurses in 2022.



Governance

Corporate Governance is key to achieving our objectives and having a greater societal and economic impact in our markets. With this in mind, we have an ongoing process to implement a robust corporate governance strategy throughout the group and, as we navigate this journey, we keep in mind the eight elements of governance:



Each of our hospital leaders is accountable for corporate governance within their group.

We have introduced several initiatives to make us more transparent, efficient, responsive and inclusive and we believe we are creating leaders who will have a lasting impact on those they lead. We ask all our leaders to be accountable and care about how we deliver results and to ensure their teams are carrying out business ethically. We also ask that all our CEOs lead with our group values in mind.

Best practice business procedures

We hold ourselves to the highest standards of efficient and best practice business procedures so we can offer best in class healthcare to communities and expand our focus to produce acceptable financial results and create long term value along our entire value chain. Our business model has been designed to provide a robust integrated platform to increase efficiencies, drive economies of scale and support the development of strategic public / private partnerships. Dashboards with the relevant financial and operational KPIs (key performance indicators) now exist across the platform. These are monitored daily, weekly and monthly. Monthly operational committees have been incepted across the group where the monthly results are analysed and discussed.

We are introducing best-practice technology processes to improve the quality of care, save money and provide operational excellence. As well as allowing hospitals access to data and information to provide better care locally to their patients, this also provides data that we share with key stakeholders in other fields, including governments, to help make informed decisions on a nation's healthcare agenda. We partner with the world's leading suppliers ensuring that high-quality equipment and supplies are available in Evercare hospitals, clinics and diagnostic centres.

Auditing and compliance

We have seen major improvements in our auditing processes since TPG acquired the group with zero tolerance for noncompliance at the audit level.

48 of our companies are now audited by one of the top 3 auditing firms.

Independent auditors have been appointed as our internal auditors in all of our major markets with key risks identified and auditing reviews conducted across key accounting cycles. The independent auditors have been selected after robust due diligence, both from ourselves and the firm to obtain the best of the breed. All internal audit firms are one of the "big four".

Internal audit committees have been established across all companies to lift standards and financial compliance risk to an international best practice level. Processes are in place across the group to deal with all major compliance matters which has resulted in more accurate and timely reporting and adherence to ethic and compliance guidelines. The auditing process will be broadened to include IT and quality in 2021/2022.

Enterprise Risk Management (ERM)

ERM will play a key role in our Governance strategy for the next financial year, and we are in the process of building an Enterprise Risk Management programme so we can appropriately identify risk that may cause adverse business, operational, financial, legal, people or integrity consequences. One specific element of risk that we want to increase visibility on is risk arising

from claims against the Evercare Group or any of the Group's healthcare facilities or entities. Each organisation is providing quarterly communications to the corporate office of 'Major Claims' that have been raised against that organisation.



Deployment of Oracle

We have utilized a variety of modules offered by Oracle as a 'best in class' system allowing us to automate processes so we are more efficient and have access to data and statistics which we use for our strategic planning. Our implementation of Oracle Global Cloud in Nigeria was the first instance of Oracle deployment for a healthcare entity in Africa. Human Capital Management Fusion modules implemented in Evercare Hospital Lekki, Nigeria and Avenue, Kenya helps integrate global best practices of enabling access to employee information, learning and performance management practices for

the organisation and acting as a springboard to maximise Caregiver potential and performance.

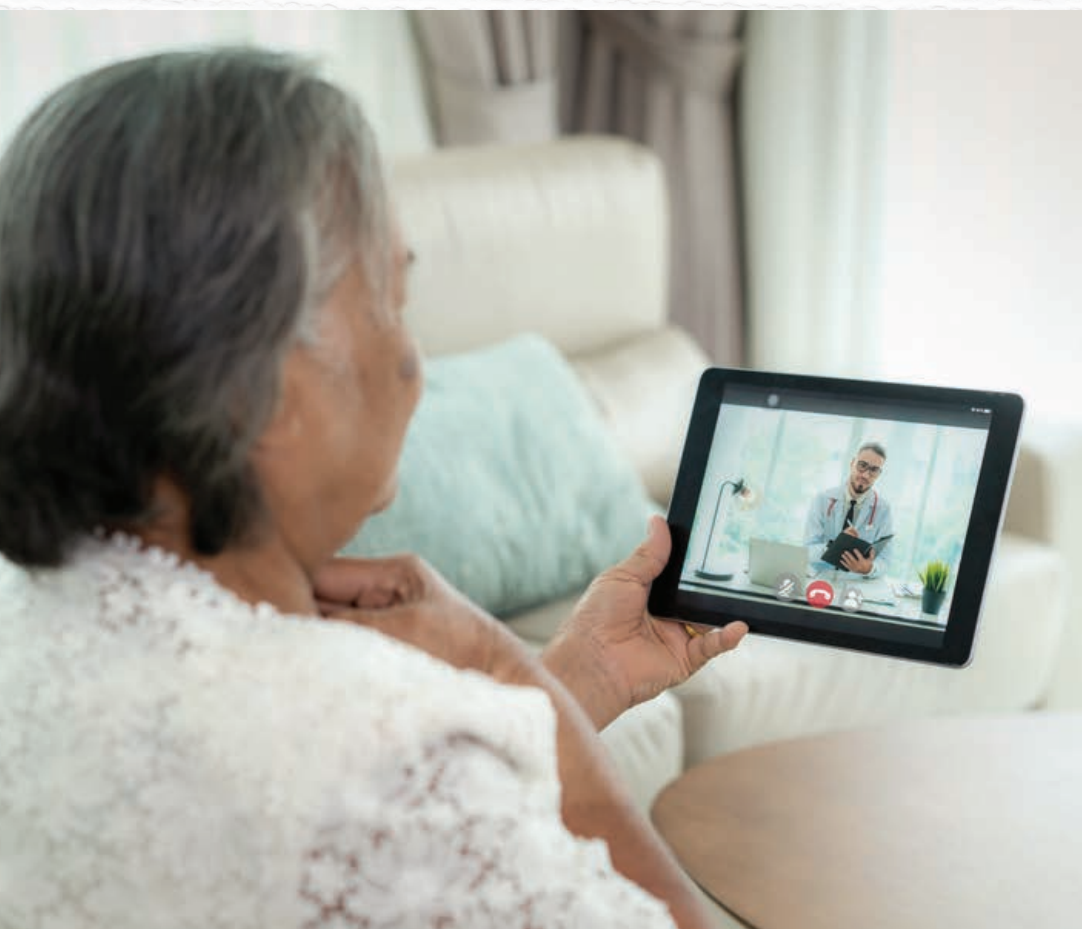
The Oracle Financial and Supply Chain Management modules that have been implemented in Nigeria and partly in India, allow for more efficient use of resources, economies of scale, analysis of stock and spend across all our markets as well as quicker reporting times.

Enterprise Performance Management

Oracle Enterprise Performance Management has been introduced in all our markets allowing for the standardization of financial reporting across our businesses and enabling insight and easy analysis of business performance statistics and data.

Artificial Intelligence

The advent of the pandemic meant we had to pivot quickly to continue operating and ensure our patients were supported. We used technology and introduced a chatbot into Evercare Hospital Dhaka to allow for queries, doctor searches, appointment bookings and management. The chatbot currently serves around 1,000 patients a day. The chatbot is now available in several of our hospitals, both in Africa and South Asia.



Tele health

Remote tele consultations have proved very popular in all our markets as we ensure patients continue to receive uninterrupted medical care and treatment amidst the pandemic. Patients can consult a doctor through a video call from the safety and comfort of their own home using their mobile phone, laptop, desktop or any other virtual means.

Virtual care was taken even further with our hospitals in India and Bangladesh as they introduced an innovative package allowing Covid-19 positive patients with mild symptoms to self-isolate in the comfort of their home and get expert medical care at their doorstep without incurring the hospitalization cost.

New hospital openings

In the last 18 months we have opened 5 new hospitals: In 2019 Evercare Hospital Lahore started operations; Avenue Group opened its third hospital in 2020 and Evercare Hospital Dhaka became our 7th investment. In 2021 we opened Evercare Hospital Lekki, Nigeria and Evercare Hospital Chattogram, Bangladesh – both from greenfield sites.

Our two latest hospitals are of a type not previously seen in their communities. Both are large modern structures, of a modern design with world-class equipment, allowing more accurate diagnostics, quicker and effective surgeries and full-service ICUs, including neonatal ICUs. These facilities support national government objectives with regard to overall health provisions for each country, as well as improving mother and infant mortality rates which is a key objective in emerging markets.



Evercare Hospital Lahore



The Avenue Group



Evercare Hospital Dhaka



Evercare Hospital Lekki



Evercare Hospital Chattogram



Your Voice Matters

Our “Your Voice Matters” Hotline, hosted by a third-party hotline provider, provides employees, suppliers and others with a means to report potential violations of the Group’s Code of Ethics and Business Conduct, our policies or applicable law anonymously.

Your Voice Matters hotline is an important part of our culture of being accountable and ethical. The programme is helping us become more transparent and providing our Caregivers with the opportunity to report

suspected Code of Conduct violations, to ask questions, raise issues and seek guidance when a course of action is unclear.

To report an incident to the Hotline, please use the following link:

HOTLINE

Zero tolerance for sexual harassment

We have shared our zero-tolerance policy towards all forms of harassment. This means that no form of harassing conduct is tolerated towards any of our employees, clients, contractors, or any other person with whom we interact in the performance of our work.

Our leaders have:

- Established the same zero-tolerance policy at every level in their organisations
- Ensured awareness of, and conducted training about, this policy across their teams
- Organised a system of monitoring adherence to this policy
- Implemented strict correction if violations do occur.



Branding and Communications

In 2021 we aligned our branding and communications strategy with our 3-year business strategy and our 3-year business plan. Our objective is to develop a strong and dynamic brand that creates a solid foundation for the Evercare group and is well known, and known well, amongst our stakeholders and potential stakeholders.

The strategy incorporates brand awareness for Evercare, corporate affairs including thought leadership, employee engagement and the patient experience across all hospitals and clinics to strengthen the brand visibility and reputation of the entire group.

The new brand positioning 'Transforming Healthcare' brought our competitive positioning to life as we position ourselves in the mind of stakeholders. The brand now showcases the mission and vision and highlights Evercare's personality – transformational, young, vibrant, impact-driven, passionate.

The Evercare brand is strengthened by way of being an 'umbrella' brand which will show 'ownership' across all the facilities. This builds on the existing brand and strengthens the relationship between all assets so there is synergy and cohesiveness which all improve the brand 'value'. It also allows us to showcase our impact story across all markets.

To see what we're doing on social media please click here

<https://www.linkedin.com/company/evercare-group/>

or on our website for our latest news

<https://evercaregroup.com/news/>



We recognize that having a societal impact is an ongoing journey in each of our markets. We know we need to be able to pivot quickly when new laws and regulations are introduced; when new health concerns arise and as we react to a myriad of our challenges that may face our Group. We do, however, believe passionately in what we are doing and this means we find solutions to challenges that stand in our way. We will continue to work closely with our investors, partners, caregivers and other stakeholders to achieve our vision and we are confident that the Evercare Group will be the leading integrated healthcare network in emerging markets, transforming the quality of healthcare and impacting millions of people.



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