IMPACT REPORT

Transforming Healthcare through Positive Patient, Socio-Economic and Environmental Impact.

Year 2021

evercare

Transforming Healthcare

Notice

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A Message from our CEO

2021

2021 has been a successful year of value-driven action and delivering meaningful impact for The Evercare Group and I am incredibly proud of the team's achievements over the last 12 months. Through our integrated healthcare platforms, we have continued to strengthen and expand our outreach to offer life-enhancing services to more than 4.1 million patients across South Asia and Africa.

We inaugurated 2 new hospitals in Bangladesh and Nigeria, offering state-of-the-art facilities and medical specialties, and by doing so, delivered greater accessibility to quality healthcare for those most at need. Each of our facilities are designed to fill local, medical 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.

At The Evercare Group, we believe that access to quality healthcare is a basic human right and that its provision should be assured to offer greater societal impact. In March 2022, we launched the Evercare Foundation, a non-profit organization working towards equitable healthcare for all and the development of more resilient health systems across the low- and middle-income countries in Africa and South Africa. The Foundation will serve as the philanthropic arm of The Evercare Group and builds on the CSR initiatives we have implemented over the years with a primarily focus on women and children.

Building sustainable healthcare systems through robust talent development, building a culture of diversity and inclusion, and providing continued medical education to our care providers are key priorities for The Evercare Group. Over the last year, we have developed customized annual Environmental, Social, and Governance (ESG) workplans for each hospital within The Evercare Group to improve hospital operational efficiencies, delivering over 1 million+ hours of ESG training.

Guided by our mission of transforming healthcare – this 2021 Annual Impact Report highlights the many programs and initiatives that showcase the areas in which we made significant progress during the past year helping to improve the lives of millions of people. Our healthcare facility portfolio has witnessed healthy and sustainable growth, as we continue to provide accessible healthcare to all, aligned with our values of quality, integrity, passion, respect, and innovation.

I hope you find the information valuable, and I look forward to continuing to share our continued progress and success with you along our journey to transforming healthcare in emerging markets.

Massimiliano Colella
CEO, The Evercare Group

The
Evercare Group
Impact Report
2021

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Quadruple Aim
Hospital Accreditation
Emergency Care
Mandatory Safety Standards
Value
Care
Environmental and Social Sustainability
Your Voice Matters
IMPACT
Medical Training
Strategy
Ethics
Safety
Patient Safety & Quality of Care
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Ethical Principles in Healthcare

Introduction – The Evercare Group's Story

> The Evercare Group stands strongly behind our mission of building an impact-driven legacy of accessible, safe, and quality healthcare for our patients and the communities we serve.

Along our journey to transforming healthcare, we have embraced change, welcomed opportunities, and met challenges head on, keeping the well-being and safety of our patients and our staff at the forefront of what we do, every day. **During 2021, we proudly served over 4 million patients, across our 29 hospitals, 93 diagnostics centers and 13 clinics.**
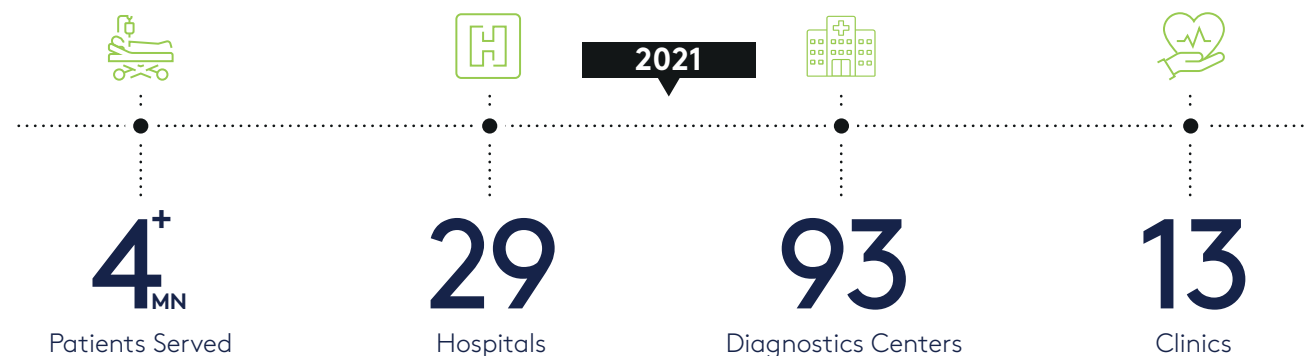
2021

4⁺ MN	**29**	**93**	**13**
Patients Served	Hospitals	Diagnostics Centers	Clinics

We inaugurated **2 new hospitals in Bangladesh and Nigeria**, offering state-of-the-art facilities and medical specialties, and by doing so, expanded our outreach to serve more patients in need. Over the past 5 years, our healthcare facility portfolio has witnessed healthy and sustainable growth, as we continue to provide accessible healthcare to all, aligned with our values of quality, integrity, passion, respect, and innovation.

During the COVID-19 pandemic, a challenge like none we have faced in recent history of delivering care, our team of healthcare providers has demonstrated their resilience in the face of adversity and their dedication to serving patients.

As an impact driven, community-based company, we place our patients and our staff as our highest priority. We strive to be South Asia's and Africa's most trusted provider of advanced, quality healthcare, and we are committed to being there for those most in need, no matter the challenges that face us.

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TIMELINE: EVOLUTION OF THE PORTFOLIO

2016
- 3,900 Employees
- +1600 Beds
- ~875,000 Patients Episodes
- 20 Diagnostic Centers
- 16 Hospitals
- CARE Hospitals (India) Evercare's 1st Investment
- Islamabad Diagnostics Centre (IDC Pakistan)

2017
- Avenue Group (Kenya)
- Metropolitan Hospital Holdings LTD (MHHL - Kenya)
- Nairobi Women's Hospital (NWH - Kenya)

2018
- NWH opens its **7th** Hospital (Naivasha)
- NWH Opens **3** new Hospital (Meru & Mombasa)
- Construction of Evercare Lekki (Nigeria)

2019
- Evercare Hospital **Lahore** starts operations (Pakistan)

2020
- **3**rd Hospital Opens by Avenue Group (Thika)
- **7**th Investment Evercare Hospital (Dhaka Bangladesh)

2021
- 10,400 Employees
- 3500 Beds
- 29 Hospitals
- ~4 mn Patients Episodes
- 93 Diagnostic Centers
- 13 Clinics
- 2 new Hospitals open - Evercare Hospital Lekki (Nigeria)
- and Evercare Hospital Chattogram (Bangladesh)

TPG **RISE** Evercare is a TPG company, managed by the Rise Fund.

Evercare Group Overview

- ✓ Healthcare platform integrated across Asia and Africa.
- ✓ High quality and globally accredited facilities.
- ✓ Impact led focus serving the most in-need markets.
- ✓ Deep bench of best-in-class healthcare executives.

29 Hospitals

3,500 Beds

OUR PLATFORM

93 Diagnostic Centres

13 Clinics

Our Reach

| **5** Countries | **40** Cities | **140mn** Population Catchment | **~4mn** Patient Episodes | **10.4k** Employees | **53%** Female Employees |

Global HQ – Dubai, UAE

ASIA
- 🏥 **14** Hospitals
- 🌐 **3** Countries
- ⚙ **4** Operating Assets
- 📋 **~3mn** Patient Episodes

AFRICA
- 🏥 **15** Hospitals
- 🌐 **2** Countries
- ⚙ **4** Operating Assets
- 📋 **~1mn** Patient Episodes
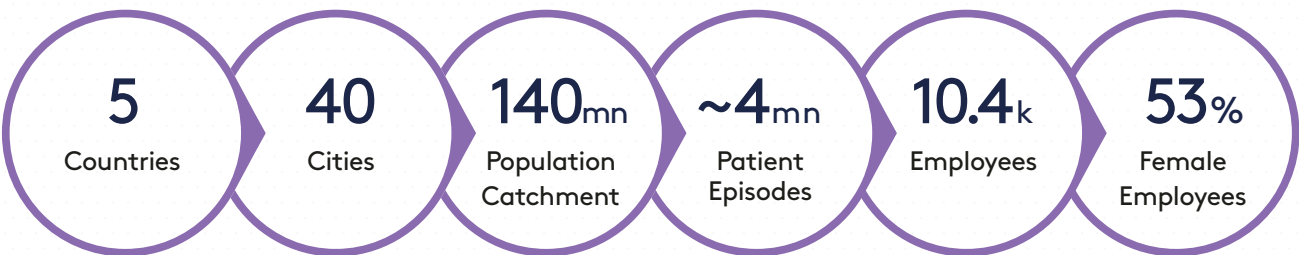
Notes: ● Figures are for the year ending June 2021. Patient episodes figure includes IP volumes, OP volumes and IDC patient episodes.

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

QUALITY
We are committed to providing quality healthcare for every patient.

INTEGRITY
We do the right thing, every time.

PASSION
We are passionate about healthcare and this shows in the care we provide.

RESPECT
We are respectful of everyone regardless of our differences and diversity.

INNOVATION
We believe innovation allows us to improve our patients' experience, increase caregiver engagement and ensure the health of our business.

Our Strategic Impact Pillars

At The Evercare Group, we are committed to transforming healthcare for millions of people in emerging markets. This is titled as The Evercare Group's

Vision of Transforming Healthcare

Our commitment is underpinned by the UN Sustainable Development Goal 3 (SDG3) "Ensure healthy lives and promote well-being for all, at all ages". Additionally, our contribution to the fulfilment of SDG3 is strongly correlated and has a positive impact on SDG1 "No Poverty", SDG2 "Zero Hunger", SDG4 "Quality Education", SDG8 "Decent Work and Economic Growth", and SDG10 "Reduced Inequalities".

Patient Safety and Quality of Care

Respectful Workplace

Rule of Law and Governance

Enironmental And Social Sustainability

The Evercare Group's

Commitment to Impact through Stewardship

We are dedicated to achieving our Vision of Transforming Healthcare in an impactful manner and we aim to realize this vision through a commitment to **four (4)** areas of stewardship:

1- Patient Safety & Quality of Care Stewardship:

- ⊘ Upholding our patients' rights
- ⊘ Promoting high-quality standards of health services, medical care, and patient safety
- ⊘ Acting in respect with ethical principles

2- Respectful Workplace Stewardship:

- ⊘ Protecting, empowering, and ensuring the wellbeing of our entire employee base
- ⊘ Zero-tolerance for discrimination, bullying, and any kind of harassment

3- Rule of Law & Governance Stewardship:

- ⊘ Respecting laws and regulations, including safeguarding information to ensure confidentiality and using data responsibly
- ⊘ Conducting our business responsibly with corporate governance and ethical standards at all levels of our operations

4- Environmental & Social Sustainability Stewardship:

- ⊘ Safeguarding the environment
- ⊘ Making a positive and impactful contribution to the communities and societies we serve to ultimately contribute to a better world

Bart Wilms
General Counsel, Chief Compliance Officer and Head Impact

"We are dedicated to achieving our Vision of Transforming Healthcare in an impactful manner and we aim to realize this vision through our commitment to our key areas of stewardship."

1- Patient Safety & Quality of Care

At The Evercare Group, we are committed to improving more lives by continuously advancing the delivery of healthcare. **Every day, more than 10,000+ colleagues deliver on our mission to positively impact our patients, one another, and our local communities.** Throughout our extensive network, we provide quality care to safeguard and improve our patients' health and well-being. Within our portfolio of hospitals, we share learnings, develop best-practices, and encourage improvement to better deliver the quality of care our patients deserve. We ensure that quality care is provided through our comprehensive Patient Safety & Quality of Care program.

"Every day, more than

+10,000

colleagues deliver on our mission to positively impact our patients, one another, and our local communities."

Susan Pos
Chief Nursing Officer & Head of Quality

1.1 Quadruple Aim

The Quadruple Aim is a framework first introduced by the Institute of Healthcare Improvement as the Triple Aim, with the purpose of improving the quality of healthcare systems initially through 4 dimensions:

Improving Patient Outcomes

Improving Patient Experience

Improving Value of Care

Protecting the Well-Being of our Healthcare Providers

We believe each of these dimensions is critical to ensuring that our patients are put at the center of the care we provide.

1.1.1 Improving Patient Outcomes

Our goal is to ensure optimal outcomes for all our patients by preventing care related incidents and infections, and providing safe care and appropriate medical management. We are also working hard to reduce maternal, fetal, and neonatal mortality in the patient populations we serve by providing evidence-based care and ensuring employees are adequately proficient in managing normal and complicated pregnancies, deliveries, and newborn babies.

We have a set number of clinical indicators that are measured and monitored monthly to ensure we are providing the best possible care.

Prevention of complications from chronic diseases such as diabetes mellitus, chronic kidney disease, and hypertension are improved by screening for these conditions and ensuring early intervention and management.

1.1.2 Improving Patient Experience

- Digital patient satisfaction surveys are conducted regularly during the hospital stay. This provides important information on patients' needs and expectations and are instructive in improving their experience.

- Our patient feedback system captures patients' comments in the outpatient and inpatient departments using a series of internationally accepted questions. This allows us to improve services in very specific areas and where needed.

- At The Evercare Group, we measure customer loyalty using the Net Promoter Score.

  Our goal is to achieve above 70%.

1.1.3 Improving Value of Care

- We utilize a "Zero Harm" approach to ensure incidents, hospital acquired infections, and near misses are minimized to the best of our ability. This helps reduce length of stay, additional treatment, and costly interventions.

- The Evercare Group improves value for patients by ensuring the correct number and skill mix of nurses is allocated according to the acuity of the patient.

1.1.4 Protecting the Well-Being of Our Healthcare Providers

- The health and safety of our employees is critical to ensuring a consistent quality service to our patients and their families.

- Our engagement with employees improves the satisfaction of the healthcare providers and this consequently enhances the safety and satisfaction of our patients.

- We adhere to having a respectful workplace, ensuring that employees are treated with dignity, respect, and without discrimination.

1.2 Hospital Accreditation

Our goal is to have every facility in our network accredited with a recognized healthcare accreditation body. This ensures that our health systems are strengthened through recognized standards and improvement of quality care to provide safer and better health care delivery.

Of our 29 hospitals, 15 have so far achieved accreditation status with bodies like Joint Commission International (JCI) across various countries, The Council for Health Service Accreditation of Southern Africa (COHSASA) for Kenya, National Accreditation Board for Hospitals and Healthcare Providers (NABH) for India, SafeCare for Nigeria, and Punjab Healthcare Commission (PHC) for Pakistan.

By the end of 2022, we aim to have another 5 hospitals achieve accreditation status with the remaining hospitals accredited by 2024.

1.3 Patients' Rights Charter

To demonstrate our commitment to honor our patients as the center of care, we have introduced our Patients' Charter which outlines the principles underlying the rights and responsibilities of our patients with a view of upholding our patients' right to information, achieving mutual expectations as well as fostering effective communication between our caregivers and patients.

We believe that respecting the rights and responsibilities of our patients is an essential prerequisite to building trust between our patients and caregivers, leading to quality of care.

7

Principles Underling our Patients' Rights

1. The right to respectful and confidential care

We believe that our patients should have access to confidential, considerate, and respectful care irrespective of their economic or social status.

2. The right to informed consent

We believe our patients have the right to receive complete information about their diagnosis, treatment, prognosis, as well as the associated risks from their caregivers in terms that they can understand.

3. The right to be a decision-maker

We promote patient-centered care by giving our patients a say. We believe they should play an active and participative role in the care process including assessing their pain and discussing treatment options with their caregivers.

4. The right to a transparent billing process

We acknowledge that outpatients should receive complete and accurate billing.

5. The right to know your caregivers

We ensure that our patients know the identity and the professional status of their caregivers.

6. The right to choose your representative

We respect that our patients can consciously choose their representatives.

7. The right to access your medical record

We aim to deliver medical records upon requests, in a timely manner.

6 Principles Underlying Our Patients' Responsibilities

6. Reporting your concerns

We encourage our patients to voice their concerns without fear of jeopardizing their care with any member staff. We consider our patients' comments as opportunities to improve the quality of care and services we provide.

2. Sharing accurate information about your medical condition and history

We trust that the responsibility of our patients to share relevant and complete information about their health condition and medical history with their caregivers makes the most appropriate medical decisions.

5. Meeting the financial commitment

We acknowledge the right of our patients to a transparent billing process, and we expect them to meet their financial commitments arising from their care.

1. Respecting the rights of others

We believe that respecting the rights of our staff and other patients will lead to a respectful and trustful environment that will significantly contribute to enhance quality care.

3. Seeking clarification regarding the care process

We empowered patients to raise any incomprehension of a contemplated course of action or lack of understanding of patient expectations to caregivers.

4. Following-through with medical instructions and recommendations

We encourage our patients to express any concerns about their ability to follow the agreed upon treatment plan. It is essential that our patients follow treatment plans to achieve optimal outcomes and take responsibility for the result of not following them.

1.4 Quality-of-Care Metrics

To quantitively measure our quality of care, we measure, track, and monitor several metrics that indicate our performance with regards to our commitment to providing quality care to our patients. **These metrics may include:**

1.4.1

Patient Experience

1.4.2

Patient Safety and Quality of Care

1.4.3

Hospital Acquired Infection Rate

1.4.4

Unplanned Returns to the Operating Room

1.4.1 Patient Experience

Patient experience is globally recognized as an indicator of healthcare quality and is seen as the sum of all patient interactions across the continuum of care. We believe that our dedicated staff, engaging with our patients and their families daily, allows us to promptly resolve any potential concerns. By conducting patient satisfaction surveys at multiple points of care, we are also able to gain a better understanding of patients' expectations. This information is important to help us direct our initiatives to continuously improve patient care.

Patient satisfaction feedback mechanisms are in place and closely monitored and managed by our quality teams. Feedback is reported monthly, and net promoter scores are tracked to indicate patient satisfaction. Patient feedback is thoroughly reviewed and investigated with the view to a timely resolution and positive outcome.

In 2021, we achieved the following Patient Satisfaction Scores (NSS):

NIGERIA	INDIA	PAKISTAN
94%	**79%**	**73%**

We also achieved net promoter scores (NPS) of **98.7 and 86.7** for Nigeria and Pakistan respectively.

Generally, an accepted NPS score is between **0 – 30**; an above average score is between **30-70** and anything above **70** is seen as excellent. The average NPS score for the healthcare industry in **2021** was **38**.

At the Evercare Group our target is 70 and above.

Our approach to improving the patient experience is focused on the following three key elements:

Patient Engagement

Continuously collect patient feedback and use a one-off rating of services after patients are discharged.

Provide patients with multiple channels to communicate with us such as email, SMS, WhatsApp; Google review, Facebook, etc.

Ensure patient experience teams are proactive in meeting patients on a regular basis and capturing their experiences.

Feedback Action

Ensure patient feedback is taken seriously and treated as high-priority. Addressing gaps and resolving issues is done as quickly and thoroughly as possible.

Make certain that patient complaints are managed through a structured process including immediate action, investigation and corrective and preventative actions.

Guarantee responsiveness of our staff to satisfactory resolution of complaints and concerns to improve our patients experiences.

Measuring, Monitoring and Improving

Measure Net Promoter Scores and Patient Satisfaction Index as indicators of our patient experience.

Establish a "Human Experience" group across the platform where our teams meet to share ideas and suggestions for improving patient experience.

Receive regular feedback and training on how to improve the way we deliver care and we are constantly monitoring our indicators: Patient Satisfaction Index; Net Promoter Score; and Patient Complaints.

1.4.2 Patient Safety

Patient safety is fundamental to delivering quality healthcare services. These services should be effective, safe and people-centered.

To realize the benefits of quality healthcare, health services must also be timely, equitable, integrated, and efficient. At The Evercare Group, we use recognized international best-practices to ensure that our patients are receiving the best medical care. We measure and monitor a variety of quality indicators to guide improvement initiatives and monitor the level of service delivered.

Patient safety indicators include medication prescription, dispensing and administrative errors, falls, as well as hospital acquired pressure ulcers, to name a few.

Medication prescriptions, dispensing and administration errors are identified in a wide number of audited elements, including but not limited to correct dates and times and physician full signatures. If any of the elements are non-compliant to our standards, it is raised as an error and feedback is provided to physicians to improve prescription practices.

1.4.3 Hospital Acquired Infection Rate

Hospital acquired infections occur as a result of medical care. The most common cause of these infections is often related to invasive procedures and medical devices. At The Evercare Group, we adhere to strict infection prevention and control measures therefore minimizing incidents and ensuring a consistent, evidence-based approach to the management of our patients.

We strive to achieve a 0% infection rate, well-below the international benchmark of 1%. We closely monitor these rates and immediately implement intervention and improvement plans should we observe any increase in this rate.

In 2021, we are proud to announce that we achieved hospital acquired infection rates of 0.53% for India and 0.78% for Kenya, well-below the international benchmark of 1%.

1.4.4 Unplanned Return to the Operating Room

Unplanned Return to the Operating Room is defined as any secondary procedure requiring a return to surgery for a complication resulting directly or indirectly from the original operation. Because they most often reflect problems related to the procedure itself, reoperation rates are useful for monitoring quality across hospitals and for identifying opportunities for quality improvement.

The monitoring of readmissions rates is also important as it may indicate premature discharge or discharge to an environment that is not adaptable to the patient's medical needs and therefore may result in hospital readmission.

Across the Group, we averaged 0.12% returns to the operating room and a 0.36% readmission within a 48-hour timeframe. The Evercare Group's benchmark is 0.38% for returns to OR and 0.48% for readmissions. This metric is calculated as a percentage of surgeries and discharged patients, respectively.
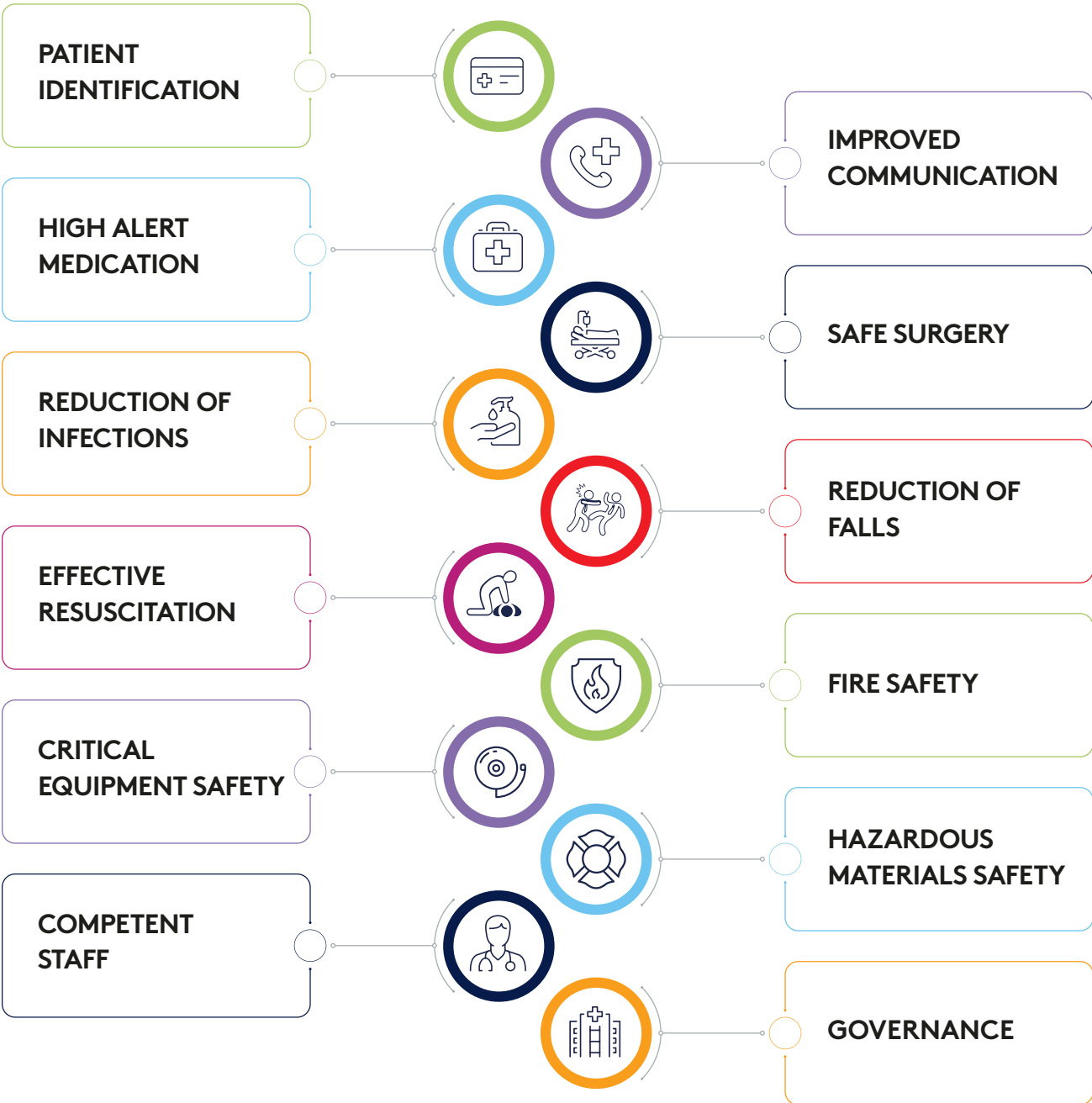
1.5 Mandatory Safety Standards

For our patients and everyone who enters one of our care facilities, The Evercare Group strives to offer the safest community of care possible. **In 2021, and in adherence with Joint Commission International (JCI) & International Finance Corporation (IFC) performance standards, we introduced our mandatory safety standards.** These standards are informed by learnings and areas of improvement identified by the daily operations of our facilities. These standards have been rolled-out and implemented in our facilities and are monitored monthly for compliance.

Evercare Safety Standards

We follow International Patient Safety Goals as part of our Mandatory Safety Standards.

PATIENT IDENTIFICATION

HIGH ALERT MEDICATION

REDUCTION OF INFECTIONS

EFFECTIVE RESUSCITATION

CRITICAL EQUIPMENT SAFETY

COMPETENT STAFF

IMPROVED COMMUNICATION

SAFE SURGERY

REDUCTION OF FALLS

FIRE SAFETY

HAZARDOUS MATERIALS SAFETY

GOVERNANCE

1.6 COVID-19 Pandemic: Our Response

Every year, The Evercare Group will deliberately reflect on the positive impact we have on our patients, coworkers, and communities. Due to the COVID-19 pandemic in 2020, our organization faced unprecedented obstacles, but our combined commitment to our purpose and vow to help more lives in more ways, never wavered.

Across The Evercare Group, we implemented a 3-pronged approach to ensure our patients, staff and facilities were well prepared and safe during the pandemic.

1. STAFF:

We established consistent communication on the status of the pandemic and provided the latest updates from the World Health Organisation (WHO) and Centers for Disease Control and Prevention (CDC). Training guidelines, policies and protocols were communicated with staff and the provision of personal protective equipment was provided to all staff and public entering our facilities.

2. HOSPITALS AND CLINICS:

Dedicated areas for COVID-positive patients were created, as well as screening, and testing areas for the local communities. Safety consumables and equipment were provided to meet the increased needs of patients.

3. PATIENTS & CARE:

Patients were managed using the most up-to-date treatment guidelines and our dedicated clinical teams provided the best possible care.

Our pandemic response, at a **GROUP LEVEL**, was categorized as follows:

a) Preparation and Communications

- Development of a communication strategy for internal and external stakeholders
- Information developed to support patients and their families at our facilities
- Alignment with the WHO and local health departments guidelines at all sites
- Unified document control and reporting

b) Pandemic Response

- Coordinated emergency response and ensuring facility-readiness
- Procurement of required safety consumables and equipment
- Clinical protocols and guidelines
- Staff training on COVID, and infection prevention control protocols

c) Clinical Governance

- Information and guidelines on disease pathway and progression
- Nursing staff online training modules
- Specialist physician groups advising on the management of critically-ill patients

d) HR Contingency Plan

- Adjusted clinical staff shift system to allow shorter periods of time with the infected patients
- Monitored morale and counseling services made available

e) Business Continuity

- Adequate management of financial risks
- Telemedicine to continue service delivery to patients at home

f) Office Precautions

- Strict infection prevention and control measures
- Flexible "Work from home" policies and reduction of office-days

Our pandemic response, at a **COUNTRY LEVEL**, was categorized as follows:

a) Facilities

- Awareness and information signage
- Large-scale hand and surface sanitization provision
- Masks and PPEs
- Dedicated isolation areas both outside the facility and in inpatient areas
- Patient movement restrictions and flow alterations

b) Staff Response

- Shorter staff shifts to reduce exposure to infected patients
- Counselling and staff support
- Special allowances and provisions of transport to critical staff
- Staff vaccination programmes

c) Patient Management

- Initial halt in elective surgeries and resumption upon preventative measure implementation
- Reduction in high-risk specialties such as dentistry, ENT, Anesthesia
- On-site PCR testing and risk assessment for everyone entering the hospital

d) Business Continuity

- Telemedicine to continue service delivery to patients at home
- Pharmacy home delivery to patients
- HR cost monitoring
- Weekly clinical governance committee meetings to provide guidance and support

1.6.1 Patient COVID-19 Statistics

1.6 MN — # OF PATIENTS TESTED (PCR)

23.8 THOUSAND — # OF PATIENTS ADMITTED TO GENERAL WARDS

13.8 THOUSAND — # OF CRITICAL PATIENTS ADMITTED TO ICU

95.9 % — SURVIVAL RATE

(Note: These numbers cover the period Mar 2020 to Dec 2021)

Priya Chittikkunnon
Nurse, CARE Hospitals

"During the COVID-19 pandemic, our organization faced unprecedented obstacles, but our combined commitment to our purpose to positively impact our patients, co-workers, and communities, never wavered."

1.7 Healthcare Worker Safety & Well-Being

> ## The physical and mental wellbeing of our caregivers is a key priority for The Evercare Group.

With the onslaught of COVID-19, clinical burnout and mental wellbeing problems were exacerbated. Counselling and morale support sessions were launched at both Group level and across our portfolio of hospitals to ensure that our employees were provided with the support they need, and when they needed it most.

We further strengthened a "Speak-up" culture which encourages our staff to reach out and communicate any hardships they may have endured.

These sessions are conducted on both an individual, discrete basis and at a group level. The sessions included advice on sleep, lifestyle patterns, self-care, work-life balance, and information on how to effectively deal with traumas, both personal and work related.

We recognize that healthcare workers face a wide range of hazards on the job. Exposures to blood and other body fluids can occur across several areas and departments in a hospital.

Healthcare workers, emergency response teams, housekeeping and cleaning teams can potentially be exposed to blood and body fluids through needlestick and other sharps injuries, mucous membrane, and skin exposures. The most effective way to prevent these exposures is through ongoing training initiatives on safety precautions including, but not limited to, personal protective equipment and correct procedures when working with sharps.

As one of our quality indicators is the measurement and monitoring of sharps injuries across our facilities. In 2021, we maintained an average of 0.18% sharp injuries, for all patient cases, treated at our facilities.

1.8 Emergency Care

At The Evercare Group we are committed to assisting all patients in our emergency departments regardless of their financial status.

All patients coming into the emergency departments will be triaged and assessed for the level of care required. Resuscitation and stabilization for patients with life-threatening conditions will be handled first and then they are either admitted to our facilities for further treatment or transferred to another appropriate facility.

The triage system in operation at all our facilities will further identify patients with serious, moderate, and minor conditions and prioritize patients for treatment. All life-threatening conditions are treated immediately with serious and moderately serious patients next.

Those with minor ailments are either asked to wait for the serious patients to be managed first before being seen or transferred to the outpatient department to be seen by a general practitioner. Patients are recommended for admission when they require definitive treatment and monitoring by specialized staff to ensure their progress and recovery is optimized.

All our emergency departments are staffed with experienced, specialized healthcare professionals, and all are equipped with the essential emergency equipment and supplies. We have dedicated supplier contracts that will provide additional resources should an emergency occur that exceeds the resources in the departments.

During the COVID-19 pandemic when oxygen was sometimes in short supply in the hospitals, our suppliers were placed on standby to provide additional supplies 24 hours a day.
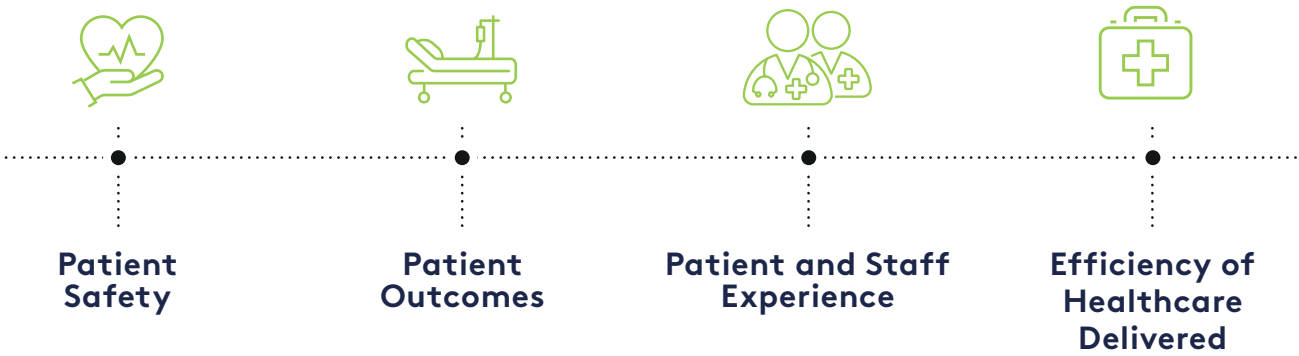
1.9 Clinical Governance

Clinical governance is the framework through which we are accountable for continuously improving the quality of our services and safeguarding high quality of care. The Evercare Group's Clinical Governance Committee (CGC) oversees the standards and quality of care for the group with a view to having all facilities accredited with recognized healthcare accreditation bodies by 2024.

To date 15 of 29 hospitals have been accredited with another 5 working towards accreditation in 2022. Accreditation is the commitment to our patients that the quality of care we provide is at the highest standards in the countries we work in.

The CGC membership includes the chief medical officer, chief nursing officer and quality lead in each hospital to ensure all clinical groups participate actively in maintaining and improving our standards. At each hospital, a dedicated person oversees quality management and co-ordinates the quality related committees to review their progress.

> Each facility has a CGC which in turn oversees all quality, standards, and improvement work through subgroups, i.e., Pharmacy and Therapeutics Committee, Infection Control Committee, and more.

The areas of governance and monitoring done by the CGC include:

| Patient Safety | Patient Outcomes | Patient and Staff Experience | Efficiency of Healthcare Delivered |

Key Pillars

PATIENT SAFETY

- Implement mandatory safety standards to ensure patient safety and work towards zero harm.

- Track a variety of quality indicators and analyze serious adverse events to identify areas for improvement in a culture of learning and improvement.

- Implement bundles of care to reduce the risk of hospital acquired infections and this is one group of indicators tracked monthly to improve the quality of care delivered.

QUALITY OF CARE

- Hold regular Clinical Governance committee meetings to review patient journeys, outcomes, an opportunity for shared learning and an overall improvement in the quality of care to patients.

- Work with our physicians to ensure credentialling and privileging is in place to set a standard of practice and our physicians are actively involved in quality improvement.

- Link nurse to patient ratios to patient outcomes to monitor labour hours on a monthly basis to ensure targets set by each hospital are met in the interest of patient safety and quality care.

METRICS

Group Patient Safety and Quality Indicators: e.g., Pressure ulcers, falls, medication errors, hospital acquired infection rates, mortality rates and nursing hours per patient day

1.10
Medical & Nursing Training

1.10.1 General

Every facility conducts an Induction and Orientation program for all new employees to ensure they are well prepared for taking on their roles at our facilities.
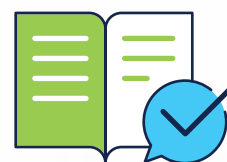
✓ **The programs cover many topics such as:**

Quality Management and Accreditation Processes

International Patient Safety Goals

General Infection Control Practices

Environment of Care (Staff and Patient Safety and Security)

Fire Safety

Emergency Codes

HAZMAT (Storage and Handling)

Chemical/Biohazard Fluid Spills

Patient Traffic Management and Security

Disaster Management

Basic Life Support and Human Resources Policies

1.10.2 The Evercare Group

Training and development on the group level covers a broad spectrum of programs and initiatives and includes our clinical staff from both Africa and South Asia.

Africa

South Asia

a) Specialist Forums have commenced with specific discipline groups providing the opportunity for Medical and Nursing Staff to share knowledge and learn from each other by way of presentations, case studies, newest techniques, treatment plans and open discussions.

b) Senior physicians working at The Evercare Group are available to create an opportunity for supervision, guidance, and learning for junior physicians. Partnering with examining bodies through recognizing our facilities as training institutions provides a strategic pipeline for medical talent. Care India currently provides 150 doctors Diplomate of National Board (DNB) Postgraduate Training.

c) A Nursing Leadership Program will be offered by Boston Massachusetts General Hospital to all senior nursing leaders in the group with a view to strengthening nursing leadership and is planned to commence in the first half of 2022.

d) Wound Management Certification was offered by Vohra Wound Physicians to nurses involved with wound management and the program commenced in 2022. Initially 50 nurses across the group will complete the program and earn international certification.

e) Evercare Unit Managers Development Program for all unit managers across the group has commenced in Kenya and 50 mid-level nursing managers have completed the program to date. This is planned to be rolled out to all unit managers across the group by the second quarter of 2022.

1.10.3 Africa:

KENYA: Evercare College of Healthcare Sciences in Nairobi, Kenya

The college offers training on basic general nursing, post basic training in critical care, operating room science, and nursing competency programs. The college also offers training for allied health professionals like dieticians, social workers, and medical technicians.

The highly qualified faculty is dedicated to excellence and providing competency-based knowledge and skills.

400+ GRADUATED

Since inception, over 400 skilled and competent health workers have graduated and have now been absorbed into the job market in their various areas of specialty.

A partnership with Strathmore University was established to create learning opportunities for senior leaders in the field of Healthcare Management.

NIGERIA: Collaboration with the State University of Lagos was established for training initiatives for all Clinical Staff. This provides an academic opportunity for improving the knowledge and skills of nurses and doctors in the hospital.

1.10.4 Asia:

BANGLADESH:
STS College of Nursing in Dhaka, Bangladesh

This college offers basic training for nurses and supports the hospital with a constant flow of newly qualified nurses, counteracting the attrition rate for nurses pursuing work opportunities at other hospitals locally and internationally. The college is supported by the University of Dhaka and to date has trained 114 nurses.

INDIA:

Every hospital at Care is associated with a local nursing college and offers training opportunities for students: BSc and Diploma in General Nursing. This initiative also offers competency programs for specialized disciplines (i.e., Critical Care Nursing). These collaborative efforts provide a flow of students to the hospitals and the opportunity to appoint the best performing students upon completion of their training.

PAKISTAN:

Partnership with a local nursing training college will provide a source of workforce in addition to enforced upskilling of employed nurses.

Sherin Akter Popi
Bsc Student, 4th Year

"I am thankful to the teachers at the STS College of Nursing in Dhaka, Bangladesh. Throughout my Nurse training program, I have been challenged and inspired. My education at the STS College of Nursing has been a wonderful experience."

2- Environmental and Social Sustainability

2.1 Group Environmental, Social and Governance Principles

The Evercare Group believes that there is a fundamental connection between healthy patients, employees, and a sustainable environment, and we have a corporate responsibility to demonstrate our commitment and leadership in our business practices, healthcare facilities, and overall ecosystem.

Our ethos is to offer the highest quality of clinical outcomes to every patient we serve. We are driven by our commitment to provide exceptional service and world class care in our markets, and to deliver measurable long-term positive impact and access to affordable healthcare.

Our group ESG principles are the essential building blocks for The Evercare and must be equally respected by our workforce, contractors, suppliers, and vendors.

Establishing best-in-class ethical practices within our facilities enables us to better conserve natural resources, generate long term cost savings, and improve the health and safety of our people while delivering high quality of care and patient safety in the markets we serve. We encourage all our employees to become environmental stewards in their workplace and their communities. We instill this through **a culture of commitment, innovation, co-operation, responsibility, governance, and accountability.**

To achieve our goals, we have identified six organizational objectives:

01 Embed sustainability into our business practices across all our healthcare facilities.

02 Improve resource efficiency, focusing on waste management, health and safety, and energy efficiency.

03 Develop synergies through strategic partnerships and community outreach and benefit initiatives.

04 Create opportunities to achieve more efficient and sustainable facilities.

05 Set KPIs for waste minimization, energy use, water and natural resource consumption and sustainable procurement and promote the regular monitoring and reporting of our environmental and social performance.

06 Foster a work environment and labor practices that promote gender diversity and inclusion and provides equal opportunities for staff.

> Through these objectives, we strive to deliver our mission to provide accessible, and quality healthcare to the communities we serve.
>
> **Massimiliano Colella,** CEO

2.2 Introduction

At The Evercare Group, Environmental and Social Governance (ESG) means that we are committed to providing **impactful, quality, and accessible healthcare** in a manner that is safe to both **people** and the **environment**. Through consultations and project related disclosures, we effectively engage with our local communities to understand the matters that directly affect them, and work towards the betterment of society. Our ESG strategy was developed based on IFC performance standards and the UN SDGs.

"The Evercare Group believes that there is a fundamental connection between healthy patients, employees, and a sustainable environment, and we have a corporate responsibility to demonstrate our commitment and leadership in our business practices, healthcare facilities, and overall ecosystem."

Mohammad Ghunaim
ESG Manager

Through our adherence to best-in-class ethical and sustainable practices, we strive towards operational excellence, considering both the environmental and social impacts of our footprint and of the decisions we make. We deploy every effort to empower our stakeholders to become ESG leaders in their domains. We instill these values **through a culture of innovation, co-operation, transparency, governance, and accountability.** Our attempt to translate our ESG organizational objectives translates to five key principles, which set forth the foundation of our ESG strategy and are the cornerstone to our success:

Key Principle 1

Commitment to assess and manage our environmental and social risks and impacts.

Key Principle 2

Commitment to fair labor and working conditions, internally across our portfolio and throughout our supply chain.

Key Principle 3

Commitment to resource efficiency and pollution prevention.

Key Principle 4

Commitment to community health, safety, and security.

Key Principle 5

Commitment to biodiversity conservation and sustainable management of living natural resources.

PILLARS	ENVIRONMENTAL SUSTAINABILITY	SOCIAL	GOVERNANCE
Commitment	⊘ Pollution Prevention and Biodiversity Conservation ⊘ Resource Efficiency ⊘ Mitigation of Risks and Impacts	⊘ Community Health, Safety and Security ⊘ Fair Labor and Working Conditions ⊘ Mitigation of Risks and Impacts	⊘ Group Policies and Procedures ⊘ Commitment to Ethics, Integrity and Rule of Law **UN Sustainable Development Goals**
Our Actions	⊘ Environmental Action Plans ⊘ ESCO Engagements, Annual ESG Workplans, GHG Reduction Targets ⊘ Solar Power Purchase Agreements	⊘ Social Action Plans ⊘ Fair Treatment, Non-Discrimination and Equal Opportunity ⊘ Responsible Procurement	**Socio-Economic And Environmental Material Issues**
Outcomes	⊘ Improved Facility Efficiencies ⊘ Environmental and Biodiversity Conservation ⊘ Pollution prevention	⊘ Responsible Suppliers and Supply Chain ⊘ Social Value Creation ⊘ Social Impact Stories	**Performance Standards** IFC International Finance Corporation WORLD BANK GROUP

Whilst we continue to focus on developing our ESG strategy and framework, in the meantime, we are striving to become ESG leaders in our countries of operation. We aim to do this by addressing the issues that are most material to our markets of operation. The following sections of the report lay out our ESG strategy and our actions taken to go beyond what is internationally accepted as minimum requirements hence setting the foundation to position us as leaders in the ESG domain.

2.3 ESG Strategy for Sustainable Growth

The Evercare Group commits to the delivery of a comprehensive ESG strategy that manages the socio-economic and environmental issues that are most material to both our business and markets. Our approach is aligned and based on the IFC performance standards and UN Sustainable Development Goals (SDG's).

2.4 Environmental & Social Action Plans – Addressing the Gaps

To fulfil our commitments, an initial assessment was first performed for each of our hospitals, identifying environmental and social risks and impacts. This paved the path for a gap analysis exercise, identifying areas of improvement and issues that need to be addressed and resolved. **Unique Environmental Social Action Plans** (ESAPs) were subsequently developed to address these gaps and ensure compliance with IFC performance standards.

Notwithstanding delays on account of the pandemic, we have progressed well in the closure of gaps and ESAP items.

For Evercare Hospital Lahore, Evercare Hospital Lekki, Evercare Hospital Chattogram, CARE Hospitals and Metropolitan Hospital Ladnan, we have been successful in closing all the identified gaps and have addressed all the items listed in their respective Environmental Social Action Plans. During the next period, we will remain vigilant in addressing our identified gaps and will work towards progressing on the closure of our ESAPs. For Evercare Hospital Dhaka, and by way of example, we have submitted and are awaiting government approval of our HR policy. Additionally, we have kick-started the process of EDGE certification for the hospital.

This would position Evercare Dhaka to become the only EDGE certified hospital, and building by all typologies, in Bangladesh.

2.5 Annual ESG Workplans – Our Journey to Efficiency

With most items identified in the ESAPs addressed and closed, this year we went beyond the minimum requirements and embarked on a journey of efficiency; to transform our hospitals to world-class resource efficient facilities. To achieve this objective, we developed unique and customized annual ESG workplans on a hospital-by-hospital basis.

These workplans address the following efficiency measures and work towards the objective of reducing the portfolio's carbon footprint. Examples of these measures will be discussed in the following sections of the report.

2.5.1 Energy Efficiency

2.5.2 Water Efficiency and Wastewater Treatment

2.5.3 Waste Management, Recycling and Diversion

2.5.4 Indoor Environmental Quality

Energy Efficiency – Conservation Measures

- Energy audits, ESCO engagements and Energy performance contracts (EPCs
- Solar Power Purchase Agreements
- HVAC retrofits, Refrigeration Systems & Refrigerant gases
- Voltage optimization systems
- BMS system installation & optimization
- Movement senors, timer switches & daylight sensors
- Entryway systems, solar thermal heating & LED lighting systems
- Bio-diesel for vehicles & generators

Water Efficiency - Conservation Measures

- Low flow washroom & kitchen faucets
- Dual flush toilets & low flow urinals
- AC Condensate recovery and reuse
- Water efficient appliances

Waste Water Treatment

- Cooling tower makeup and reuse
- Monitoring, testing and treatment as per local government regulations

Waste Management, Recycling And Incineration

- Bio-medical wastes
- Hazardous wastes
- Battery wastes
- Radioactive wastes
- Food Wastes
- General Wastes
- Paper Wastes

Indoor Environmental Quality – Enhancement Measures

- HVAC ventilation related as per ASHRAE 62.1
- Demand Controlled Ventilation
- MERV filters
- CO_2 sensors
- Low VOC paints, primers, adhesives & sealants
- Green Cleaning Products

Greenhouse Gas Emissions

- Monitoring and Verification
- Baseline Setting
- Annual Reduction Targets

2.5.1 Energy Efficiency

The reduction of our utility consumption plays a critical role in transforming our hospitals to become more resource efficient and less carbon intensive. Resource efficiency also comes with a double advantage of reduced utility bills and lower operational expenditure.

As an example, we are working towards retrofitting our hospitals with energy efficient Heating Ventilation and Air Conditioning (HVAC) systems by installing measures such as variable frequency drive (VFD) controllers on fans and pumps. VFDs function by varying the frequency and voltage of power supply, dependent on load conditions.
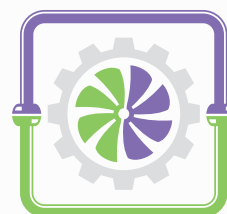
Additionally, our installations of passive infrared (PIR) motion sensors in storage areas, patient rooms, bathrooms, corridors and throughout our hospitals controls our lighting systems to automatically switch off in areas that are not in use.

Our operation of building management systems (BMS) comprise of sensors, controllers and output devices provides real-time and accurate control of air comfort conditions, precise start-stop and run-times, demand-controlled ventilation, automatic seasonal adjustment as well as airflow and temperature control.

Lastly, our engagements with energy service companies and solar service providers provide further demand control and carbon reduction measures and will be discussed in sections 2.6 and 2.7 respectively.

> **Progress with implementing energy efficiency measures is on-going and some examples of our achievements to date include, but are not limited to, the following:**

39%

a) Evercare Hospital Lekki is **now the first EDGE certified Hospital in all of Nigeria** and has achieved **39% energy savings** through:

- ✓ Reduced window to wall ratios
- ✓ Reflective paint/tiles for roofing
- ✓ Reflective paint for external walls
- ✓ Roof insulation
- ✓ Higher thermal performance glass
- ✓ Air economizers- except in critical areas like OT and ICU
- ✓ Air conditioning with air cooled chillers
- ✓ Variable speed drives in AHUs
- ✓ Energy-saving light bulbs- internal spaces (Except OT)
- ✓ Energy-saving light bulbs- external spaces
- ✓ T5 Fluorescent light- basement, car parking & kitchen
- ✓ Solar hot water collectors
- ✓ Smart energy meters for electrical energy

b) India has opted to work **with Smart Joules,** an energy service company based in India. Energy and cost savings from 3 CARE hospitals have yielded remarkable results already, with **a 25% reduction** in energy use from baseline values, equivalent to **6,400,000 KWh,** from the date of inception.

c) Smart Joules is currently assessing implementation of the same ESCO model for all other CARE hospitals apart from Hi-Tech.

d) Evercare Dhaka, Chattogram, Lahore and Lekki are currently engaged with an ESCO for ASHRAE level 2 energy audits and a potential partnership for implementation.

e) Basic energy audits have been completed for Avenue and Nairobi Women's Hospital. These audits are being upgraded to investment grade audits for a potential partnership with an ESCO for implementation.

f) Evercare Dhaka has engaged with IFC for EDGE certification and is currently in the process of identifying an EDGE certified assessor to begin the process of project registration and certification.

g) Evercare Lahore and Evercare Lekki have engaged with Solar service providers to explore the opportunity of solar PV power purchase agreements and installation on available roof space.

2.5.2 Water Efficiency and Wastewater Treatment

With the effects of climate change becoming more prevalent, the conservation of water resources through efficiency measures has become critical, now more than ever. Throughout our portfolio of hospitals, and wherever possible, we are installing low-flow faucets, urinals, and flush tanks to reduce our consumption per use. AC condensate and wastewater treatment effluent is being reused in cooling towers and for irrigation purposes. The integration of ESG criteria into our procurement processes also ensures that preference is given to the purchase of efficient appliances, as opposed to high consumption alternatives.

Additionally, Evercare Hospital Lekki's EDGE certification boasts water savings of 21% through the following measures:

evercare
HOSPITAL LEKKI

- Low-flow faucets in all bathrooms
- Efficient flush for water closets in all bathrooms
- Water efficient dishwashers
- Pre-rinse valve for rinsing operation
- Water efficient faucets for kitchen sinks

2.5.3 Waste Management, Recycling, and Incineration

At The Evercare Group, we are deploying every effort in working towards our goal of zero waste to landfill.

By law, hospitals are required to segregate clinical, non-clinical and hazardous waste. Our agreements with waste service providers requires the recycling of uncontaminated non-clinical waste. Clinical and hazardous waste is processed as per local laws and regulations with clinical waste typically incinerated.

2.5.4 Indoor Environmental Quality

Indoor environmental quality is of critical importance, especially in a hospital environment. The adequate design of HVAC systems' outdoor air ventilation rates ensures that fresh ambient air is delivered, at the correct ratio, and when required. This, coupled with MERV filtration systems and CO_2 sensors, decreases the spread of airborne pathogens throughout the hospital, and decreases hospital acquired infection rates. At The Evercare Group, it is standard practice that our HVAC systems are designed as per ASHRAE 62.1 standard, ensuring compliance with international best practices.

2.6 Energy Audits and Energy Service Company Engagements – Demand Management

While some of the items identified in our annual ESG workplans will be performed in-house by the respective ESG officers and facility managers, we are currently exploring partnerships with **Energy Service Companies (ESCOs)** to streamline the process of retrofitting entire hospitals at once.

Rather than implementing conservation measures on an item-by-item basis, the benefits of an ESCO engagement and energy performance contract allows us to partner with a single entity, conduct an investment grade energy audit, identify, and implement energy conservation measures, and put together a shared savings contract. This approach allows us to benefit from an instant improvement in resource efficiency, reduced utility consumption and greenhouse gas emissions. This also comes with the added benefit of diverting CAPEX towards quality of care, new specialty introduction and medical equipment purchases or upgrades.

We are exploring the feasibility of preferably partnering with one ESCO for the retrofit of our entire portfolio of hospitals all together and in a structured roll-out plan.

2.7 Solar Power Purchase Agreements

Our approach to environmental sustainability is from an efficiency first standpoint, **ensuring that our hospitals are resource-efficient facilities and that have the lowest possible carbon footprint.**

Accordingly, we are engaging with solar service providers to enter power purchase agreements (PPAs) and install Photo-Voltaic (PV) panels on available roof and car park space. This will further decrease the portfolio's carbon footprint. Our priority this year will focus on solar PPAs at Evercare Lahore and Evercare Lekki, due to the availability of large roof spaces. Additionally, we are currently exploring the purchase of carbon offset credits to further decrease the portfolio's overall carbon footprint.

2.8 Life & Fire Safety Framework, Audits and ESG Integration into Mandatory Safety Standards

Based on IFC LFS recommendations & NFPA standards, we have developed a comprehensive Life & Fire Safety Assessment framework that we have implemented in CARE Hospitals and at Evercare Chattogram and Dhaka. The assessment proved extremely helpful in identifying gaps based on risk categories (low, medium, high) against US NFPA standards. Most of the identified risks have been managed and mitigated as best possible.

In October 2021, we engaged with SGS group to complete a Life, Fire Safety, Electrical and Structural Stability audit at Evercare Hospital, Chattogram. The audit identified areas of advancement and improvement, aligning us with international standards and our aspirations to offer our patients world-class facilities.

80%

of the identified gaps have been addressed with the remaining 20% currently under implementation.

In December 2021,
we also completed an
ESG audit of Evercare
Hospital Lahore, ensuring
compliance with all ESAP
and Environmental Social
Management System (ESMS)
requirements.

Additionally, our recently launched **mandatory safety standards** have also integrated **ESG Life Fire Safety criteria** and include chapters on:

a) Fire Safety and Emergency Responses to Disasters and Emergencies

- ⊘ Fire Safety
- ⊘ Documentation
- ⊘ Fire Prevention
- ⊘ Fire Preparedness
- ⊘ Fire Systems
- ⊘ Emergency Exits
- ⊘ Other Fire Fighting Equipment
- ⊘ Personal Protective Equipment (PPE)
- ⊘ Inspection & Maintenance Schedule

b) Disaster Management

c) Evacuation

A comprehensive Inspection, Maintenance and Testing Checklist is included as part of the Mandatory Safety Standards and outlines fire safety systems, their inspection, maintenance and testing frequencies, the roles and responsibilities of in-house staff, maintenance contractors as well as third party accredited inspectors.

This checklist was shared group-wide and is being implemented across our portfolio of hospitals.

2.9 Monitoring & Verification- Cloud Based Solution

To streamline and improve the accuracy of our reporting, we are currently engaged with ESG compliance solution providers to explore the implementation of a cloud-based solution to cater to the following:

- ⊘ Environmental Metrics, Monitoring, and Testing Requirements
- ⊘ Utility Consumption Data
- ⊘ Greenhouse Gas Emissions: Baseline Setting & Annual Reduction Targets
- ⊘ Life Fire Safety Audits
- ⊘ Incidents (Including Near-Misses)
- ⊘ Hazard Reports
- ⊘ Risk Management
- ⊘ Document Management
- ⊘ Diversity and Inclusion Metrics
- ⊘ ESG, Life Fire Safety & Other Training
- ⊘ Compliance and Governance: Licensing, Permits, Policy & Procedure Updates, Certifications

01

Collect & Normalise
Capture from virtually any internal or external source.

Internal data from IoT devices, mobile reporting, business data, video feeds, etc.

External data to cross-reference and add context from weather, social media, news feeds, credit ratings, etc.

02

Store & Process
Apply real-time analytics and business intelligence.

03

Visualise & Share
Track, discover, and share.

This solution will allow for data centralization and offers us valuable analytics on hospital ESG performance as well as areas of improvement. We aim to launch the solution by the second half of 2022.

ESG Metrics, GHG Emissions & Reporting, Life Fire Safety Metrics, Internal Audits, Incident Reporting, Hazard Reporting

INNOVATION
SAFETY
INFORMATION
SUSTAINABILITY
PRODUCTIVITY
INSIGHTS

Optimization of Integrated Risk Management strategies to help manage and mitigate risk and impact in the areas of Environment, Health, Safety & Sustainability, Operational Risk Management and Product Stewardship.

Innovative cloud-based risk management platform connects an unprecedented amount of information that leads to deeper insights across the group.
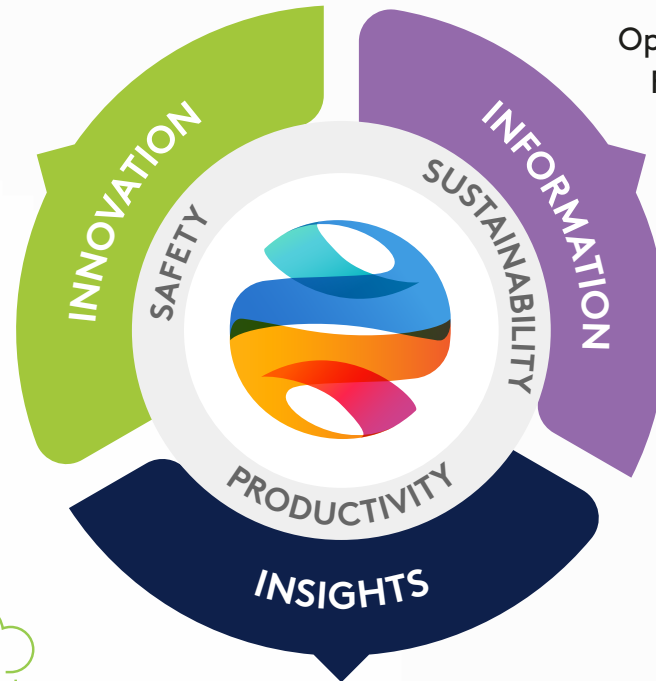
2.10 Summary of Overall Priorities for 2022-2023

When looking ahead into what The Evercare Group would hope to accomplish in the stewardship area of Environmental and Social Sustainability in 2022-2023, we will focus on some of the below aspects:

a) Closure of Evercare Dhaka and Nairobi Women's Hospital ESAPs.

b) Creation of customized ESG workplans for all hospitals and implementation of action items to improve hospital operational efficiencies.

c) Investment grade energy audits of 5 Care Hospitals, Avenue Hospital, Nairobi Women's Hospital, Evercare Chattogram, Evercare Dhaka, Evercare Lekki and Evercare Lahore.

d) Partnerships with Energy Service Companies (ESCOs) to implement the audit findings and improve hospital resource efficiencies through energy performance/ shared savings contracts.

e) Solar power purchase agreement at Evercare Lahore and Evercare Lekki.

f) Introduction of a digitized ESG cloud-based platform for ESG reporting, utility consumption data, life fire safety audits, inspection, maintenance, and testing checklists, ESG trainings and compliance.

g) Benchmarking existing greenhouse gas emissions and setting reduction targets.

h) Integration of ESG criteria into Ethical procurement practices, including but not limited to, supplier pre-qualification, supplier scorecards and the supplier code of conduct.

2.11 Social Metrics

Impact is at the core of what we do at The Evercare Group.

We excited to report on the phenomenal progress that we have made in an area that was previously not as comprehensive as it was in 2021 but for which we have now established the foundation from which we will further develop and improve. Whilst we have qualitatively measured our impact in the past, **our approach to social metrics has evolved to become more holistic, measuring both qualitative, and quantitative impact.**

Our developed approach allows us to now fully capture the social impact of our engagements with the communities of patients, hence better understanding and addressing their needs, and giving back to our patients by providing higher quality of care and better targeted awareness sessions and corporate social responsibility campaigns.

9

This year, we measured a total of nine social metrics. These nine social metrics are split into the following three categories which will be addressed in further detail below:

2.11.1 Patient Focused

2.11.2 Community Focused

2.11.3 Quality Focused

2.11.1 Patient Focused

1. Gender Lens: Percent of patients who are female

> We track the female percentage of our patients to ensure that women are receiving equal treatment, when needed and at the same frequency as men.

We work towards providing women with the resources and facilities to allow them to feel empowered and comfortable to receive treatment at any of our hospitals. Any disproportion is an indicator of a larger community or societal issue that we must consider and address.

47%

Female Patients

The female percentage of our patients, group wide, and throughout the year.

53% MALE 47% FEMALE

Our findings have found that our gender ratio is fairly split with 47% of our patients being female and 53% male.

2. Patient Follow Up Support

This metric allows us to measure the extent and quality of our post treatment care. Through our patient follow up support, we can address any patient questions, concerns, and collect feedback about their experience at our hospitals.

19,866

patients contacted for follow up support

Our findings show that our hospitals provide adequate follow up patient support as part of our quality of care and patient experience. The support we provide in the recuperating phase of treatment is integral to ensuring the initial treatment was successful.

2.11.2 Community focused

3. Community Engagement

Social impact goes beyond our patients and includes the extent of our community involvement. We utilize community education, awareness, and engagement as tools to understand each community's unique and specific needs. Furthermore, our events and partnerships with NGOs and NPOs provide a wealth of information on local issues in need of our attention.

155 Community Events

The number of community events we hosted, group wide, and throughout the year.

This metric indicates that we strongly foster engagement within communities. Evercare Hospital Dhaka hosted 81 community health awareness sessions with a total of 8,841 participants. We hope to encourage more community engagement across the group and continue the fantastic work that Dhaka has embarked upon. Such contributions are critical driving factors to the improvement of community health.

81 Community Health Awareness Sessions (Dhaka)
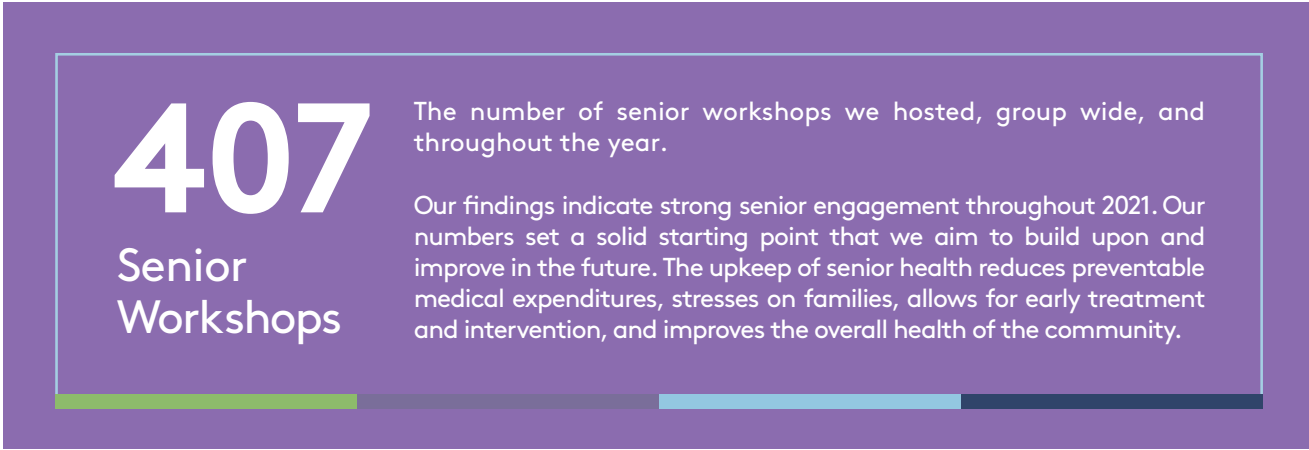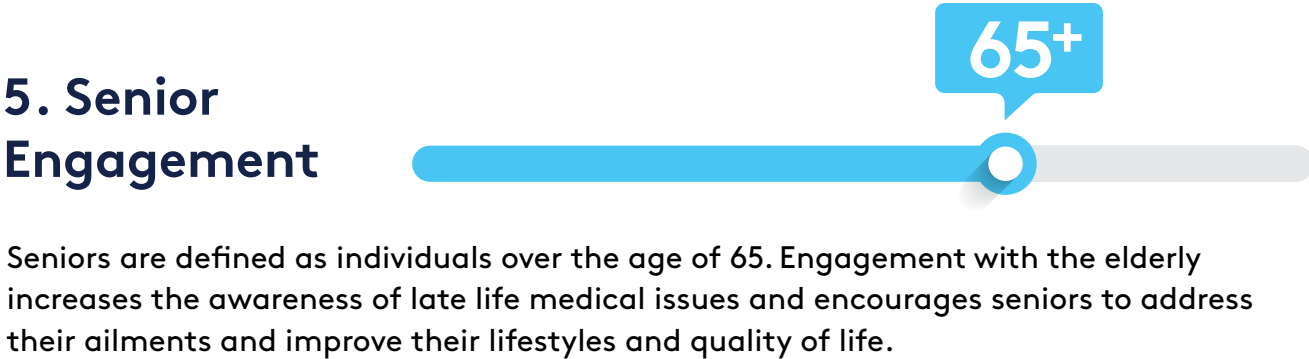
8,841

participants

4. Youth Engagement

Youth is defined as individuals between the ages of 18 to 25. We invest in youths by offering internships and workshops, encouraging their embarkment into medical careers and stressing on the importance of regular checkups. These workshops empower youths to become medical champions in their communities. The workshops we offer are based on real-world experiences and offer valuable insight on the issues prevalent in local communities.

258 YOUTH WORKSHOPS

The number of youth workshops we hosted, group wide, and throughout the year.

Youth engagement is important to fostering an environment of curiosity within communities and support in students' academic journeys. Throughout 2021, we hosted a total of 258 youth workshops, highlighting our commitment to youth empowerment and engagement.

5. Senior Engagement

65+

Seniors are defined as individuals over the age of 65. Engagement with the elderly increases the awareness of late life medical issues and encourages seniors to address their ailments and improve their lifestyles and quality of life.

407

Senior Workshops

The number of senior workshops we hosted, group wide, and throughout the year.

Our findings indicate strong senior engagement throughout 2021. Our numbers set a solid starting point that we aim to build upon and improve in the future. The upkeep of senior health reduces preventable medical expenditures, stresses on families, allows for early treatment and intervention, and improves the overall health of the community.

6. Internships - Professional Development

To support medical students and early graduates in kick-starting their careers, we encourage our hospitals to run internship programmes, assisting young medical professionals in taking their first steps into the healthcare sector and medical careers.

Internship Training Programmes	Interns Trained	Training Hour in Total
23	48	19,746

The number of internship training programmes, the number of interns trained, and total number of training hours, group wide and throughout the year.

7. Early Detection And Prevention Of Non-Communicable Diseases

Early detection and prevention are key to improving quality of life and reducing unnecessary medical expenses and avoidable illness. It contributes to the overall community well-being.

848,001

PATIENT SCREENINGS COMPLETED GROUP WIDE

The number of patients screened for early detection and prevention of non-communicable diseases, group wide, and throughout the year.

Our findings indicate that a sizable portion of our patients were screened for early detection and prevention of non-communicable diseases in

2021

We aim to build upon this strong base and further improve these numbers moving forward.

2.11.3 Quality Focused

8. Specialties / Sub-Specialty offerings

At The Evercare Group, we realize that the specialty care we offer is directly linked to our quality of care provided. Understanding the diseases and conditions prevalent in our communities allows us to focus on providing the needed specialty and treatment hence improving the overall health of the community. Across our portfolio, we offer a wide array of specialties and treatment to various diseases and conditions, ensuring that our patients are offered the care and treatment which they require.

21

Specialties / Sub-Specialties per Hospital on Average

9. Equipment utilization

The equipment utilization rate is a strong indicator of hospital operational efficiencies. It also provides the critical data needed for further efficiency in the provision of care to patients, indicating which specialties to expand upon and which to downsize.

65%

Equipment Utilization Rate

The rate of equipment utilization, averaged across the group.

Typically, an equipment utilization rate of 50% and above is considered a good investment. We averaged an equipment utilization rate of 65%, indicating that our operational decisions and focus are aligned with our patient and community needs. This is a strong baseline to build and further improve upon in the future.

2.12 Your Voice Matters & No Retaliation

As part of our social impact, we believe in listening to our workforce and ensuring their health and safety is also protected.

The Evercare Group's **"Your Voice Matters"** Hotline is hosted by a third-party hotline provider and provides employees, suppliers, and others with a means to report potential violations of the Group's code of ethics and business conduct and applicable law (including anonymously if they so choose).

The Your Voice Matters hotline is an important part of The Evercare Group's culture of being accountable and ethical.

All employees have an obligation to report suspected Code of Conduct violations, and to ask questions, raise issues and seek guidance when a course of action is unclear.

Employees, stakeholders, and other individuals who want to raise a query or concern about The Evercare Group or any of its affiliated companies can contact the Your Voice Matters Hotline. All individuals who raise a concern are given the opportunity to do so with anonymity. No individual will be penalized in any form.

Any individuals who want to raise a query or concern directly with the general partner of the Fund are directed to a dedicated email: evercareconcerns@therisefund.com. This information is provided on The Evercare Group's website.

2.13 Environmental, Social, and Governance Training

This year, we are proud to announce that we delivered over 1 million ESG training hours to our employees. Training and development are critical to ensure the safety of our staff and patients. This training included topics such as Environmental and Social Governance; Life and Fire Safety; Hazardous Materials (HAZMAT); Emergency Preparedness and Response as well as Disaster Management. A total of **1559 training sessions** were conducted across our portfolio of hospitals and throughout the year.

3- The Evercare Foundation

3.1 Evercare Foundation 'A World with Equitable Healthcare for All'

The Evercare Foundation is a non-profit organization that aims to fulfil the promise of the 2030 UN Sustainable Development Goals (SDGs) to ensure healthy lives and promote wellbeing for all.

The Foundation will contribute towards building resilient health systems and improving the wellbeing of vulnerable communities in low and middle-income countries with a focus on women and children's health.

"The Foundation is driven by an ambition to create long-term positive social change for vulnerable communities who have a fundamental right to good health and wellbeing."

Joumana Atwani
Director of Partnerships and External Affairs

The Foundation's mission is to provide equitable healthcare for vulnerable communities to create inclusive societies and to support the rights and dignity of everyone.

3.2 Our Guiding Principles and Values

Integrity

We uphold the highest standards of ethical conduct and embed transparency and honesty in what we do and how we deliver our mission.

Equity and Inclusion

We ensure that all individuals regardless of gender, ethnicity, or economic status are given their universal rights and always treated with respect and dignity.

Partnership

We foster partnerships with our stakeholders, and beyond, and work with communities to achieve our shared goals.

79

3.3 The Rising Inequality in Healthcare

There is a clear gap in service delivery in developing countries that is ever widening.

Research indicates that, if current trends continue, up to 5 billion people will still be unable to access health care by 2030. Maternal and child mortality remain high in several parts of the world.

As per the UNSDG report of 2021, the pandemic has shorthanded life expectancy, threatens negative effects beyond the disease itself, and stopped or reversed progress for health.

It caused vulnerable groups to be neglected and hit hardest by exacerbating pre-existing inequalities in access to healthcare. Many developing countries have inadequate health infrastructure and lack enough caregivers to meet the demand for care leading to the inequality in access to health services.

A multisectoral response is urgently needed to bridge the gap and ensure no one is left behind.

3.4 Focus Areas of The Evercare Foundation

The Foundation will serve vulnerable communities in low and middle-income countries by funding initiatives towards building resilient health systems and improving access to healthcare with a primary focus on women and children who are marginalized by health and socio-economic inequities.

The Health and Wellbeing of Women and Girls

Children's Health

Human Resources for health with a focus on health workers' safety and wellbeing

Integrated Health Corridor to support complex cases and cross-countries clinical trials

3.5 The Launch

The Foundation was officially launched during the 18th Dubai International Humanitarian and Development Conference and Exhibition, DIHAD (16-14 March 2022). DIHAD was established and organized in Dubai 8-6 April 2004, under the patronage of H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the United Arab Emirates and Ruler of Dubai. It provides a platform where assistance providers can interface with relevant actors from the corporate and governmental sectors with a view to create meaningful synergies in support of those in need.

3.6 Our First Initiative

We transformed the life of a child in Pakistan by giving him a chance to hear for the first time.

The Foundation's first initiative was a cochlear implantation for Abdul Rehman, a child from Rajanpur, who was born with congenital deafness and whose family could not afford the treatment. The treatment was undertaken through the Evercare Hospital Lahore as a free-of-cost Cochlear Implant Surgery.

Abdul's surgery was undertaken by an eminent ENT surgeon in which a small electronic device that electrically stimulates the auditory (hearing) nerve was implanted.

7th March 2022

On 7 March 2022, the implant was activated for **Abdul Rehman** and he was able to hear for the first time. The Chief Executive Officer The Evercare Group, **Massimiliano Colella** attended the event in Lahore *"It was a very touching moment to see Abdul Rehman hear for the first time. This achievement...*

has a significant impact not only on Abdul Rehman's life, but also that of his entire family. With the Foundation up and running, there will be many more children like Abdul Rahman and many more lives transformed through similar initiatives."

Cochlear implants have improved children's quality of life, and those who were implanted at an early age, before attending school, were more likely to do well academically and attend mainstream education just like other children. The Foundation will continue to support Abdul Rehman in his rehabilitation and speech therapy and give him the opportunity to attend school and have a long-term positive impact on his quality of life.

Join us in building a world with equitable healthcare for all.

To learn more or to partner with the Evercare Foundation, please contact:

Email: info@evercarefoundation.org

Website: https://evercaregroup.com/foundation/

Bart Wilms

General Counsel, Chief Compliance
Officer and Head Impact

"At The Evercare Group, we
acknowledge that providing
care with ethics and integrity
is a shared responsibility of
all our people."

4- Rule of Law & Governance Stewardship

01

**The area of stewardship is
centered around two focal
points.**

02

Respecting local law and
regulations, international best
practices, including ethical
data handling.

Conducting business
responsibly and following
ethical standards at all levels
of our operations.

✓ **The following area of stewardship will focus on:**

**4.1 CODE OF ETHICS AND
INTEGRITY**

**4.2 ETHICAL PRINCIPLES IN
HEALTHCARE**

**4.3 ETHICAL PROCUREMENT
CERTIFICATION**

**4.4 SUPPLIER CODE OF
CONDUCT**

**4.5 SUPPLIER PRE-
QUALIFICATION SCORECARDS**

**4.6 COMPLIANCE
SCREENINGS**

**4.7 ANTI-BRIBERY & ANTI-
CORRUPTION STATEMENT**

**4.8 RISK MANAGEMENT
FRAMEWORK**

4.1 Code of Ethics & Integrity

In support of our Commitment to Impact Investing Value Creation, The Evercare Group has introduced its first ever Code of Ethics & Integrity, with a view to articulating imperative enterprise of behavior and attitude that collectively will foster a culture of ethics and integrity in all professional interactions across The Evercare Group and will preserve the reputation of The Evercare Group and its people.

> At The Evercare Group, we acknowledge that providing care with ethics and integrity is a shared responsibility of all our people

Therefore, The Evercare Group expects its employees, being its frontline representatives, to live and uphold its ethics and integrity values in their daily grind.

The Evercare Group's Pillars of Ethics & Integrity are a significant and multi-voice achievement from The Evercare Group's journey in ethics and integrity over the past year.

They summarize the core best practices we believe are essential to providing quality, and ethical care.

The Code of Ethics & Integrity is structured around four (4) pillars of ethics and integrity (The Evercare Group's "Pillars of Ethics & Integrity"):

Our Patients come first

Our employees are expected to honor the rights of The Evercare Group's patients and to treat patients with dignity and respect whilst promoting a patient-centered, safe, transparent, and informed care environment.

We do the right thing for our people

We care about our people. We are committed to offering a healthy and safe work environment which values the worth, dignity and the diversity of our employees as well as our patients and visitors.

We are responsible and transparent

We are committed to a responsible and transparent culture which promotes legal and regulatory compliance.

We accept accountability

We value the responsibility of our employees in doing what is right and contributes to the realization of our vision with the highest standard of integrity for our employees, patients, and visitors with no fear of retaliation.

> "As an impact driven organization, integrity is core to our success, and we will continue to implement governance models that positively impact our patients and our caregivers."

Nawel Ouaar
Compliance & Legal Analyst

4.2 Ethical Principles in Healthcare

The Evercare Group is both a healthcare investor and a hospital operator, with a vision to transform the quality of healthcare in key markets within Africa and South Asia.

In September 2021, The Evercare Group became a formal signatory to the Ethical Principles in Healthcare ("EPiHC").

To do this we need an approach that is sustainable and ethical and EPiHC supports, and adds to, our own framework. As an impact driven organization, integrity is core to our success, and we will continue to implement governance models that positively impact our patients and our caregivers.

Becoming a signatory of the EPiHC is a natural progression in The Evercare Group's journey, as we seek to provide benchmark ourselves amongst the world's best for our patients and **build respectful workplaces where caregivers see us an employer of choice.**

Ten Operating Principles to Ensure Ethics Conduct

1. Respecting Laws and Regulations
2. Making a positive Contribution to the Society
3. Promoting High-Quality Standards
4. Conducting Business Matters Responsibly
5. Respecting the Environment
6. Upholding Patient's Rights
7. Safeguarding Information and Using Data Responsibly
8. Preventing Discrimination, Harassment and Bullying
9. Respecting and Empowering Staff
10. Supporting Ethical Practices and Preventing Harm

The Ethical Principles in Healthcare, and more importantly our commitment to them, are **a clear demonstration of our vision of transforming healthcare for millions of people in emerging markets.**

The principles, created by the World Bank and International Finance Corporation (IFC) set out pragmatic and universally applicable values to help private sector healthcare providers build transparent and resilient operating systems that meet the highest ethical principles.
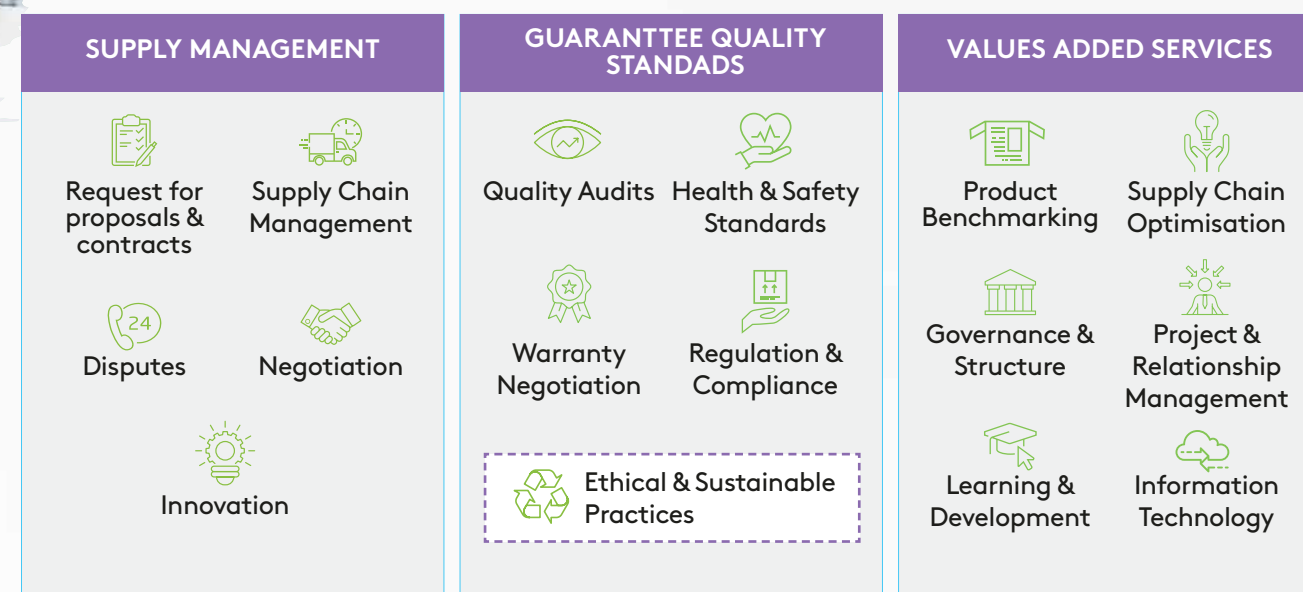
Evercare is proud to join the Ethical Principles in Health Care initiative!

EVERCARE PLATFORM CENTRE-LED PROCUREMENT FRAMEWORK

SUPPLY MANAGEMENT	GUARANTTEE QUALITY STANDADS	VALUES ADDED SERVICES
Request for proposals & contracts	Quality Audits · Health & Safety Standards	Product Benchmarking · Supply Chain Optimisation
Supply Chain Management	Warranty Negotiation · Regulation & Compliance	Governance & Structure · Project & Relationship Management
Disputes · Negotiation	Ethical & Sustainable Practices	Learning & Development · Information Technology
Innovation		

		FY23	FY24	FY25	FY26	FY27	OTHER KEY METRICS	
Reduce Material Costs as % of revenue	South Asia	23.9%	23.7%	23.4%	23.3%	22.9%	Spend Under Management	Supplier Consolidation
	Africa	26.3%	25.5%	25.0%	24.9%	24.5%	Purchase Cycle Times	RFQ/RFP Results
Targeted Savings on Other Costs		Improvements between 3-7% targeted on Other Cost directly impacting P&L					Inventory Efficiencies	Category Management
Increase Supply Chain Compliance Rate		100%					Margin Reporting	Quality Management
								Capex Utilisation

ENVISAGED BENEFITS

- ✓ Savings through spend leverage and targeted cost reductions
- ✓ Optimised Supply Chain
- ✓ Enhanced Governance and Control
- ✓ Category Sourcing Strategies
- ✓ Right-sizing and enhanced resource capabilities
- ✓ Effective Supply Risk Management
- ✓ Ability to offer Procurement as Service

4.3 Ethical Procurement Certification

The introduction of the Ethical Procurement Certification is our commitment to the Triple Bottom Line - People, Planet, Profit. We strive for continuous improvement in our practice and process so that we can understand, identify, escalate, and eradicate suspected breaches in bribery, corruption, and fraud and to promote and act on the importance of Corporate Social Responsibility and Environmental, Social and Governance aspects.

In 2021, we proudly partnered with the Chartered Institute of Procurement and Supply (CIPS) to deliver the Ethical Procurement Certification course to our colleagues. CIPS is a not-for-profit global standard for procurement and supply chain management that is mandated to act for the public good. The objective is for colleagues, across The Evercare Group ecosystem, who play a critical role in safeguarding the integrity of processes related to Procurement and Inventory, to have access to the course material and to obtain an Ethical Procurement Certification after successfully completing a test.

CIPS
Chartered Institute of
Purchasing & Supply

4.4 Supplier Code of Conduct

To continue re-enforcing ethical and responsible Procurement we have re-launched our Supplier Code of Conduct.

Our commitment to Impact through Stewardship has guided us to improve the code and to focus on Ethics, Labor and Health, Safety, Environment and Quality – material issues found when engaging with external stakeholders and across supply chains. It represents our values and defines the desired behavior of our suppliers to adhere to high standards of safe working conditions, fair and respectful treatment of employees and ethical practices.

The Supplier Code of Conduct has been established in line with international best practice standards, including the International Labor Organization Core Conventions and UN mandates. Additionally, it was developed based on linking it to the risks connected with the marketplaces in which we operate and the nature of the services we provide.

4.5 Supplier Pre-Qualification and Evaluation Scorecards

We can do more than have our own developed Sustainable Facility Management program to combat climate change. We can commit to encouraging our suppliers to operate sustainably and to do so we have integrated Environmental, Social and Governance (ESG) criteria into our Procurement process during supplier due diligence and prequalification and when completing a supplier evaluation scorecard used during the decision process of high-value and high-risk tenders. The due diligence process requires suppliers to submit their ISO 14001 (Environment Management Systems) and ISO 20400 (Responsible Procurement) certifications and those that do will be regarded highly and given reasonable priority, where possible. Supplier evaluation scorecards include a section on ESG to evaluate whether suppliers have sustainable and ethical commitments to environmental management systems, pollution control, green products, resource consumption, green supply chain management initiatives, health & safety, community, data protection and child and forced labor.

Suppliers with systems that address these critical areas will have a higher overall score and will strengthen their position to be awarded as a provider of choice for a product or service.

Natasha Schulz

Head of Procurement

"We strive for continuous improvement in our practices and processes to build an ethical and responsible procurement and to promote the importance of Corporate Social Responsibility and Environmental, Social and Governance."

4.6 Compliance Screening

Alongside the re-launch of the Supplier Code of Conduct and our desire **to build ethical and responsible procurement, in 2022 we collaborated with LexisNexis, using their Nexis Diligence tool, to start conducting due diligence of selected suppliers across the group.** LexisNexis is an internationally recognized company that specializes in developing digital legal and compliance solutions.

4000
Suppliers across the group

Today, we are dealing with around 4000 suppliers across the group, and we want to ensure that we are partnering with suppliers that are qualified to perform services for which they were contracted for and share our values to conduct business with integrity.

To that extent, we will be using the Nexis Diligence tool to do a risk assessment and verify that our vendors are not under international sanctions, listed on watchlists, or considered as politically exposed persons before initiating a commercial collaboration.

Depending on the outcome and where gaps are identified with our standards, it may not be possible for us to engage with such vendors. We will also conduct ongoing screenings for the contract's duration.

By internalizing due diligence operations, it will help us to comply with international standards and best practices, mitigate the risk of reputational damage, and reduce potential supply chain disruptions.

4.7 Anti-Bribery & Anti-Corruption Statement

We believe the success of The Evercare Group is intimately connected to the trust placed in our employees. We acknowledge their accountability in helping us conduct business with integrity.

At The Evercare Group we do not permit any form of bribery, corruption, or fraud ("unethical behavior"). We expect all our employees to never offer, promise, authorize provide a payment or benefit whether directly or indirectly intended to improperly influence a government official, healthcare professional or any other individual while exercising their powers or responsibilities. This statement is key to support our value of Integrity as outlined in our third pillar of the Code of Ethics and Integrity.

Moving forward, we will be developing and launching a group-wide Anti-Bribery and Anti-Corruption policy. The need for a comprehensive Anti-Bribery and Anti-Corruption policy is of vital importance as it demonstrates our commitment to irradicate any forms unethical behavior and mitigate the risk of reputational damage. In the meantime, we have commenced an awareness campaign aimed at training our employees on hospital-level anti-bribery and anti-corruption principles and highlighting their alignment with our core value of integrity. Multiple workshops have already been completed and training has been provided on definitions of the above, why it matters to The Evercare Group, our compliance methodology, benefits (gifts and entertainment), sponsorships, donations, grants, fraud, conflict of interest and the channels made available for violation reporting. At the end of each training, employees are required to sign an acknowledgement and sign-off form, agreeing to abide by the anti-bribery and anti-corruption policy, and acknowledging that violations will result in disciplinary action.

Avenue Group CORE VALUES

QUALITY

We are committed to provide quality healthcare for every patient

INTEGRITY

We do the right thing, every time, even when no one is looking

RESPECT

We are respectful of everyone regardless of out differences and diversity

PASSION

We are passionate about healthcare and this shows in the care we provide

INNOVATIVE

We believe innovation allows us to improve our patients experience, increase caregiver engagement and ensure the health of our business

We **ALWAYS** operate in a **CORRUPTION FREE** environment.

4.8 Risk Management Framework

A fundamental aspect of our Strategic Objective of Impact Investment Value Creation is risk. Every decision taken by The Evercare Group either increases, preserves, or decreases value. The Evercare Group's philosophy on risk is not one of avoiding risk, but of taking the right amount of the right type of risk, at the right time, and in the right place.

We have developed a comprehensive risk management framework. This framework is designed to help organise, assess, and mitigate risks associated to opportunities for The Evercare Group. Upon finalization it will be published online and, on our website, and will be used as the basis upon which we manage the decisions and risks we take.

This framework will offer The Evercare Group several key benefits, such as but not limited to:

a) Protection of our assets and hospitals

b) Reputation Management

c) The increase of our range of opportunities

d) dentification and adequate management of risk, group-wide

e) The reduction of unfavorable conditions, and the establishment of appropriate responses and mitigation measures

f) The reduction of performance variability

g) The improvement of resource deployment

Identified risks, their probability and severity dictate how they are placed on our risk heat map. The appropriate response and needed intervention are then prioritized and managed.

Rania Abi Raad

Vice President – Human Resources

"The Evercare Group is built on a platform of shared values, equality, inclusion, and respect for every individual's diversity. As a leading healthcare provider, this is at the core of who we are and what we do."

5- Respectful Workplace Stewardship

> The Evercare Group is built on a platform of shared values, inclusion, and respect for every individual's diversity. As healthcare providers, this is at the core of what we do.

This helps foster an environment based on **trust** and **mutual respect**, and a **commitment to the highest standard of integrity.** The reputation of The Evercare Group, the commitment of our people to our business, and the success of our mission is dependent on our commitment to the fundamental principle of integrity across all aspects of our organisation.

For The Evercare Group to be the leading integrated healthcare network in emerging markets, we must instill a strong culture throughout the entire organization. Taking the right steps towards building a workplace that is free from harassment is an essential part of that process.

This area of stewardship is influenced by the Ethical Principals in Healthcare (discussed in the Rule of Law and Governance Stewardship section), which means that we strive to protect, empower, and ensure that the wellbeing of our workforce is cared for. We demonstrate our commitment to their wellbeing through the following:

5.1 Introduction to D&I and D&I Strategy

We are a global group operating across two continents and six countries; **our workforce is diverse, and we believe diversity and inclusiveness lead to belonging.** Diversity is about differences and inclusiveness is about leveraging those differences to achieve better business results; **creating an environment where all people feel and are valued.**

5.1.1 Our Philosophy

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

5.2 Our Strategy

The Evercare Group D&I Strategy Year 2022 – 2024 focuses on three main pillars:

5.2.1 Gender Agenda

We aim to launch initiatives to bring a **50% representation of women in both senior leadership and middle management roles.** Our approach to the Gender Agenda centers around **attracting and developing the next generation of female leaders,** expanding their network internally and externally and rewarding role models and inspirational women within Evercare through the following programs:

1. FEMALE LEADERSHIP SUCCESSION MANAGEMENT

2. WOMEN'S NETWORK

3. EVERCARE INSPIRATIONAL WOMEN AWARDS

5.2.2 Generational Agenda

We aim to highlight and analyze generational characteristics to provide managers with strategies to bridge the gap between generations of caregivers to increase workforce cohesion. Bridging the generational gap is about many things other than what makes us different from one another. It is about understanding why these differences exist and exploring new ways to communicate with others. We will activate this agenda through the following interventions:

1. QUARTERLY ENGAGEMENT SESSIONS

2. TEAM EFFECTIVENESS PROGRAM

5.2.3 Inclusion

We aim to develop an inclusive workplace model where we expand our notion of diversity to include, in addition to the organization and the workplace itself, the wider local communities where we operate. **The inclusive workplace is one that:**

(i)   **Values and utilizes individual and intergroup differences within its workforce.**

(ii)   **Cooperates with, and contributes to, its surrounding community.**

(iii)   **Alleviates the needs of disadvantaged groups in its wider environment.**

For the Year 2023, we will focus our efforts within the workplace and organization. A variety of policies and practices constitute inclusion at that level from recruitment through mentorship and training, to cultural audits and linking diversity practices to strategic goals. Our approach to inclusiveness is to ensure that The Evercare Group develops a solid foundation to building an inclusive workplace through:

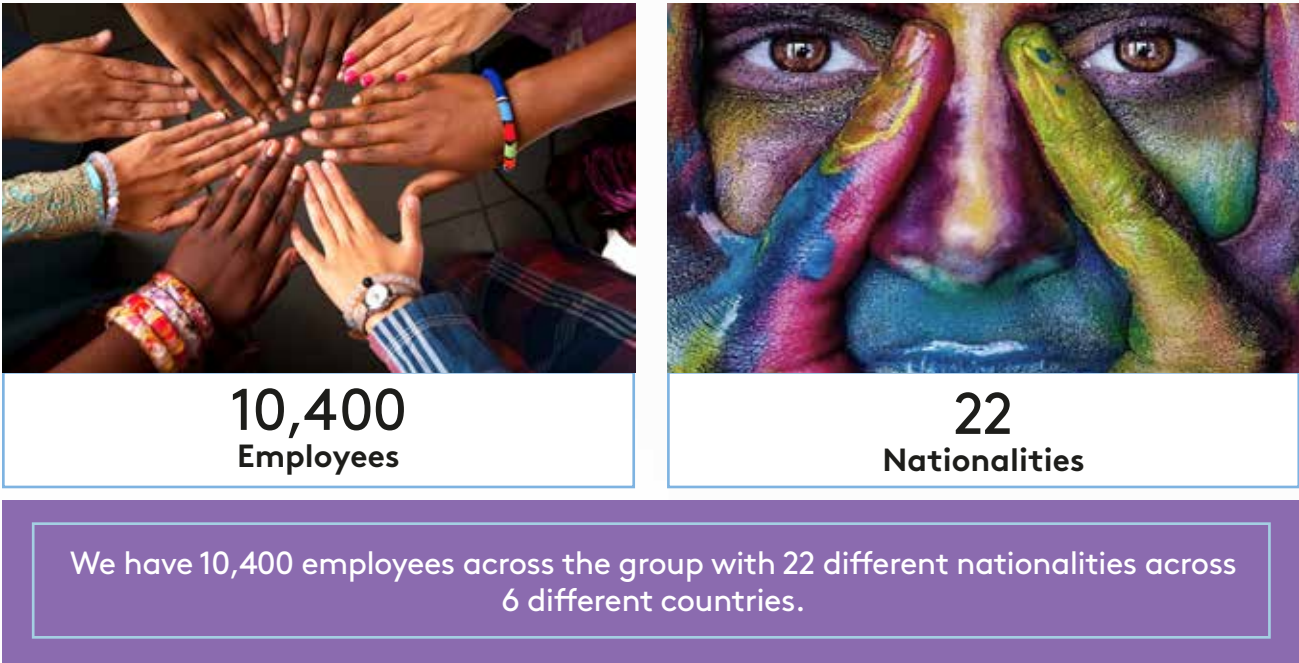1. Inclusive HR policies (attraction, succession planning, promotion, and rewards)

2. Evercare Mentorship Program (open to both men and women from various backgrounds)

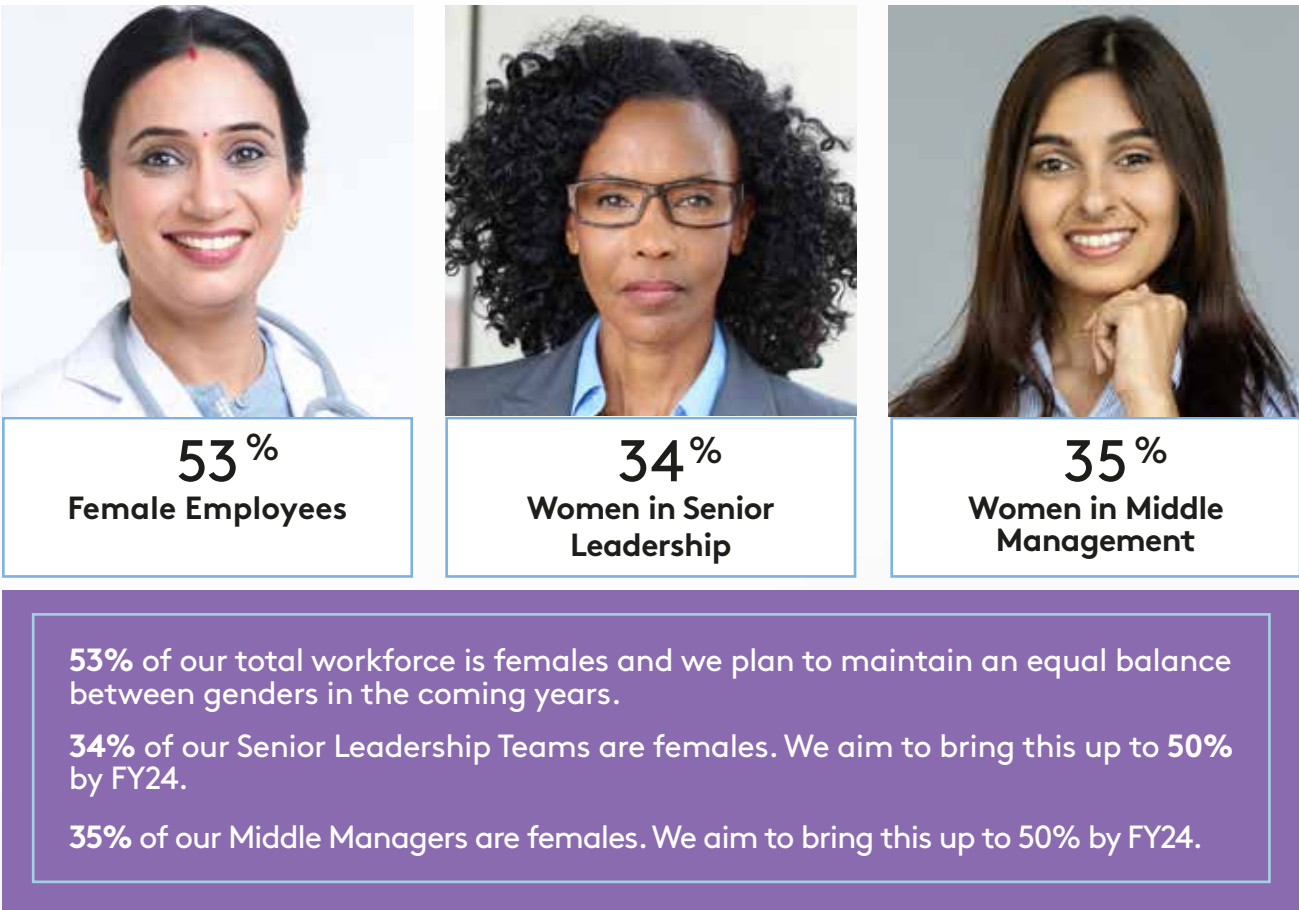# 5.3 Diversity & Inclusion Metrics

Whilst we recognize that D&I metrics are not limited to gender and age, **The Evercare Group D&I Strategy has a primary focus on gender equality and understanding** expanding its strategy to include other metrics.
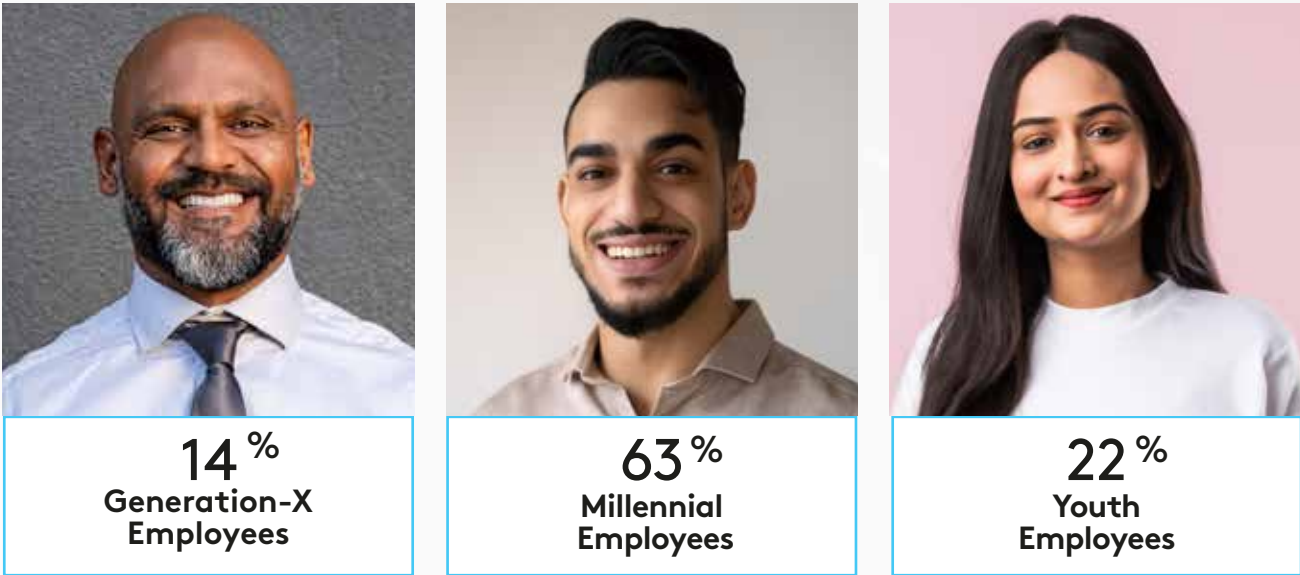
5.3.1 Employee Composition

10,400
Employees

22
Nationalities

We have 10,400 employees across the group with 22 different nationalities across 6 different countries.

5.3.2 Female Employee Composition

53 %
Female Employees

34 %
Women in Senior Leadership

35 %
Women in Middle Management

53% of our total workforce is females and we plan to maintain an equal balance between genders in the coming years.

34% of our Senior Leadership Teams are females. We aim to bring this up to **50%** by FY24.

35% of our Middle Managers are females. We aim to bring this up to 50% by FY24.

5.3.3 Generational Employee Composition

14 %
Generation-X Employees

63 %
Millennial Employees

22 %
Youth Employees

We aim to understand the generational characteristics that lead to differences in communication and the motivation amongst teams of mixed generational compositions to achieve cohesiveness, fueling both innovation and productivity.

5.4 Diversity & Inclusion Training

Evercare believes that employees within the group should promote the value of Respect. During the year 2023, we will provide a series of training sessions to cover senior leadership teams and middle management on:

UNCONSCIOUS BIAS

Learning how stereotypes and biases are created and maintained and why stereotypes and biases can sometimes lead us to incorrect or unfair decisions.

MICROAGGRESSIONS

Microaggressions are brief and commonplace verbal or behavioral indignities, typically rooted in unconscious bias, that communicate derogatory or negative messages. Unchecked, these can have a negative impact on mental health, productivity, and career progression.

5.5 Non-Discrimination & Harassment Statement

> The Evercare Group has a zero-tolerance policy towards all forms of harassment.

This means that no form of harassment is tolerated towards any of our employees, clients, contractors, or any other person with whom we interact while at the workplace or performing our work.

At The Evercare Group, we value and honor respect in the workplace where our employees' worth and dignity are promoted. We have a zero-tolerance policy towards any forms of discrimination or harassment of any of our employees based on age, race, color, nationality, religion, gender, disability, pregnancy status, or any other characteristics protected by applicable laws.

We highly safeguard our employees' well-being and look to ensure that our work environment is that of acceptance, where our employees feel safe, secure and can perform their duties in a positive, comfortable, and prosperous environment without being discriminated against or harassed. **When dealing with allegations of harassment, The Evercare Group commits to the following:**

- An investigation is conducted of any harassment allegation in accordance with local law and regulations, while considering The Evercare Group best practices and standards. We then notify and consult with our Prevention of Sexual Harassment Committee or equivalent.

At The Evercare Group, we apply the strictest possible discipline against perpetrators and any other member of the workforce who were involved or aware ("bystanders") of the incident. This is then followed by a written organization-wide all-workforce communication by the CEO and their extended leadership team confirming The Evercare Group's enterprise standard of a Respectful Workplace and a zero-tolerance towards harassment. Incidences of harassment are also addressed at CEO townhalls and our policies on Respectful Workplace and harassment are emphasized.

Additionally, we conduct in-person sessions with appropriate segments of the workforce to speak about Respectful Workplace and harassment whilst appointing external and local subject matter experts for the purpose of delivering specific training sessions across organization.

Victims of workplace harassment are offered mental health counselling, at the cost of the organization, and we commit to cover the cost of the proceeding as well as external counsel support. If the need arises, we also offer paid time off to victims for recovery. When the employee choses to resume work, we consider the most supportive and appropriate manner of reintegration.

5.6 Anti-Harassment Awareness Training

Across our regions and countries, sexual harassment trainings and awareness sessions have kicked off in 2022 and will expand to cover at least 70% of our total workforce in the year 2023.

At CARE Hospitals in India, our largest asset with around 5000 employees, **90% of the total workforce has undergone Prevention of Sexual Harassment awareness sessions.**

In Bangladesh, and in partnership with BRAC (the largest NGO in the world), awareness sessions on safeguarding and ethical practices in the workplace, have kicked off in both Dhaka and Chattogram by one of the leading and renowned subject matter experts.

In Africa, sexual harassment prevention and awareness sessions, designed by a US law firm have kicked off within management teams in 2022 and to be cascaded to doctors, caregivers, and employees in the year 2023.

Thank You!

Until Next Year

Evercare Group Management Limited

Office: C207, 2nd floor, Burj Daman, DIFC, Dubai, UAE, P.O. Box 506757, Dubai UAE

Office: +971 4 249 6200

Email: info@evercaregroup.com