

YEAR 2022

IMPACT REPORT

Advancing the Quadruple Aim: The Evercare Group's
Impact on Emerging Healthcare Markets



evercare

Transforming Healthcare

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Massimiliano Colella

CEO, The Evercare Group

Building on the solid foundation and notable achievements of 2021, we have experienced at the Evercare Group another year of remarkable success in 2022. Our impact and reach have expanded significantly, further cementing our position as a leading, impactful healthcare provider in emerging markets.

2021

Our resolve to provide exceptional healthcare services saw us treat over 4.1 million patients. Yet in 2022, we displayed our steadfast commitment to our vision to transform the healthcare industry and saw us treat over 4.3 million patients. This milestone underscores our resilience and capacity for sustained organic growth in the post-COVID era. This figure, far more than just a statistic, resonates with our profound dedication to generating positive societal value and impact, marking a significant stride towards our aim of transforming millions of lives and revolutionising the healthcare landscape in emerging markets. We grew our team to 13,000 committed professionals, a significant leap from 10,600 in the previous year. Our dedication to gender diversity was reflected in the composition of our staff, with females making up more than half of our workforce at 53%, and holding 35% of management roles. We also focused on nurturing the next generation of healthcare professionals, with nearly 2,500 youth employees bringing fresh and innovative perspectives to our team. Moreover, we achieved a key milestone with 16 of our hospitals receiving accreditation from internationally recognized accreditation bodies, reinforcing our relentless pursuit of excellence. This Annual Impact Report is as a testament to our commitment to transforming healthcare and driving systemic industry change, where it is needed most.

2022

has been marked by significant growth and transformation within our portfolio. We expanded our footprint in India through the strategic acquisition of 3 new hospitals, strengthening our position and capacity to enhance the healthcare landscape in the region. Furthermore, we completed a rewarding 5-year partnership with Metropolitan Hospital in Kenya, a collaboration that will forever mark our legacy. This partnership delivered top-tier, patient-centered care to nearly 300,000 patients. Our robust governance framework and policies played a crucial role in ensuring that the highest ethical standards and a sense of responsibility towards our patients and communities underpinned our healthcare service delivery. Equally important has been our unwavering focus on environmental and social sustainability. By prioritizing these areas, we enhanced operational efficiencies and mitigated potential negative environmental impacts. Our approach to sustainability and Environmental, Social Governance (ESG) has ensured that our operations remain harmonious with the environment, whilst safeguarding the rights and interests of our stakeholders. As such, our collective endeavors have paved the way for groundbreaking healthcare standards in Kenya, thereby establishing an industry benchmark for others to aspire towards.

In addition, we place emphasis on the continuous learning and development of our workforce. Through targeted occupational training, we amplify the skills and knowledge of our employees, assisting them in advancing their professional journeys. This strategic focus not only elevates the quality of our services but also stimulates local economies, and subsequently, raises the overall standard of living.

Our dynamic governance frameworks and mechanisms underpin our ability to balance our commitment to providing quality healthcare and promoting socio-economic growth. These continuously evolving systems effectively manage material issues and mitigate associated risks, ensuring that we remain steadfast in our commitment to improving lives and society, responsibly, ethically, and sustainably.

Recognizing both our successes and areas for improvement is instrumental in our journey at the Evercare Group. These insights spur our growth and propel our continuous advancement. This report offers a candid evaluation of our performance over the past year. It is inspired and tied to the pillars of the Quadruple Aim, a healthcare model, well aligned with our core purpose and strategic “patient-first” approach.

Patient-centricity remains at the heart of our decision-making, guiding each step we take in our commitment to transforming healthcare. We are confident that by pursuing this path with dedication and resolve, we will realize our organization’s vision, creating optimal outcomes for our patients and stakeholders.

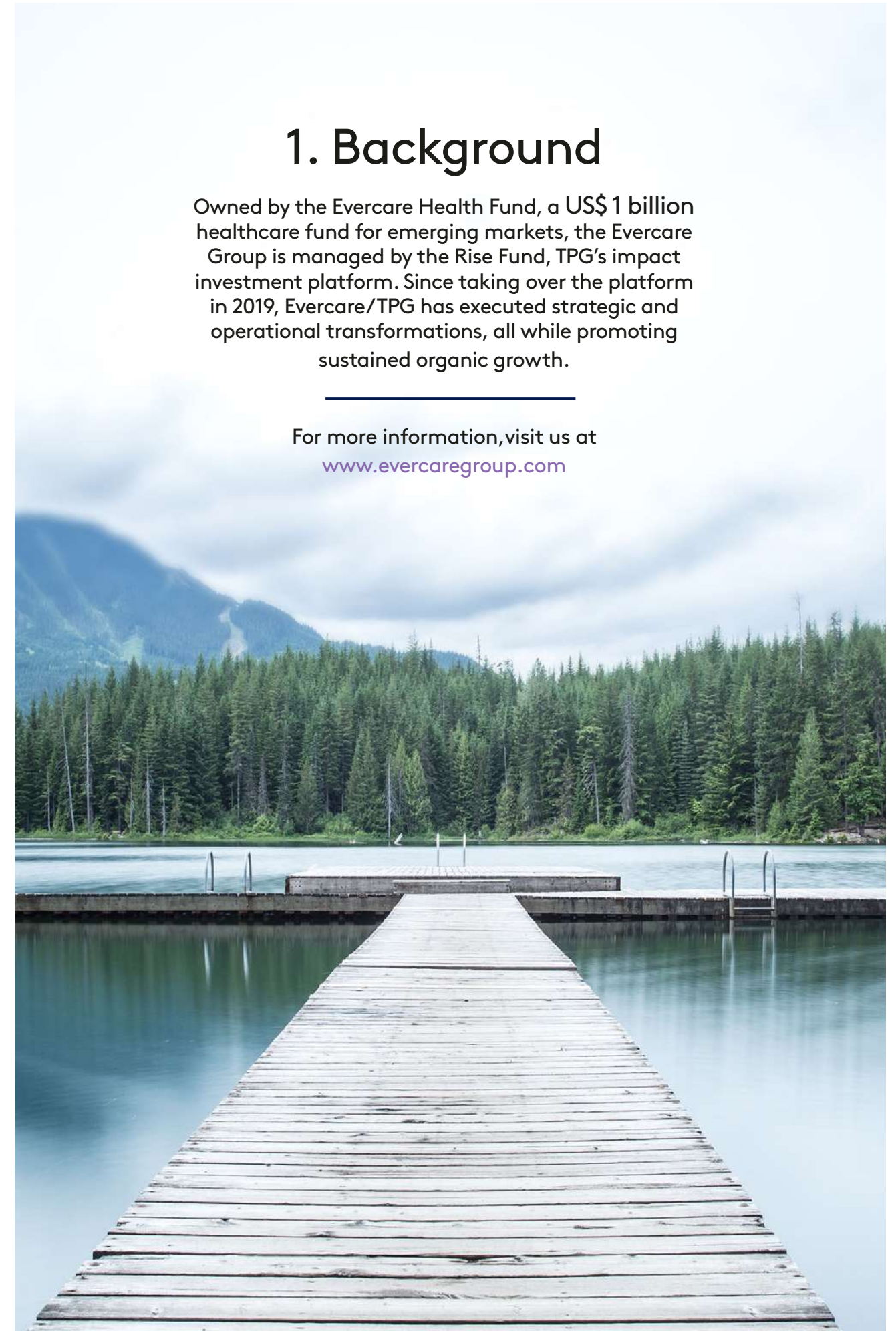
We trust you will find this report enlightening, and we look forward to sharing our ongoing journey and successes with you. Thank you for joining us on this mission to enhance lives and communities through exceptional healthcare.



1. Background

Owned by the Evercare Health Fund, a US\$ 1 billion healthcare fund for emerging markets, the Evercare Group is managed by the Rise Fund, TPG’s impact investment platform. Since taking over the platform in 2019, Evercare/TPG has executed strategic and operational transformations, all while promoting sustained organic growth.

For more information, visit us at
www.evercaregroup.com



1.1 About us

The Evercare Group stands firm in its commitment to revolutionize healthcare in emerging markets, as laid out in our “**Vision of Transforming Healthcare**”. This vision aligns perfectly with UN Sustainable Development Goal 3 (SDG3), which aims to “Ensure healthy lives and promote well-being for all, at all ages”, while contributing to several SDGs.

We have a fundamental belief that healthcare access is a basic right for all. Our targeted investments in developing markets strive to provide exceptional private healthcare services, gaps that would otherwise remain unaddressed. We take pride in serving and contributing to sustainable economic development, delivering our services through an integrated, cross-continental platform that prioritizes impact and quality. Our goal is to lead the reshaping of the traditional healthcare services landscape in our markets of operation.

Our reach spans across emerging markets in Africa and South Asia, with a portfolio that includes 31 hospitals, 14 clinics, and over 100 diagnostic centers in India, Pakistan, Bangladesh, Kenya, and Nigeria.

Investing in healthcare, for us, means transforming lives while generating sustainable financial returns. Our resources comprise hospitals, facilities, and medical professionals and are instrumental in bridging local quality gaps, thereby creating substantial societal and economic benefits. A key achievement is our success in retaining professional medical expertise within local economies that would otherwise seek out-of-country employment, hence curbing the need for outbound medical tourism and better serving local healthcare needs.

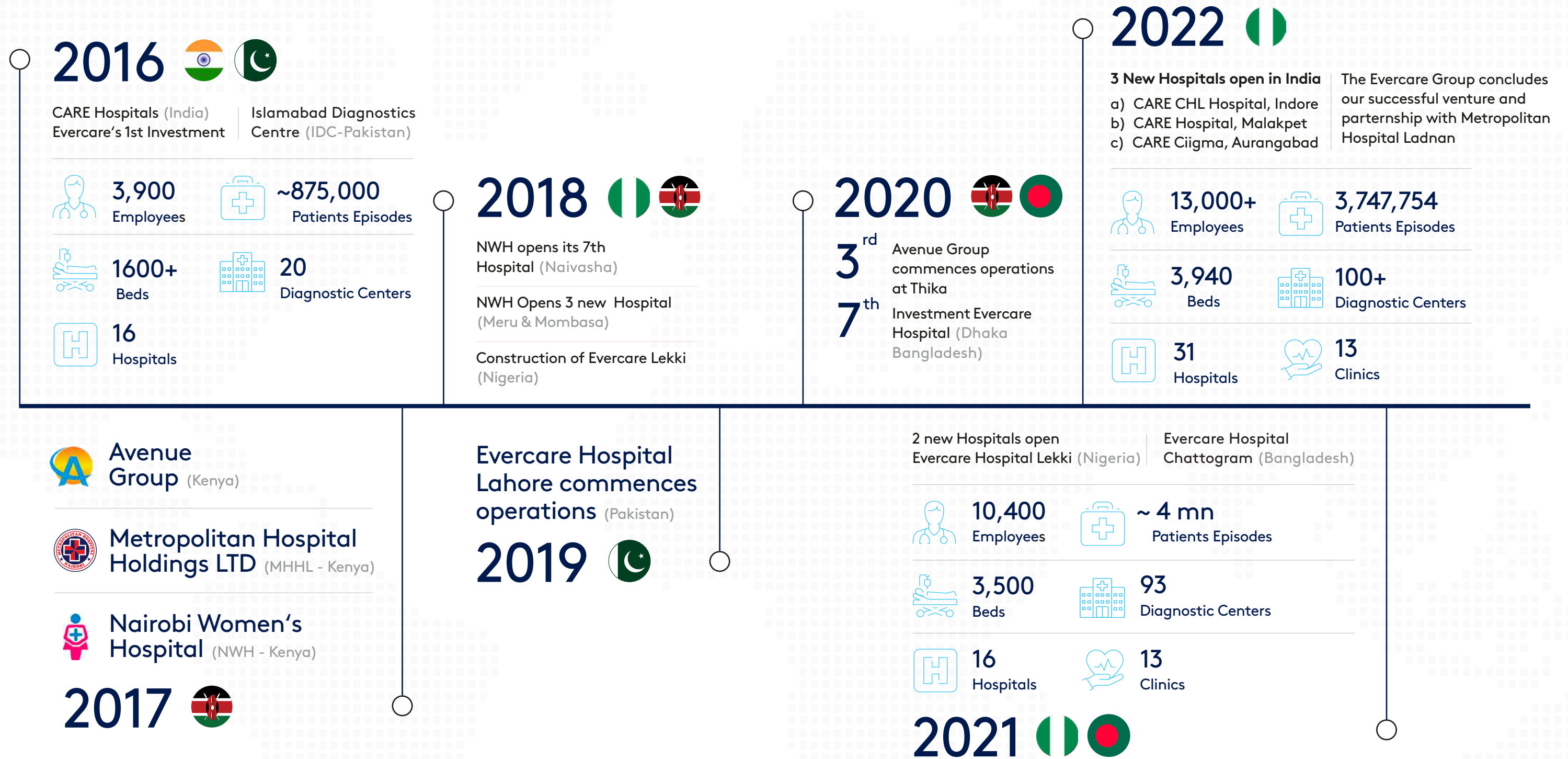
Our success is driven by our 13000+ dedicated employees, spanning diverse backgrounds, who collectively drive systemic healthcare changes through their collaboration and work.

1.2 Our Vision, Mission, and Values

The core **Mission of the Group** is to build a legacy of impact driven, accessible, safe, and private healthcare for patients in need. This strategic mission aligns with the **Group Vision** to be the leading integrated healthcare provider in emerging markets, and responsible for revolutionizing quality healthcare that transforms the lives of millions of people. In our pursuit of offering quality, accessible, and private healthcare to all, we inspire our team members to uphold our fundamental values: Quality, Integrity, Passion, Respect, and Innovation.

				
Quality	Integrity	Passion	Respect	Innovation
We are committed to providing quality healthcare for every patient.	We do the right thing, every time.	We are passionate about healthcare, and this is evident in the quality of care we provide.	We are respectful of everyone regardless of our differences and diversity.	We believe innovation allows us to improve our patients’ experience, increase caregiver engagement and ensure the health of our business.

1.3 Timeline: The Evolution of our Portfolio



1.4 The Evercare Foundation

1.4.1 Executive Summary

In March 2022, the Evercare Group established and launched the Evercare Foundation, a non-profit entity that facilitates equitable healthcare services for all. The foundation is geared towards the advancement and development of resilient healthcare systems in African and South-East Asian low and middle income countries (LMIC).

The Foundation targets the protection, safeguarding and empowerment of vulnerable women and children. This demonstrates our corporate social responsibility and our commitment to giving back to our communities. The Foundation utilizes our network of hospitals, clinics, facilities, and medical professionals to provide its services. The Foundation, fueled by impact-oriented investments and resource allocation, endorses carefully selected and targeted health programs that accelerate progress towards the 2030 UN Sustainable Development Goals (SDGs), specifically:

SDG 3. Ensure healthy lives and promote well-being for all at all ages.

By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.

By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.

By 2030, ensure universal access to sexual and reproductive healthcare services, including family planning, information and education, and the integration of reproductive health into national strategies and programs.

SDG 3.1:
Reducing Maternal Mortality

SDG 3.2:
Decreasing Newborn and Child Mortality

SDG 3.7:
Improving Sexual and Reproductive Health

The Foundation is keen to make a marked difference in improving access to quality health care in low- and middle- income countries (LMIC).

YEAR 1

The Foundation demonstrated significant positive impact in Pakistan via its flagship pilot initiative. This was accomplished through a collaboration with Evercare Hospital Lahore's skilled medical professionals and the hospitals well established facility and infrastructure. The life changing initiative provided medical interventions to children desperately in need, yet burdened by limited means. This harmonious blend of committed professionals and strategic resource utilization resulted in transformative change and instilled hope for those who needed it most. Cochlear implant surgeries were provided to eligible children from rural and underserved communities. The initiative targeted and addressed manageable yet often untreated hearing impairments. In the absence of medical interventions, these hearing impairments lead to persistent hardships in everyday life activities, diminished health, and restricted educational opportunities



In **Kenya**, and in collaboration with the Ministry of Health, the Foundation is engaged in community training and upskilling programs. These efforts are geared towards ensuring safe pregnancies, childbirth, and postnatal care for vulnerable women from rural areas, and informal settlements.

Meanwhile, in **Bangladesh**, the Foundation initiated a program that tackles congenital anomalies among vulnerable children. This initiative is a testament to the Foundation's commitment to providing equitable healthcare to underprivileged communities, fostering inclusivity, and preserving everyone's rights and dignity.

Over recent months, the Foundation has developed its "Theory of Change" to drive impact. It has defined its detailed problem statement, identified the pivotal issues in need of intervention, and designed high-impact programs, and initiatives for delivery and execution. This thoughtful, strategic, and structured approach is designed to maximize the positive impact of the Foundation's initiatives.



1.4.2

Who We Are & Why We Matter

1.4.2.1 Who We Are

As the philanthropic arm of the Evercare Group, the Evercare Foundation acts as a driving force for high-impact interventions targeted at women and children.

The foundation's mission is to address unresolved health and social disparities. Our network of hospitals, facilities, and collaborations with strategic entities facilitates its accomplishment. The Foundation, with the backing of The Evercare Group's network of hospitals and facilities, effectively fills significant healthcare service voids across South-East Asia and Africa.

The Foundation's initiatives span a wide array of interventions to strategically tackle pressing health and social challenges. Key among these are dedicated programs that address congenital anomalies in Pakistan and Bangladesh.

Other key initiatives are those aimed at equipping community health workers with the skills necessary for safe delivery care in Kenya. These few of many examples showcase the substantial societal returns that can be achieved through carefully directed investments, and the Foundation's contribution to fulfilling the objectives of SDG3: To ensure healthy lives and promote well-being for all, at any age.

OUR

structured approach allows us to expand our services beyond our current catchment areas and patient demographics. The Foundation has proven to be an indispensable component of the Evercare Group, ensuring vital access to healthcare services for a demographic that may otherwise lack access to healthcare services. Our approach guarantees that no one is left behind in our unwavering pursuit of providing quality healthcare for all.

The Foundation's vision is a world with equitable healthcare for all

- ✓ At the core of our organization is a drive for impact, aimed at eradicating health disparities and envisioning a world where equitable healthcare is accessible, especially for women and children in Low- and Middle-Income Countries (LMICs).
- ✓ Our strategy capitalizes on the strength of the Evercare Group's healthcare infrastructure, of hospitals, clinics, and diagnostic centers. This strongly positions the Foundation to deliver critical health support and services to the vulnerable and those who need it most.
- ✓ Our workforce, the key to our success, comprises a dedicated team of over 13,000 caregivers from the Evercare Group. This includes our senior leadership who have embodied our mission with unwavering commitment and passion. Their expertise and dedication is a driving force that shapes our agenda and propels our work to unprecedented heights. Our workforce stands as the catalyst that powers our efforts and transforms our vision into a reality. Their proficiency, coupled with their relentless pursuit of impact, has proven instrumental in enabling us to accomplish meaningful strides in healthcare delivery.
- ✓ We aspire to revolutionize healthcare delivery. Our methodology involves seeking innovative public, private sector collaborations that foster clinical innovation across all practice areas.
- ✓ We are relentless in our pursuit of impact. We consistently monitor, adapt, and refine our programs to optimize their effectiveness. This iterative process ensures that our initiatives continue to evolve, thereby maximizing their impact and bringing us closer to our goals.

1.4.2.2 Why We Matter: The Evercare Foundation's Theory of Change

At the heart of the Evercare Foundation's Theory of Change is the guiding principle that "Access to healthcare is a fundamental human right." Our commitment to addressing the challenges encountered by vulnerable women and children embodies this principle in its most profound sense, as shown in Figure 1 below. This dedication is manifested in our impact model, which demonstrates the positive returns on our investments. These returns yield substantial benefits, including enhancing the health and well-being of caregivers and bolstering the healthcare system's capacity to offer safe, effective, and equitable care.



**Access to healthcare
is a fundamental
human right.**

Our Vision “A world with equitable healthcare for all”

Women and children in vulnerable communities need better care and more equitable access to health and social services...



Women & Children – Empowered Communities

Evercare Foundation invests in interventions and programs to improve the health and well-being of vulnerable women and children and empowers communities to drive and sustain lasting health and social change.

...and those services depend upon a strong and resilient healthcare workforce and policy environment that...

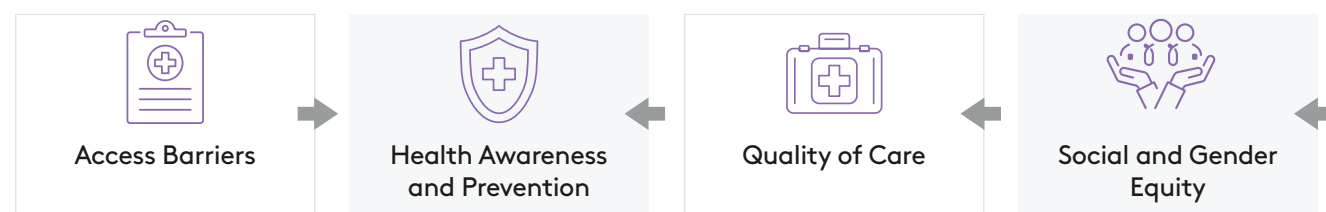
Health workforce

- ✓ Is incentivized and organized to provide high-impact care
- ✓ Reflects and respects the values of the communities they serve
- ✓ Is valued and retained, including being compensated fairly
- ✓ Is empowered and engaged in achieving greater equity and equality
- ✓ Is motivated and high-performing

Healthcare delivery system

- ✓ Is prioritizing population health impact and rewarding achievement of goals that matter for women and children
- ✓ Is prioritizing investment in and resilience of healthcare workforce

...is delivering better and stronger services, as measured by...



...and contributing to lasting health impact and social change.
Where our contributions ‘count’



Figure 1: Evercare Foundation’s Theory of Change

Getting Results: Our Framework for Impact

The Evercare Foundation possesses a unique advantage: It operates within the robust private delivery framework of the Evercare Group, while simultaneously forging critical ties with the public sector through initiatives addressing the unfulfilled health needs of over half the population in the Evercare Group’s current markets.

This distinctive arrangement forms the bedrock of our performance monitoring plan and informs the selection of our key performance indicators (KPIs).

The paramount objective of the Evercare Foundation is to amplify health outcomes for the most underprivileged women and children in low- and middle-income countries (LMICs). This strategic positioning and clear focus enable us to realize our vision of equitable healthcare, ensuring that our efforts effectively bridge healthcare gaps and provide crucial services to those who need them most. By constantly monitoring and refining our programs, we ensure that we consistently yield impactful results, driving substantial, tangible improvements in the lives of the vulnerable populations we serve.

Current and future Evercare Foundation investments will be structured to deliver results

evercare
FOUNDATION

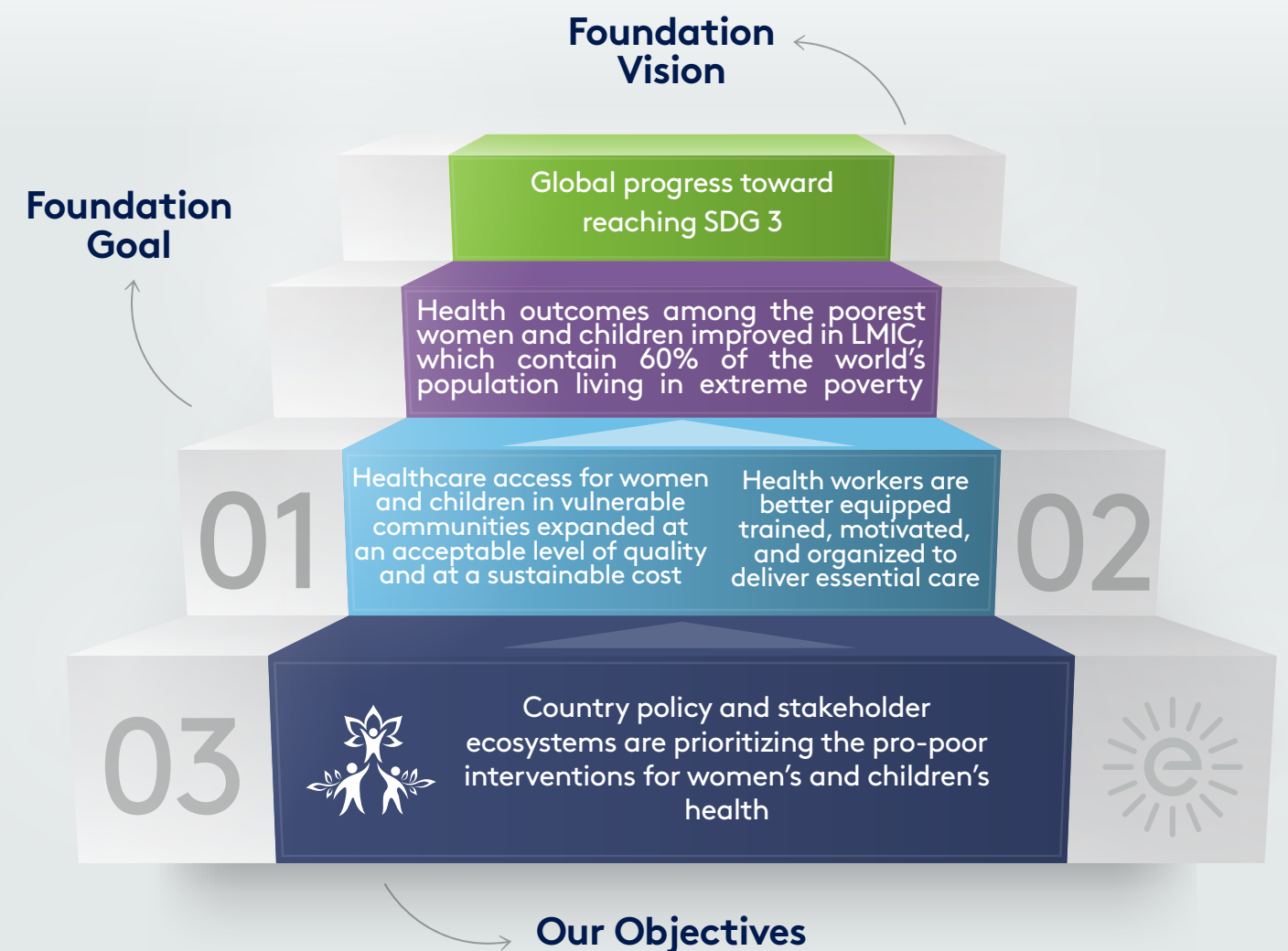


Figure 2: Evercare Foundation Results Framework

3 OBJECTIVES

Driven by an unwavering commitment to vulnerable communities, the Foundation strategically invests in initiatives that substantially bolster health equity.

In pursuit of our overarching goal, we emphasize three interconnected pillars that are crucial to long-lasting and significant impact. By ensuring that these pillars are integral to our strategy, we aspire to create a sustainable and inclusive healthcare system that meets the needs of those who are most deprived.



Objective 1

Expand access to quality healthcare services for women and children in vulnerable communities, making these services affordable and sustainable.



Objective 2

Enhance the skills and resources of our healthcare professionals by offering advanced training and equipping them with the tools necessary to fulfill their roles effectively.



Objective 3:

Advocate for the prioritization of policies and stakeholder ecosystems that underscore interventions targeting women and children health, and underprivileged communities.

Objective 1: Improving Equitable Access

To accomplish this objective, we utilize Evercare's established healthcare infrastructure to enhance access and deliver high-impact, scalable interventions. The current Foundation's activities under this objective include:

- ✓ Performing transformative surgeries for underprivileged children afflicted with congenital anomalies via our "Hear This!" cochlear implant program in Pakistan and cleft palate/lip surgeries in Bangladesh, facilitated by our Lahore Hospital and Evercare Chattogram hospital, respectively.
- ✓ Organizing outreach services via Evercare's hospitals to expand healthcare access to remote areas. These services encompass diabetes campaigns and provision of women's health screening and referral services.
- ✓ Improving maternal and child health by offering training for community health workers and conducting health camps focusing on women and children in informal settlements, via our Safe Birth, Safe Babies program in Kenya, facilitated through Avenue Healthcare in Nairobi.



Objective 2: Empowering Impact within the Workforce

Our second objective fundamentally relates to the improvement and meticulous structuring of the health workforce, extending from the grassroots level community health workers to highly specialized practitioners. This unified ambition is devoted towards propelling the advancement of equitable care, specifically targeting women and children.

The Foundation invests in strategies and interventions that engage and expand the capacity of health workers to deliver critical maternal, newborn, and child health (MNCH) interventions at scale. Currently funded activities include:

- ✓ Training community health workers to offer safer delivery support in rural regions. The methodology utilizes the application of a curriculum, tested, and developed by Evercare clinicians.
- ✓ Engaging providers, clinical, social workers, and educators within Evercare operations to provide comprehensive health programs (e.g., Hospital in Lahore to provide wraparound care and support to children who have received Cochlear implants and their families).

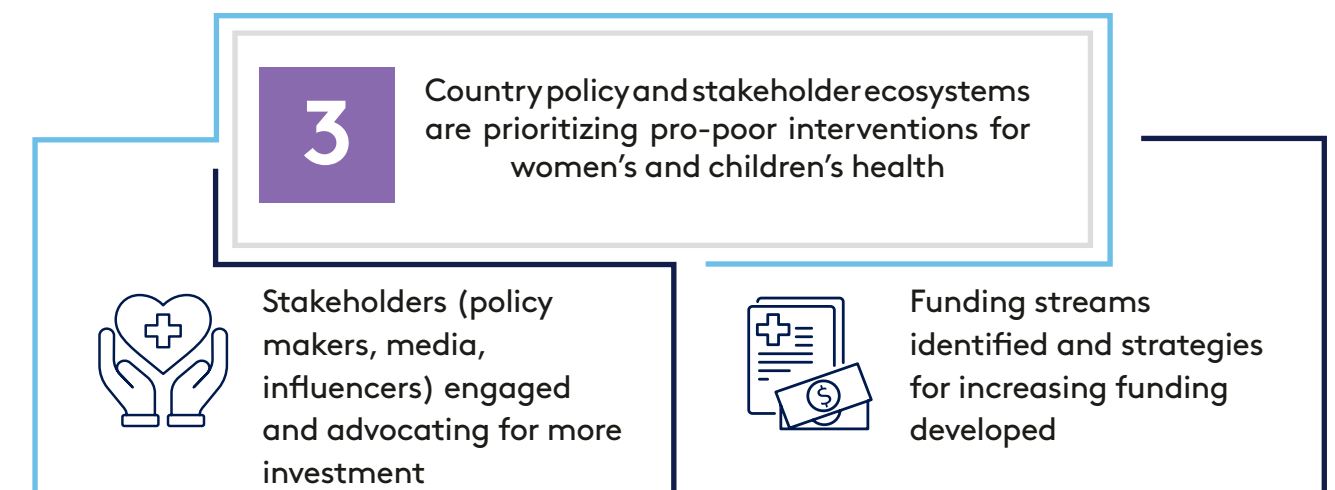


Objective 3: Prioritizing Women and Children on the Policy Agenda

As our overarching objective, The Evercare Foundation collaborates with stakeholders and decision-makers to establish partnerships that advocate for women's and children's health policies and funding. We utilize our resources and influence to demonstrate the private sector's potential to improve health outcomes and save lives. However, achieving this at a large scale necessitates support and resources from other stakeholders.

Through our programs, we seek to influence the health and well-being agenda for underserved women and children, leveraging relationships and partnerships to draw more attention and resources to these issues. Our investments extend beyond financial support and involve some degree of targeted advocacy, including:

- ✓ Our "Hear This!" Program in Pakistan is working with the Ministry of Health and primary healthcare centers to scale broad-based awareness, screening, and educational campaigns in rural areas.
- ✓ Our support to gender-based violence prevention and recovery programs in Kenya strengthens and influences gender based violence (GBV) legal and policy reforms amongst individuals at a national level, capable of introducing the necessary legislation to facilitate change.



Detailed below are the Evercare Foundation's flagship programs, which further illustrate our commitment and approach.

1.4.3 Evercare Foundation's Flagship Programs

1.4.3.1 Pakistan: Hear This! Prevention & Treatment of Congenital Hearing and Speech Impairment

This program invests in children's health and long-term development by supporting early identification of congenital hearing impairment and facilitating Cochlear implant surgery.



Our Goal: To reduce hearing impairment burden for the vulnerable children of rural Pakistan



The Challenge: Congenital hearing impairment severely limits children educational and development outcomes. Roughly 1.25 million children in Pakistan live with hearing and speech impairments, with only 2% attending school due to the disability.

Achievements to date:

1

Access to holistic treatment, including Cochlear implant surgery at no cost, and supportive care such as speech therapy, family support, and education. The program currently serves a total of 8 children.

2

Public, educational awareness campaigns on the impacts of hearing impairments. The campaigns target influential, key decision-makers in an attempt to introduce country-wide impact and change.

3

Partnerships and collaborations with entities such as such as Noor University and Noor Care Health Network to support early screening and detection, thus identifying more children earlier and working with communities to increase access to care.

1.4.3.2 Kenya: Safe Births, Safe Babies Initiative



Our Goal: To strengthen health systems in deprived urban areas in Nairobi and upscale care providers in the Kamukunji area.



The Challenge: The Kamukunji area, characterized by informal settlements, migrant populations, poverty, and overcrowding, faces significant healthcare challenges, with only 4 public clinics serving a population of 525,000 residents.

Access to adequate antenatal care is limited due to the unavailability of facilities.

The lack of local skilled talent and attendants at birth. These caregivers are critical to reduce material mortality ratios (MMR) and neonatal mortality rates (NMR). Community Health Workers lack support/availability of local resources, needed for meaningful impact.



Achievements to date:

1

A successful collaboration with Nairobi Health County to upskill community health workers and volunteers, enabling them to gain the necessary knowledge and skills to identify complications during pregnancy.

2

The establishment of a referral system for government institutions.

3

The improvement of healthcare access via ambulance via ambulance, medical taxi, and health camps.

4

The strengthening of community health worker programs to now cover immunization, family planning, and nutritional advice.

1.4.3.3 Bangladesh: Addressing the Challenge of Cleft Lip and Palate in Chattogram



Our Goal: To address congenital anomalies among vulnerable children.



The Challenge: It's estimated that over 6,000 children are born with cleft lip and palate in Bangladesh each year.

Untreated, these anomalies result in infections, speech difficulties, malnutrition, and negatively impact social interaction and life opportunities.

There is a limited number of NGOs and clinics that perform these surgeries, and the quality of care offered at some of these institutions is often subpar. Additionally, the financial burden of surgery often exceeds what most families can afford.



Achievements to date:

1

The identification of potential beneficiaries through a combination of socio-economic and clinical assessments. Two children have been included in the program, and there are plans to enroll 13 more as part of the project's initial phase.

2

Improving children speech therapy support programs by forging connections with Community Health Workers, clinics, government hospitals, and schools. This increases awareness and improves life circumstances for children with cleft lip and palate.

Achieving outcomes that significantly contribute to equity is a central part of both the Evercare Group's and the Evercare Foundation's mission. We have defined our vision, established our Theory of Change, and designed our model for realizing impact. As we move forward, we are collaborating closely with like-minded partners, both in terms of resources and program development, to bring about high-impact initiatives.

2. Our Strategic Impact Pillars & The Quadruple Aim

2.1 Our Strategic Impact Pillars

At the Evercare Group, we are steadfast in our dedication to enriching the lives of our patients and uplifting society's well-being. Our guiding vision, **"Transforming Healthcare,"** is aligned with the **United Nations Sustainable Development Goal 3 (SDG3), "Ensure healthy lives and promote well-being for all, at all ages"**. As we strive to accomplish our vision, we inherently generate positive impacts on other SDGs. These include SDG1 - **"No Poverty"**, SDG2 - **"Zero Hunger"**, SDG4 - **"Quality Education"**, SDG8 - **"Decent Work and Economic Growth"**, and SDG10 - **"Reduced Inequalities"**. We remain committed to shaping emerging market healthcare and are firm in our belief that the power of health is transformative to every aspect of life and society.

In advancing our vision of transforming healthcare, we strategically anchor our efforts on four crucial pillars of stewardship. These pillars serve as the underpinning of our methodology to fulfill our organizational vision and mission.



Ensuring Patient Safety and Quality of Care: We prioritize the safety of our patients and are relentless in delivering top-tier quality care.



Fostering a Respectful Workplace: We cultivate a work environment that champions inclusivity, respect, and empowerment for our diverse staff body.



Upholding Rule of Law and Governance: We commit to implementing robust governance frameworks and adhering strictly to the rule of law in all our operations.



Promoting Environmental and Social Sustainability: We exert concerted efforts to minimize our environmental footprint and promote social sustainability through responsible practices.

2.1.1 Patient Safety and Quality of Care

At the Evercare Group, we firmly position the safety and well-being of our patients at the peak of our priorities.



With a tireless commitment, we strive to render healthcare services that not only meet but surpass global standards. Our stringent patient safety protocols are perpetually reviewed and strengthened to reflect the latest evidence-based practices that mitigate risks and preclude harm.

In our conviction that each patient is unique, we ensure their healthcare mirrors the same individuality. Our exhaustive treatment plans are carefully crafted around specific health conditions, promising a tailored and holistic care approach. In diagnosing patients, we consider prevalent community health issues, thereby facilitating accurate diagnoses and optimal quality healthcare provision.

We invest significantly in medical technologies and facilities. Our hospitals and clinics are equipped with innovative diagnostic and therapeutic tools, empowering our medical professionals to deliver precise and effective treatments.

To maintain our unwavering commitment to quality, we adhere to a rigorous performance monitoring and improvement framework. We regularly collect and analyze data on key clinical outcomes and patient satisfaction, enabling us to identify areas of success and opportunities for further improvement.



Our quality of care extends beyond clinical excellence to encompass the entire patient journey.

We prioritize clear and empathetic communication, ensuring that patients and their families understand their rights, health conditions and treatment options. We also strive to create a nurturing and comfortable environment, recognizing that a positive healthcare experience contributes to overall patient well-being and recovery.

We take immense pride in our dedicated and highly skilled workforce. Our teams of doctors, nurses, and allied health professionals are not only highly qualified but are also committed to continuous learning and professional development.

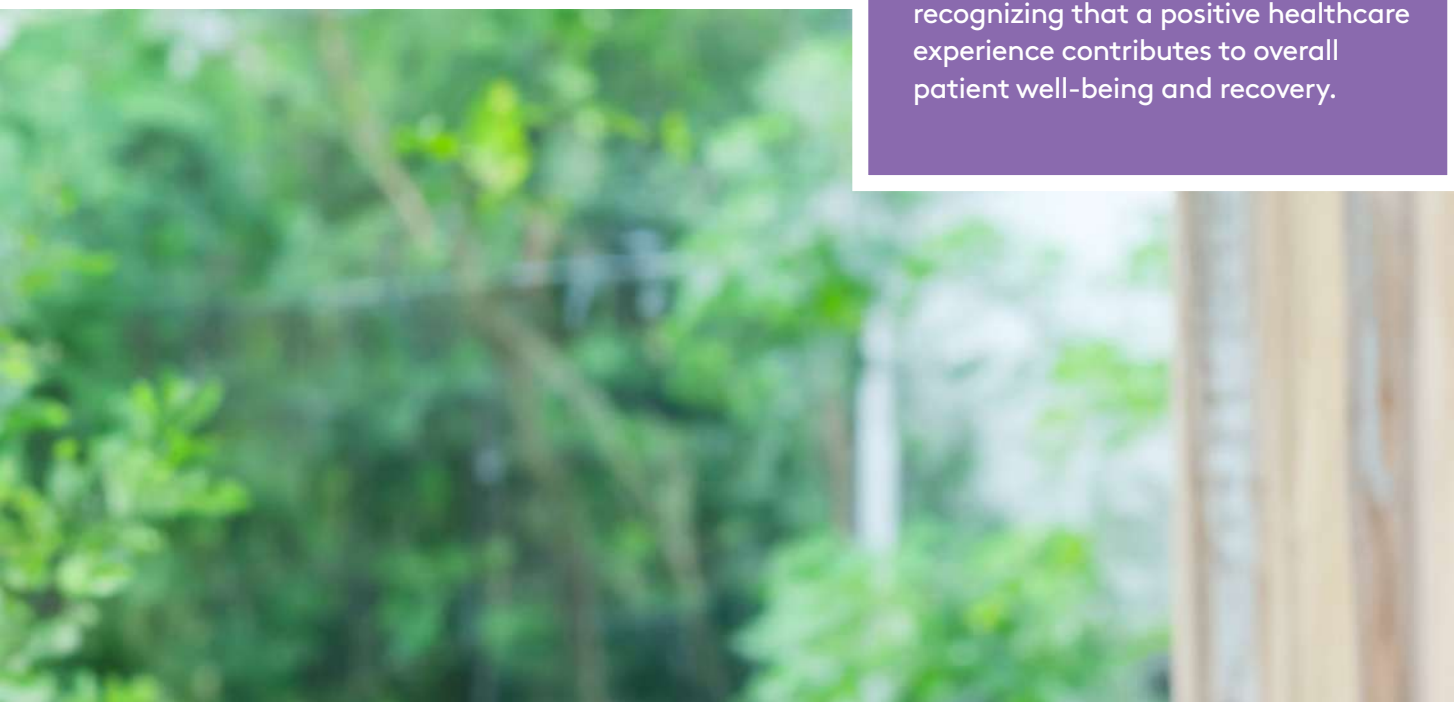
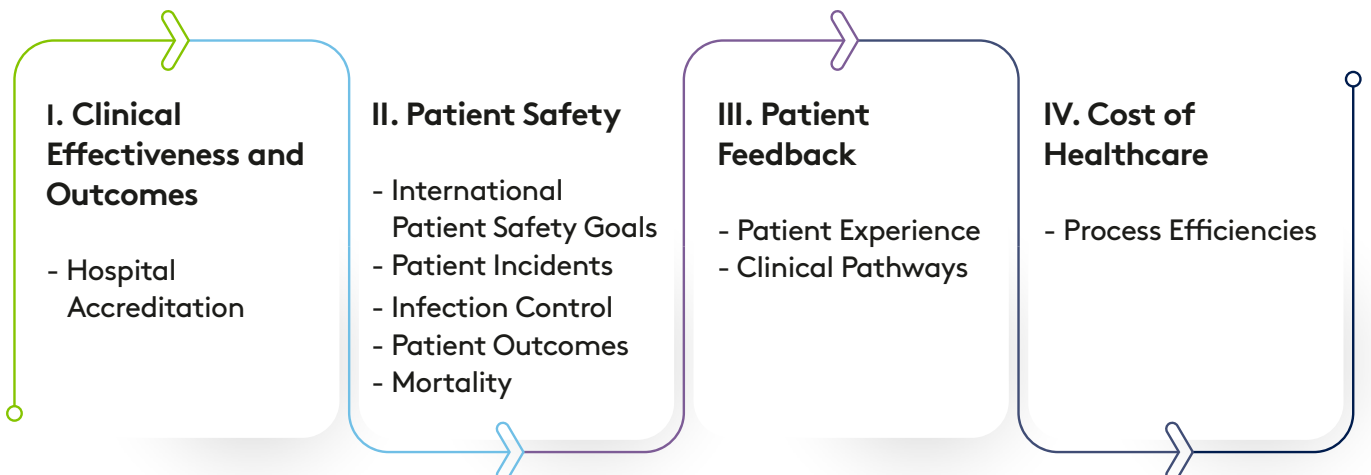
This ensures that our patients receive care from professionals who are at the forefront of medical knowledge and practice.



Lastly, we understand that providing high-quality care is not only an ethical obligation but also fundamental to the long-term sustainability of our business. **Our healthcare model is centered on the Quadruple Aim**, driving the development and application of our quality scorecard to stimulate continuous improvement and refine the quality and level of services we provide services that our patients both anticipate and deserve.

To quantify our quality of care, we numerically measure, track, and monitor a range of metrics that reflect our performance in our commitment to providing quality care to our patients.

These metrics, to be elaborated on in subsequent sections, include the following:



2.1.2 Respectful Workplace

The Evercare Group stands firmly on a platform rooted in shared values, inclusion, diversity, and respect for everyone.

This foundation enables us to foster an environment instilled with trust, mutual respect, and steadfast adherence to our core value of integrity. The reputation of the Evercare Group, the dedication of our people to our mission, and the realization of our vision are all intrinsically tied to this value of integrity.

The Evercare Group is committed to respectful workplace stewardship, one of many Ethical principles of healthcare which the Evercare Group is a signatory of. This translates to a responsibility and commitment to:

- 1 **Workforce Protection and Empowerment**
- 2 **Safeguarding workforce wellbeing**
- 3 **A zero-tolerance approach for discrimination, bullying and any kind of harassment**

In our 2021 Impact Report, we detailed our Diversity & Inclusion Strategy, developed through three primary pillars: Gender Agenda, Generational Agenda, and Inclusion. We are pleased to report substantial progress, specifically within the Gender Agenda and Inclusion pillars.

Gender Agenda

JUNE 2023

We inaugurated the first virtual Evercare Women in Leadership Network.

This initiative, aimed at empowering women throughout their leadership journey and creating an encouraging environment for their growth, development, and ascendancy in leadership roles.

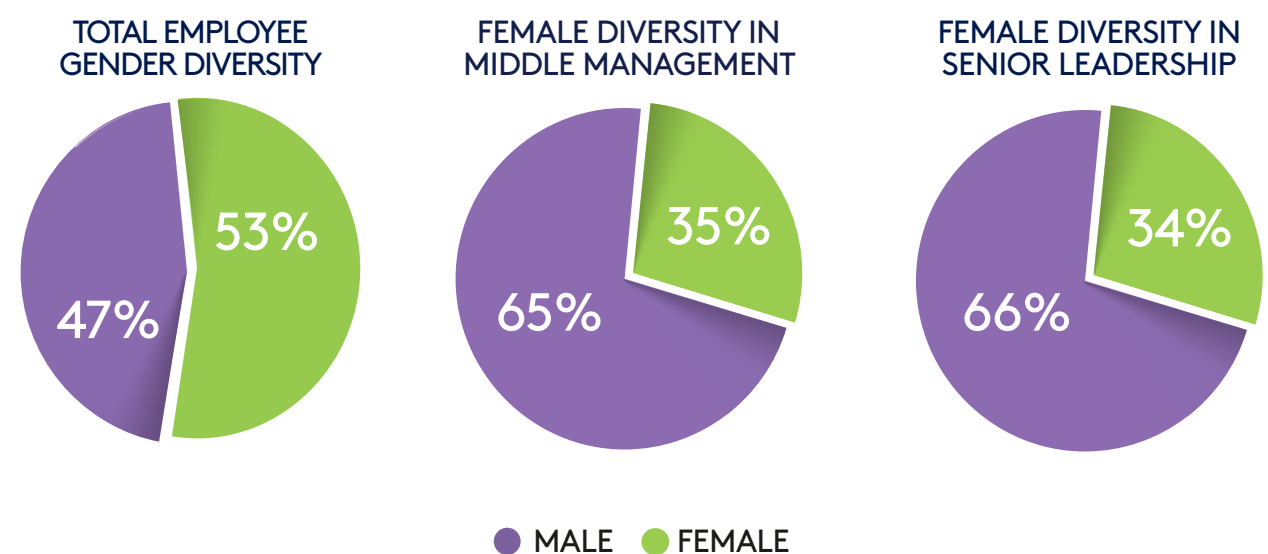
This influential network, which includes women in senior leadership roles, emboldens women through mentorship and offers support to all our female professionals aspiring to lead teams, functions, and secure senior leadership roles in their career trajectories.

Moreover, we launched the **Evercare Inspirational Woman of the Year Award**, designed to recognize the achievements of women within our group who exhibit dedication, inspire others, and serve as role models.

Inclusion

Our vision of the workplace is a one that is diverse and inclusive, where differences are cherished, valued and are a catalyst in strengthening our teams. In 2022, we focused our efforts on expanding the roll out of diversity, inclusion and anti-harassment training to all caregivers in our Africa operations.

In collaboration with Kantola Training—an innovative organization specializing in diversity, equity, and inclusion (DEI), and sexual harassment, a compliance training initiative is being launched through a cloud-based e-learning platform. We are excited about the impact of these trainings in raising awareness and compliance at scale through regular refresher trainings.



Generational Diversity

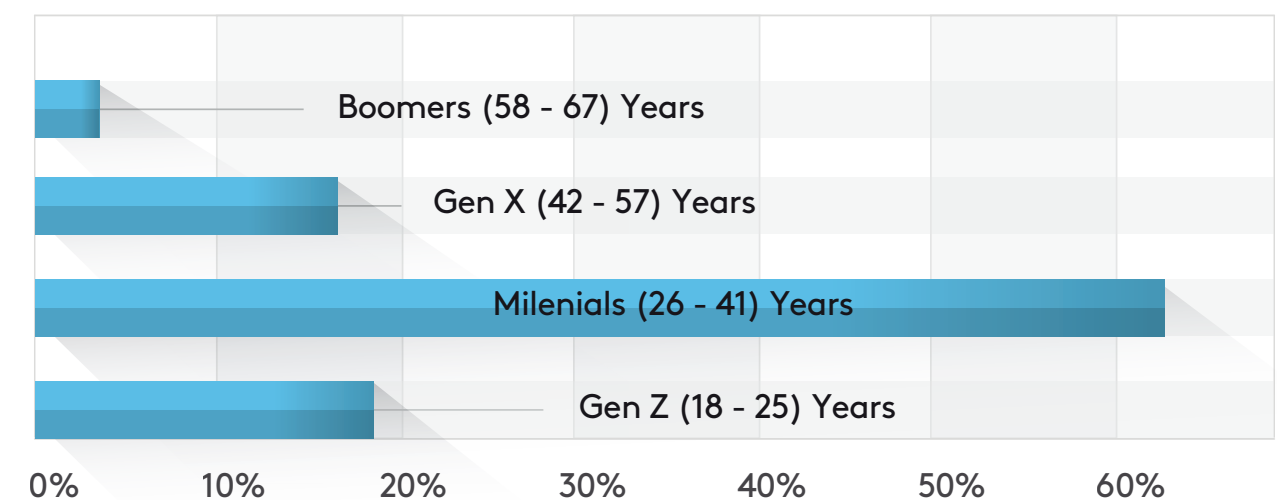


Figure 3: A snapshot of our 2022 gender and generational diversity numbers

Rule of Law and Governance

At the Evercare Group, we recognize that robust governance is integral to our operation integrity and success. Our commitment to this area of stewardship is of paramount importance, and we continually strive to implement and uphold the highest standards of corporate governance across our facilities and in our operations.

We have established a comprehensive and dynamic set of governance policies and procedures to ensure transparency, accountability, and fairness in our operations. These policies provide clear guidance for our conduct, underpinning our commitment to ethical business practices and decision-making.

We respect and comply with all applicable local laws, regulations, international standards and best practices in the countries where we operate. This includes standards related to patient care, employee rights, environmental protection, and business operations. Our proactive approach to regulatory compliance minimizes risk and fosters trust among our stakeholders.

Furthermore, we champion an open and inclusive approach to governance. We value the diverse perspectives of our stakeholders, including patients, employees, shareholders, and the communities we serve. We strive to keep them informed about our performance and engage them through safe channels, encouraging grievance and non-compliance reporting while offering the discretion needed to protect those reporting from any and all forms of retaliation. This allows for meaningful dialogues to better understand their expectations and to address concerns.



2.1.3 Environmental and Social Sustainability

We acknowledge the essential role we play in minimizing our environmental footprint and advocating for social sustainability, equity, and justice. Our devotion to environmental and social sustainability reflects our profound belief that a healthy planet and thriving communities are pivotal for the long-term success of our organisation.

In 2022, we refined and relaunched our ESG strategy, designed to guide our journey towards achieving our mission and objectives. This strategy, seamlessly integrated into our governance framework, defines our ESG vision, mission, and key areas of focus. Focus areas are categorized within ESG pillars, and guide strategic high impact initiatives and action.

2.1.3.1 Our ESG Vision & Mission Statement

ESG Vision: “We aspire to become the leading figure in ESG practices within our countries of operation, raising the bar for sustainability in the healthcare sector”

ESG Mission Statement: We are deeply committed to advancing ESG principles, social responsibility, and equitable growth into the fabric of our organization. Our goal is to empower communities, delivering world-class, quality healthcare services that transform lives, leading to a healthier, more prosperous world for the generations to come.

2.1.3.2 The Evercare Group ESG Pillars

Our ESG strategy comprises pillars that each represent an integral part of our strategy and demonstrates our dedication to creating transformative, equitable, and enduring impact. **These pillars are:**

- 1 ‘Transforming Lives: Our People’**
 This pillar consists of three critical sub-pillars that focus on our patients, employees and caregivers, and the communities we serve.
- 2 ‘Green Healthcare: Our Planet’**
 This pillar demonstrates our responsibility towards environmental protection, pollution prevention and sustainable consumption practices.
- 3 ‘Ethics, Values, and Integrity: Our Governance’**
 This pillar showcases our commitment to uphold the highest ethical standards, adherence to our values, and our development of a governance system that is transparent, accountable, and efficient.

ESG Pillar 1: Transforming Lives: Our People

Sub-Pillars 1.1 - Our Patients, and 1.2 - Our Employees and Caregivers are synergistic with the principles of the Quadruple aim. These will be explored in subsequent sections on the Quadruple aim.

Sub-Pillar 1.3 - Our Community - Through active community engagement and outreach programs, we can detect distinct health disparities within communities, thereby enabling us to bridge healthcare gaps with precise solutions.

Some benefits of our community outreach and engagement are as follows:

- a. Reducing the cost of healthcare by emphasizing **preventative care and early intervention**, we improve health outcomes and alleviate the strain of high patient healthcare spend. By prioritizing chronic disease prevention and management, and through the targeted allocation of educational resources, prevention and early intervention reduce the severity of illnesses such as heart disease and diabetes.
- b. Building trust: Our outreach initiatives foster and build community relationships. In doing so, any preconceptions are addressed and our core purpose as an impact driven organization comes to light. This heightened trust fosters increased community involvement with our hospitals, leading to improved community health outcomes and an overall enhanced patient experience.

- c. By consistently engaging and reaching out to the community, we enhance our reputation, manifesting our sincere **commitment to patient well-being and societal care.**
- d. Our collaborative work with the communities enables us to identify and address prominent health disparities and social determinants affecting our patients. Such efforts result in **improved patient diagnoses, shorter hospital stays, enhanced population health, and reduced healthcare expenditure for patients.**

**YEAR
2022**

Over the past year, Evercare hospitals and facilities, spanning our five countries of operation, operation, facilitated over 692 community engagement events. This is a remarkable three-fold increase compared to 2021. These undertakings have been organized in close collaboration with Civil Society Organizations (CSOs), Ministries of Health, corporate entities, and international organizations. They encompass a wide array of health awareness campaigns, health camps, health events, and screening campaigns. Notably, many of these activities held in conjunction with World Health Organization (WHO) Global Health days. We are proud of our collective efforts to promote health awareness and provide essential medical services within the communities we serve.

1 Cancer Awareness Programs & Campaigns	2 Cardiac Health Awareness Programs	3 Mental Health Talks and Regular Check-in
4 Diabetes Screenings and Education Programs	5 Environmental Initiatives: Awareness and Environmental Action Initiatives	

Community Outreach and Engagement Events

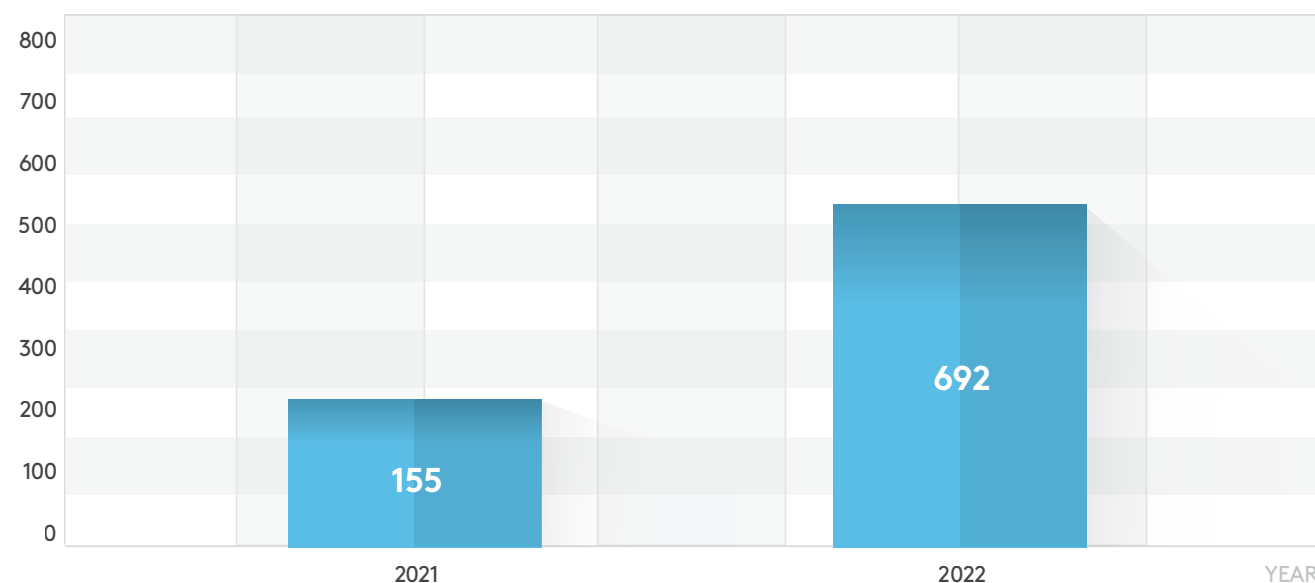


Figure 4: Community Outreach and Engagement Events

ESG Pillar 2: Green Healthcare: Our Planet

At the Evercare Group, we recognize the environmental impact of our operations. We strive not just to mitigate these impacts, but also to contribute positively to environmental sustainability.

ESG Pillar 2: Green Healthcare - Our Planet

Our commitment to environmental preservation extends beyond mere compliance with regulations. We see it as a moral duty to future generations, aiming to leave them with a healthier, more resilient planet. We embed this commitment in our every action, from **minimizing our carbon footprint and reducing global warming potential, to ensuring the preservation of the natural ecosystems.** Furthermore, we are **diligent in our use of natural resources,** focusing on efficiency and operational excellence. These efforts not only benefit the environment but also reduce our operational costs.

Our approach to environmental stewardship directly contributes to patient wellbeing. **By minimizing our environmental impact, we can reduce the incidence of climate-related health issues, improving societal health and quality of life.**



ESG Pillar 3: Ethics, Values, and Integrity - Our Governance

Under our third ESG Pillar - Ethics, Values, and Integrity: Our Governance, we continuously enhance our policies, processes and frameworks in accordance with internationally acknowledged standards and best practices. Our governance is a live, continuously evolving system, routinely developed, expanded, reviewed, and updated, per business need.

The cornerstones of our governance are transparency and accountability. Our commitment to these principles is clearly showcased through the publication of our Annual Impact Report. We manifest our commitment to transparency through a variety of formal and informal communication channels, ensuring our stakeholders have access to regular updates and insights into our operations.

For instance, our formal reporting mechanisms include quarterly board meetings that focus on ESG/Impact reporting, the Evercare Group's Annual Impact Report, and various monitoring, reporting surveys, questionnaires, and audits that we share with investors.

Informal reporting occurs via regular requests for information and project updates from our investors, carried out during site visits and virtual meetings. We maintain quarterly meetings with investors to provide updates on our assets in Bangladesh and India. In addition, the ESG Manager at the Evercare Group, along with TPG's Senior ESG Director, conduct weekly meetings with hospital ESG managers to discuss new projects, collect feedback, share updates on ongoing initiatives, and monitor the progress of our strategies against their milestones. This approach ensures that all our stakeholders remain well-informed on all ESG-related matters.

2.1.3.3 Environmental and Social Action Plans

Following the guidelines set by the International Finance Corporation (IFC), we have established Environmental and Social Action Plans for all our hospitals, ensuring effective management of risks and material issues tied to ESG. All ESAP items barring the following been closed:

- > Evercare Lahore, Evercare Lekki, Evercare Chattogram, Metropolitan, Nairobi Women's Hospital, The Avenue Group and CARE Hospitals have closed all ESAP items.
- > Evercare Dhaka pending ESAP items are as follows:
 - Government exemption to set up hospital daycare center. This exemption is applied for on the grounds of hygiene and infection control (submitted and awaiting government approval)
 - Establishment of a participation committee in lieu of a trade union to protect employee rights (launch scheduled for 1st July 2023)
 - EDGE certification: Upon energization of the approved solar roof-top system (mid-April 2024)

2.1.3.4 Annual ESG Workplans

In 2022, we made excellent progress in our ESG work plans. Numerous projects are underway, focusing on improving energy and water efficiency, optimizing waste management, fostering responsible material sourcing, and reducing our carbon footprint. **Our broad spectrum of initiatives underscores our dedication to sustainable growth and value creation for communities and the environment.** The Dhaka and IDC Solar Projects, along with CARE/Bangladesh HVAC efficiency projects, are just a few examples of the many projects currently in progress or completed. The full list of initiatives included within the ESG Work Plans is as follows:



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 sensors, 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
- > Wastewater Treatment
- > Cooling tower makeup and reuse
- > Monitoring, testing and treatment as per local government regulations



Waste Management, Recycling and Incineration

- > Bio-medical waste
- > Hazardous waste
- > Battery waste
- > Radioactive waste
- > Food Waste
- > General Waste
- > Paper Wastes



Greenhouse Gas Emissions

- > Monitoring and Verification
- > Baseline Setting
- > Annual Reduction Target



Indoor Environmental Quality x – Enhancement Measures

- > HVAC ventilation related as per ASHRAE 62.1
- > Demand Controlled Ventilation
- > MERV filters
- > CO2 sensors
- > Low VOC paints, primers, adhesives & sealants
- > Green Cleaning Products

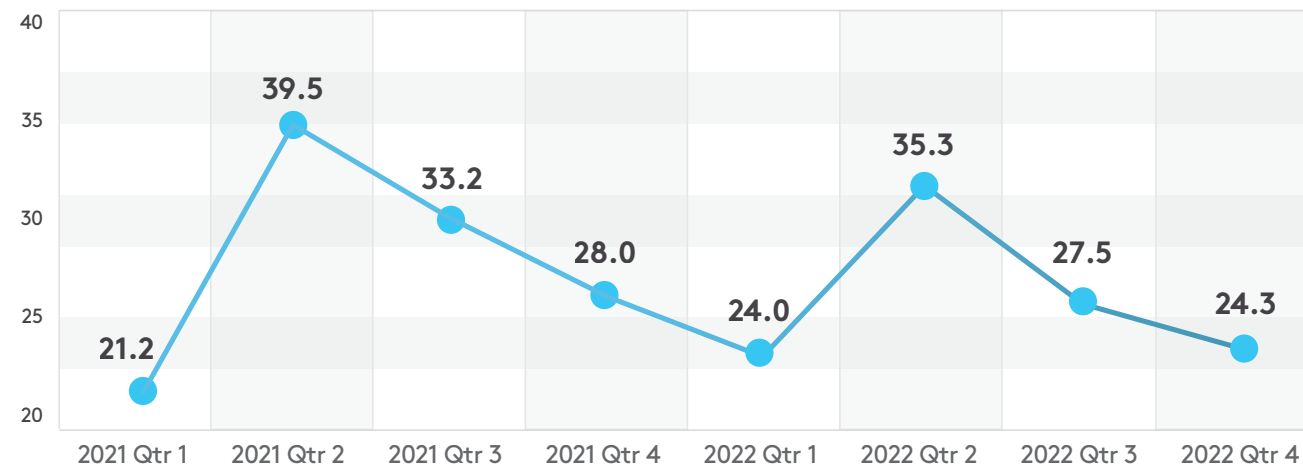
In our quest to be at the forefront of ESG practice, we have adopted “EMEX”, a state-of-the-art compliance tool that modernizes and streamlines ESG reporting, replacing traditional manual reporting mechanisms. This step not only enhances the efficiency of our reporting but also aligns us with the practices of global ESG leaders, reaffirming our commitment to being a trailblazer in the ESG landscape.

2.1.6 Overview of Annual ESG Performance Metrics

Energy Data

In 2022, we improved our treatment efficiency and decreased our electricity consumed per patient episode. This is illustrated in the graph below. Our ESG work plans, comprising in-house and external patnership projects are the driving force of this improvement.

Electricity Consumed Per Patient Episode (KWH)



2.1.6.1 Energy Use Intensity

Energy Use Intensity (EUI) is a metric used to measure the energy efficiency of a building or facility. It is the amount of electricity used per unit of floor area per year and is typically expressed in kilowatt-hours (kWh) per square meter per year. EUI is a useful tool to identify energy efficiency improvements and track the impact of energy-saving measures over time. A lower EUI indicates that a building is more energy-efficient and uses less electricity per unit of built-up area. The below figure provides information on the Evercare Group's Electricity Use Intensity.



As per ASHRAE 90.1 standards, the Evercare group is well below the average values for hospital building typologies in our countries of operation and their representative climatic zones.

Table 4: Group-Wide Average Electricity Use Intensity

Energy Use Intensity (KWh/m² - yr)

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
2022	160.36	162.74	165.04	168.07	171.17	173.74	175.34	176.68	177.56	178.39	179.51	207.75

Table 5: Average Hospital Energy Use Intensity per Climatic Zone

CLIMATIC ZONE	HOSPITAL	ASHRAE 90.1 - Average Hospital Energy Use Intensity per Climatic Zone (KWh/m ² - year)
2A (Hot and Humid)	Evercare Hospital Lekki	200-450
2A (Hot and Humid)	Evercare Hospital Lahore	200-450
2A (Hot and Humid)	Evercare Hospital Chattogram	200-450
3A (Hot and Dry)	Evercare Hospital Dhaka	200-500
2A or 3A (Hot and Humid/Dry)	Care Hospitals	200-450/500
3B (Hot-Dry/Arid)	Avenue Healthcare Parklands Hospital	200-500
3B (Hot-Dry/Arid)	Avenue Healthcare Thika Hospital	200-500
2B (Warm-Humid/Mixed Humid)	Avenue Healthcare Kisumu Hospital	200-450

As displayed above, the average EUI accross the group falls below the average values, specificed for hospital typology and in their respective climatic zone. This serves as an indication of the various efficiency projectsm, SOPs and best practises applied accross the group.



A Another indication of our improved efficiency is the decrease in weighted electricity use intensity, which accounts for the number of patients treated in addition to the hospital's energy consumption per unit area. The weighted EUI is an important metric to consider given the strong correlation between energy consumption and the number of patient episodes. This is illustrated in the CARE Hi-Tech Hospital data and graph below.

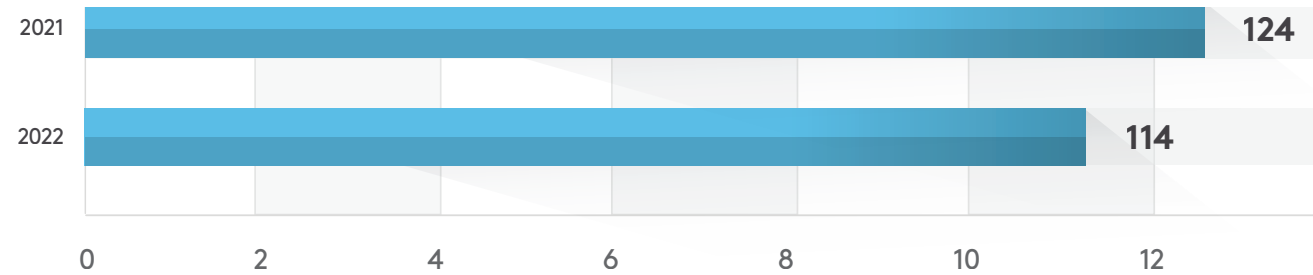


Figure 5: Electricity Consumption per Patient Episode (KWh/m2-year - Patient Episode)



CARE Hi - Tech Hospital

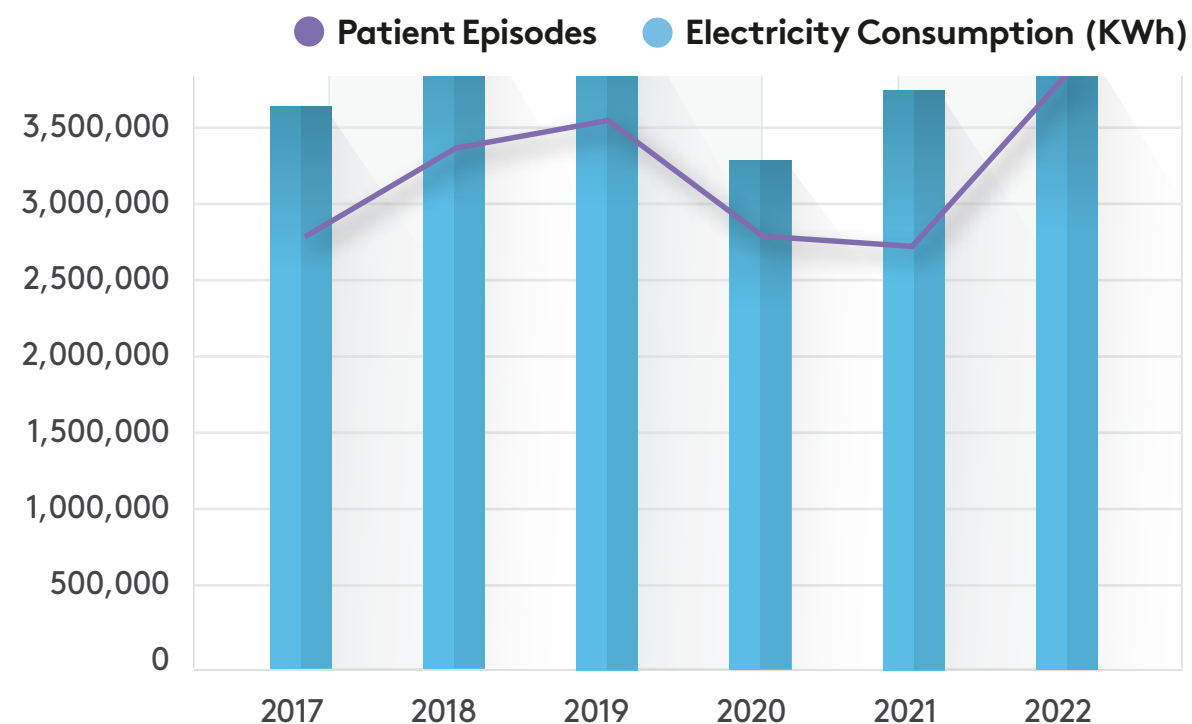


Figure 6: CASE STUDY: HI-TECH Consumption Vs Episodes

2.1.7 Water Consumption



Compared to the previous reporting period, our absolute water consumption has

remained similar. Across the group, we consumed 643K cubic meters of water in 2022 vs 646K in 2021. However, upon closer examination and accounting for the number of patient episodes, **we are more efficient in our use of water**, as illustrated in the graph below.

2022 **643K** vs 2021 **646K**

Consumption of water in cubic meters

Water Consumption per Patient Episode (m3/P.E.)

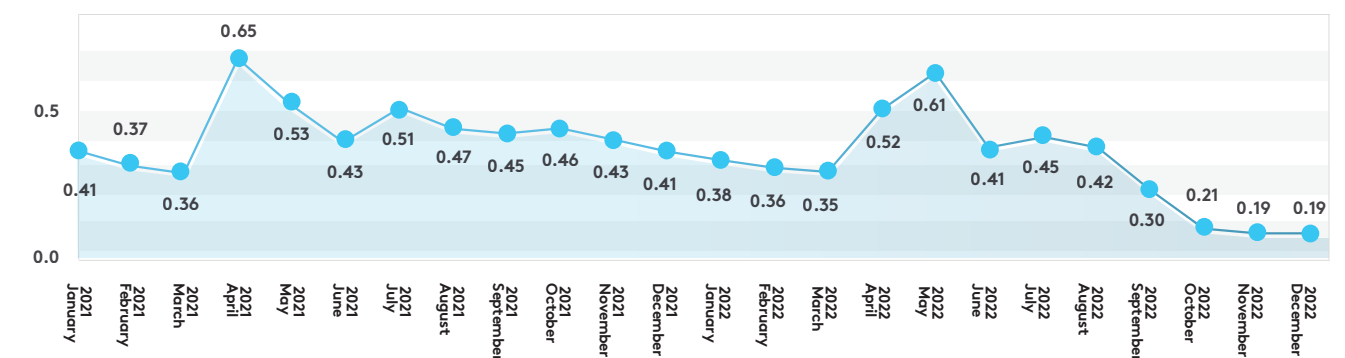


Figure 7: Group Wide Water Consumption Per Patient Episode



2.1.8 Solar Energy & ESCO Projects

In 2022, and with the acquisition of Care Hospital Malakpet, **our total solar PV (Photo Voltaic) capacity increased**, and with it our solar generation and carbon offset. Additionally, Evercare Hospital Dhaka has approved a roof-top solar installation of 205 KWp capacity. The project is anticipated to generate more than 4.5 MWh over the next 20 years and is expected to be energized by April 2024.

The Avenue Group and both Evercare Hospitals Lahore and Lekki are also in the feasibility stage and are considering various options for solar roof-top installations.



Figure 8: Figure 8: Evercare Dhaka Solar Project



The quadruple aim is a framework for healthcare organisations aiming to improve the quality of care they deliver. The framework, adopted by the Evercare group, comprises 4 pillars:



Improving patient outcomes



Enhancing the patient experience



Improving value & reducing the cost of care



Protecting the well-being of our healthcare workers

This framework aligns closely with the areas of stewardship outlined as our strategic impact pillars. For example, our commitment to patient safety and quality of care stewardship directly contribute to improving patient outcomes and experience. Our focus on respectful workplace stewardship promotes the well-being of our employees, contributing to the improvement of their work environment and overall productivity and job satisfaction.

By addressing the social determinants of health, , environmental, and social sustainability stewardship, responsible procurement, contributes to improving the population health and reducing the per capita cost of healthcare. Such outcomes are only made possible through the development and adherence of robust, holistic governance frameworks that are ethical, responsible, transparent and and just business practices.



AS

portayed in the report and following secitons, an analysis of the synergistic ESG and the quadruple aim topics showcases their strong correlation and complimentary nature. Our commitment to stakeholders and vision to transform the lives of millions, necessitates ethical, transparent, responsible and socially, environmentally just operations.

For a comprehensive list of synergies and respective examples between ESG and the quadruple aim, please refer to the appendix.

In summary, our areas of stewardship are closely aligned with the quadruple aim and result in progression on both fronts.

3.1 Improving Patient Outcomes

We continue to work towards achieving optimal outcomes for the patients we serve by ensuring we have proper governance and standards in place. By focusing on patient safety and clinical effectiveness, we are making sure the building blocks are in place to achieve excellent outcomes.

Our primary objective is to ensure optimal patient outcomes. We realize this objective through the prevention of care related incidents include offering healthcare services that are safe, of high-quality, and adequately operated through appropriate management. systems and governance structures.

We are dedicated to reducing maternal, fetal, and neonatal mortality rates among our patient population. Our multi-faceted approach is centered on evidence based care practices, delivered by a team of experienced, world-class healthcare professionals, deemed experts in managing routine and complex pregnancies, delivery, and newborn care.

To uphold the highest standards of care, we diligently monitor a set of clinical indicators monthly. Additionally, we proactively screen for chronic diseases such as diabetes mellitus, chronic kidney disease, and hypertension, enabling early intervention and effective management to prevent complications.

Evercare Quality Scorecard 2022/2023				Bangladesh				India				Pakistan				Kenya				Nigeria			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Patient Outcomes	Clinical Effectiveness	15	30%																				
	Patient Safety	15																					
Patient Experience	Patient Feedback	30	30%																				
Healthcare Workers	Healthcare Worker Well-Being	10	20%																				
	Clinician Leaderships	10																					
	Cost of Healthcare	20	20%																				
Total Score																							

3

HOSPITALS

Are currently preparing for JCI accreditation in 2024



Evercare Hospital Lekki
- Nigeria



Evercare Hospital Lahore
- Pakistan



Evercare Hospital
Chattogram - Bangladesh

3.1.1 Clinical Effectiveness and Outcomes

3.1.1.1 Accreditation

At the Evercare Group, we acknowledge that accreditation is essential to offering a high caliber of services through adhere to international standards. Our facilities are accredited by COHSASA in Kenya, Safe Care Standards in Nigeria; Punjab Healthcare Commission in Pakistan (PHC (Punjab Healthcare Commission)), NABH (National Accreditation Board for Hospitals) in India and JCI (Joint Commission International) in Bangladesh.

Quality and ESG are closely aligned in their efforts to promote high-quality care and a sustainable healthcare system.

International Hospital accreditation standards include compliance requirements that address the economic, social, and environmental factors that impact patient health. Hospital accreditation metrics, such as patient satisfaction, clinical outcomes, and quality of care, are closely tied to specific ESG metrics, such as employee and community engagement. By analysing these metrics together, rather than in isolation, we gain comprehensive understanding of the factors that affect the quality of our services.

By way of example, employee and community engagement result in improved patient outcomes. Studies have shown that higher employee engagement improves job satisfaction resulting in more successful organisations. Each of our hospital's stakeholder engagement plan outlines community enagement efforts and requirements. This is of critical nature as it identifies prevalent community illnesses/diseases or other health factors that could lead to misdiagnosis if they remain unknown. Of our 31 facilities hospitals, 16 have achieved accreditation status. In addition, two IDC facilities have received certification by Punjab Health Commission (PHC). Evercare Hospital Lekki was also awarded EDGE certification in March 202. This set it apart as a leader in Environmental and Social factors.

3.1.1.2 Clinical Governance

Quality governance is provided by the group's Clinical Governance Committee with clinical, nursing and quality representatives from each of our hospitals. This committee meets regularly to review and monitor the activities across the platform and provide guidance, support, and share learnings with each other.

3.1.1.3 Infection Prevention and Control

Hospital Acquired Infections remain a considerable risk in all healthcare facilities. When hospital infections occur, our approach to control spread is targeted, allows for accurate identification, quick and effective intervention, and is later followed by staff training and development.

Across the Evercare Group, we track hospital acquired infection rates through specific quality indicators. In 2022, our metrics were as follows:

HOSPITAL ACQUIRED INFECTION RATE: 0.5

2.0 Ventilator Associated Pneumonia

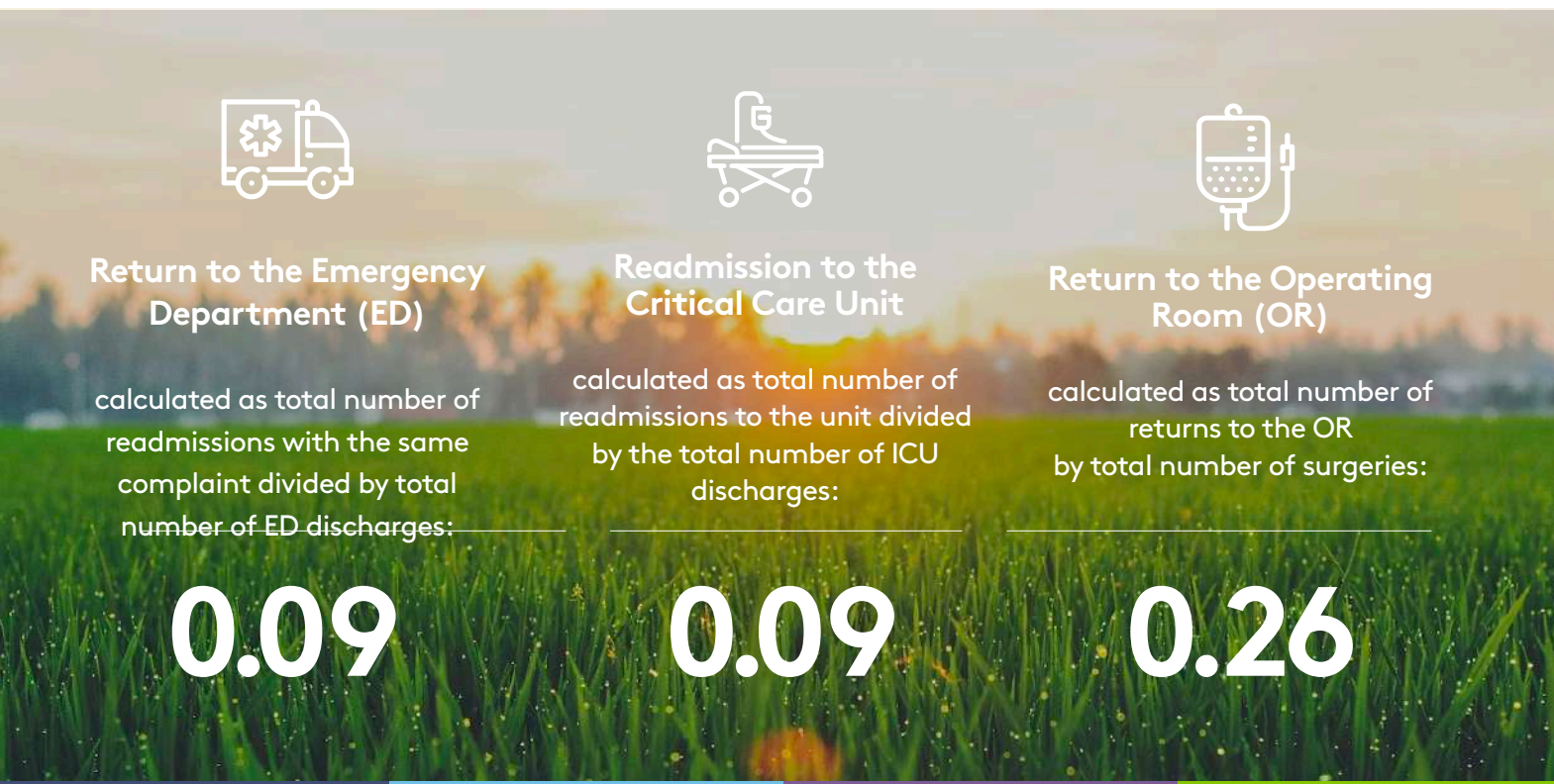
0.5 Central Line Associated Bloodstream

0.9 Catheter Associated Urinary Tract Infections

1.5 Surgical Site Infections

3.1.1.4 Clinical Outcomes Monitoring and Measurement

We measure and monitor several quality indicators across the group to ensure our patients receive the best care and clinical outcomes. The following metrics were recorded for the Evercare Group for 2022:



3.1.1.5 Patient Safety

Patient safety remains fundamental and the core pillar of the organisation. In 2021 we introduced the Evercare Safety Standards and have fully subscribed to the 6 international patient safety goals.

In addition to infection control, we measure and closely monitor safety indicators to identify gaps in our service offerings. Additionally, these indicators offer insight into staff adherence to safety protocols and standard operating procedures. Listed below are examples of indicators collected during the 2021 and 2022.

Quality Indicators

✓ Medication errors	✓ Hospital acquired pressure ulcers	✓ Slips & Falls
✓ Sentinel Events	✓ Hospital Acquired Infection Rate	

3.2 Improving Patient Experience

When patients come to our facilities for care, it is usually a time of distress, anxiety, and fear even in the most positive situation. We strive to make the total patients' journey seamless and as comfortable as possible from the first visit to the last in every care episode.

Each of the Evercare Group's facilities comprises a patient care team tasked with daily patient interaction to address their concerns and elevate their well-being. We value x based on the HCAHPS system. Through daily patient feedback analysis, we gain valuable insights that facilitate the continuous improvement of our services to patients and their families. Both positive and negative feedback is also shared with our staff to highlight favorable interactions / situations and other areas of improvement. Our patient loyalty and overall experience is gauged through the monthly monitoring of Net Promoter Scores (NPS). Coupled with the feedback from patient satisfaction surveys, this holistic data collection approach enables a comprehensive understanding of the patient experience, throughout the entire patient journey. We replicate the same model across our entire group.



3.3 Improving Value & Reducing Cost of Care

Efficiency and safety play crucial roles in reducing healthcare costs, and we are constantly striving to optimize our processes. Embracing a "Zero Harm" approach, we prioritize minimizing incidents, hospital-acquired infections, and near misses. We also encourage collaboration among our healthcare providers to enhance patient outcomes and decrease the length of hospital stays, additional treatments, and costly interventions. By accurately allocating the right number and skill mix of nurses based on patient acuity, we ensure efficient and effective care delivery, which in turn improves patient value. Monitoring nursing hours per patient day (NHPPD), our overall metric for 2022 was 10.61, surpassing our target of 11.29.

During resource planning and management, cost control is critical and prioritized to assist in alleviating financial burdens on our patients. **Our offering of high quality healthcare services and focus on prevention results in timely, efficient, and effective outcomes for our patient. The outcome of which has positioned us as one of the leading healthcare providers in our countries of operations.**

3.3.1 Protecting the Well-Being of Our Healthcare Providers

3.3.1.1 Healthcare Worker Well-Being

At the Evercare Group, we value our employees and recognize their role as essential, critical contributors to the success and growth of the organization. We value, honor and respect color, nationality, religion, gender, disability, pregnancy status, or any other characteristics protected by applicable laws. We focus on fostering a culture of respect, inclusivity, and safety, and create workplaces where all individuals feel valued and supported.

We highly safeguard our employee well-being and ensure that our work environment is that of an accepting one, where every employee feels safe and can perform their duties in a positive, comfortable, and prosperous environment without being discriminated against or harassed.

The well-being of our employees encompasses channels for open communication and reporting through our whistleblower hotline, 'YourVoiceMatters'. **We also prioritize Diversity and Inclusion awareness and foster cultural engagements in celebration of the rich diversity within our workforce.**

As a Group we focus on 'moments that matter' for our caregivers during several touch points of the Talent journey from attraction, recruitment, onboarding through to personal and professional growth and retention.

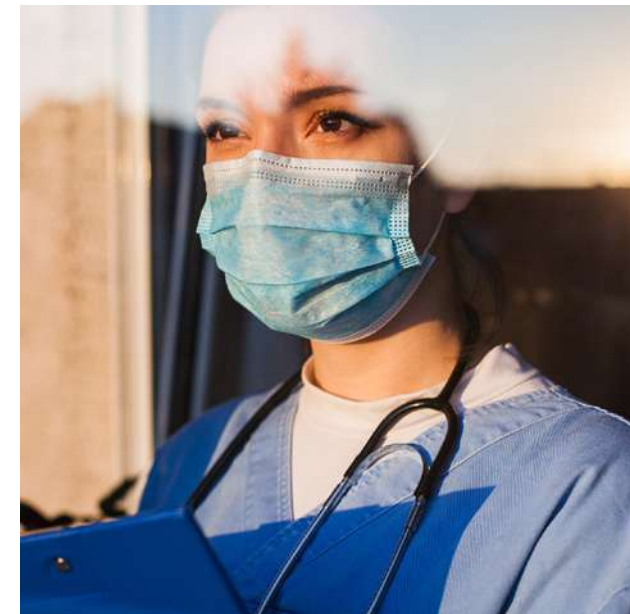
Our commitment to our employees extends beyond equitable work environment. We invest in their professional development and personal well-being, offering opportunities for advancement, training and development programs, and flexible work arrangements. By promoting work-life balance and cultivating a supportive work environment, we aim to motivate and inspire our employees to deliver at the best of their capabilities.



We believe that our employees are vital to our patient-centric approach. A happy and healthy workforce not only enhances the employee experience but also leads to better patient experiences and improved health outcomes.

3.3.1.2 Training: Clinical, Leadership, Management and ESG

At the Evercare Group, we believe that continuous learning and professional development are at the heart of exceptional healthcare delivery. Our comprehensive training programs are designed to empower our workforce and equip them with the requisite knowledge and skills to navigate the ever-evolving landscape of healthcare. In the realm of clinical training, we focus on up-to-date medical knowledge and best practices, technology advancements, patient safety protocols, and compassionate care. Our aim is to ensure our clinicians stay at the forefront of medical science, able to provide the best possible care to our patients.



Leadership and management training are equally important in creating a positive and productive work environment, driving patient satisfaction, and achieving organizational goals. We offer a range of leadership programs that develop strategic thinking, decision-making, and communication skills among our team members. Additionally, our management training programs focus on operational aspects such as resource management, quality assurance, and process optimization. These programs equip our managers with the skills necessary to drive operational efficiency and excellence in their respective departments.

We also acknowledge the growing significance of ESG in today's world. As a result, we have integrated ESG training into our developmental programs. This training encompasses areas such as environmental stewardship, social responsibility, and ethical governance, aligning our team with our commitment to sustainability and responsible business practices. In 2022, the Evercare Group delivered over 110,000 ESG training hours, demonstrating our dedication to incorporating ESG principles into our organizational culture.

BY

investing in comprehensive training and professional development, we foster a skilled and knowledgeable workforce that can adapt to the evolving healthcare landscape. We believe that continuous learning is key to delivering exceptional care and remaining at the forefront of healthcare innovation.

3.3.1.3 Staff Satisfaction Survey: Remuneration, Workplace Safety, Environmental hygiene

At the Evercare Group, we understand the critical role our staff play in delivering high-quality healthcare services. We deploy every effort to safeguard their satisfaction and well-being. We recognize that a content and motivated workforce is essential for our mission of transforming healthcare in emerging markets. To this end, we regularly conduct comprehensive Staff Satisfaction Surveys to gauge our performance in key areas such as remuneration, workplace safety, and environmental hygiene.



Our remuneration strategies aim to equally compensate all employees fairly for completing their work and responsibilities. This extends beyond base salary to include various benefits and incentives, designed to acknowledge the dedication and expertise our staff bring to their roles. We value their feedback on our remuneration packages, and our survey enables us to continually assess and adjust their compensation packages to meet staff needs and expectations.

Creating a safe and supportive work environment is another area focus of ours. **We are committed to fostering a safe and supportive environments where employees can perform their duties without undue risk or stress.** We strictly adhere to internationally recognized safety regulations and protocols and proactively implement measures to mitigate potential hazards. Through the survey, by gathering staff insight from our staff through the survey, we identify improvement areas and promptly make necessary changes to enhance workplace safety, where needed.

Environmental hygiene is integral to the health and well-being of staff, patients and any person visiting our facilities. We strive to maintain the highest standard of hygiene across all our facilities. Regular audits ensure compliance with these standards and help us promptly address any issues. Staff feedback on areas of environmental hygiene improvement, assists in updating and enhancing our practices hence leading to healthier work environments for all our stakeholders.

The insights gained from our Staff Satisfaction Survey are invaluable. They guide us in understanding our strengths, areas for improvement, and reinforce our commitment to open communication and continuous improvement. We remain dedicated to fostering an inclusive, safe, and rewarding work environment, thereby driving our vision, and ensuring our staff's satisfaction and well-being.

3.3.1.4 Employee Safety: Incidents

At the Evercare Group, the safety of our employees is paramount. We are committed to fostering a work environment that prioritizes well-being and mitigates risk.



To ensure we have robust safety protocols and systems in place, guided by international safety standards and local regulations. Despite our rigorous efforts, we acknowledge that incidents can occur, and when they do, our response is immediate and comprehensive. Each safety incident is treated with utmost seriousness, and thoroughly investigated to identify the root cause, and prevent recurrence. We view these incidents as opportunities for learning and improvement. We are proactive in sharing learnings across our network, leveraging to strengthen safety protocols and practices. We remain unwavering in our commitment to the safety of our employees, recognizing the extent to which it is critical in our mission to transform healthcare in emerging markets.

3.3.1.5 Clinician Leadership

Clinician leadership is highly valued within our organization. We believe that clinicians, with their deep understanding of patient care, bring a unique perspective to leadership roles. Their insights and experience drive significant improvements in quality, safety, and patient satisfaction.

Our clinicians are actively encouraged and supported to assume leadership positions, contributing to decision-making processes, policy development, and strategic planning. This active clinician leadership ensures that our strategies and initiatives are grounded in clinical reality, enhancing their effectiveness and relevance.

As part of our commitment to academic initiatives, we have established Specialist Forums led by specialist consultants in Critical Care, Obstetrics and Gynecology, Orthopedics and Trauma, Cardiology, Pediatrics, and General Surgery. These forums take place monthly and facilitate the sharing of best practices, innovation, and continued medical education. The collaboration among our clinicians and specialist nurses across the Evercare platform enhances the learning and development of our healthcare workers, leading to improved outcomes for our patients.

3.3.1.6 Involvement in Hospital Quality Management committees - Consultants as active members

Hospital Quality Management Committees play an integral role in maintaining and enhancing the quality of care provided at the Evercare Group. Composed of consultants and key staff members, these committees evaluate and improve all aspects of patient care.

The active participation of our consultants ensures that our quality management strategies are clinically sound and patient centric. These committees regularly review and assess our practices, identifying opportunities for improvement and driving the implementation of necessary changes.

Through the work of our Hospital Quality Management Committees, we uphold our commitment to delivering exceptional care to our patients. They are instrumental in our journey towards transforming healthcare in emerging markets, significantly contributing to our ongoing efforts to enhance quality, safety, and patient satisfaction.



As an organization driven by creating a positive impact in the healthcare sector, our primary goal is to provide accessible, high-quality, and safe healthcare to the patients and communities we serve, particularly in emerging markets. We firmly believe that quality healthcare should be a basic right rather than a privilege. In pursuit of this belief, we harness strategic procurement strategies and principles to generate social value, deliver exceptional healthcare, and create a profound societal impact.

Our approach revolves around fostering collaboration, particularly with team members who have direct involvement with our patients and implementing standardized quality processes and governance. At the heart of our mission lies the **Quadruple Aim** quality framework, which forms the cornerstone of our endeavors. This framework is dedicated to advancing patient experiences, enhancing population health, reducing costs, and improving the work life of healthcare providers.

By adhering to these principles and working hand in hand with our dedicated healthcare professionals, we strive to ensure that our procurement practices align with our overarching commitment to the **Quadruple Aim**. Through this holistic approach, we aim to not only transform the delivery of healthcare but also contribute to the well-being and prosperity of the communities we serve.

4.1 The Role of Procurement in Achieving the Quadruple Aim

Our Procurement team plays a pivotal role in supporting our mission by utilizing a concept familiar to the procurement profession - the “5 Rights of Procurement”.

 Right Quality Goods and services procured must be fit for purpose and meet the expectations of the end-users	 Right Quantity Goods and services procured must be at the right quantity to meet the needs of the business, and to avoid stock outs or excess inventory	 Right Place Goods and services procured are delivered to the right location and packaged and transported to ensure arrival in good condition
 Right Time Goods and services procured must be delivered at the right time to avoid delays, bottlenecks and holding charges	 Right Price Goods and services procured are at the right price, which is competitive and offers value for money.	

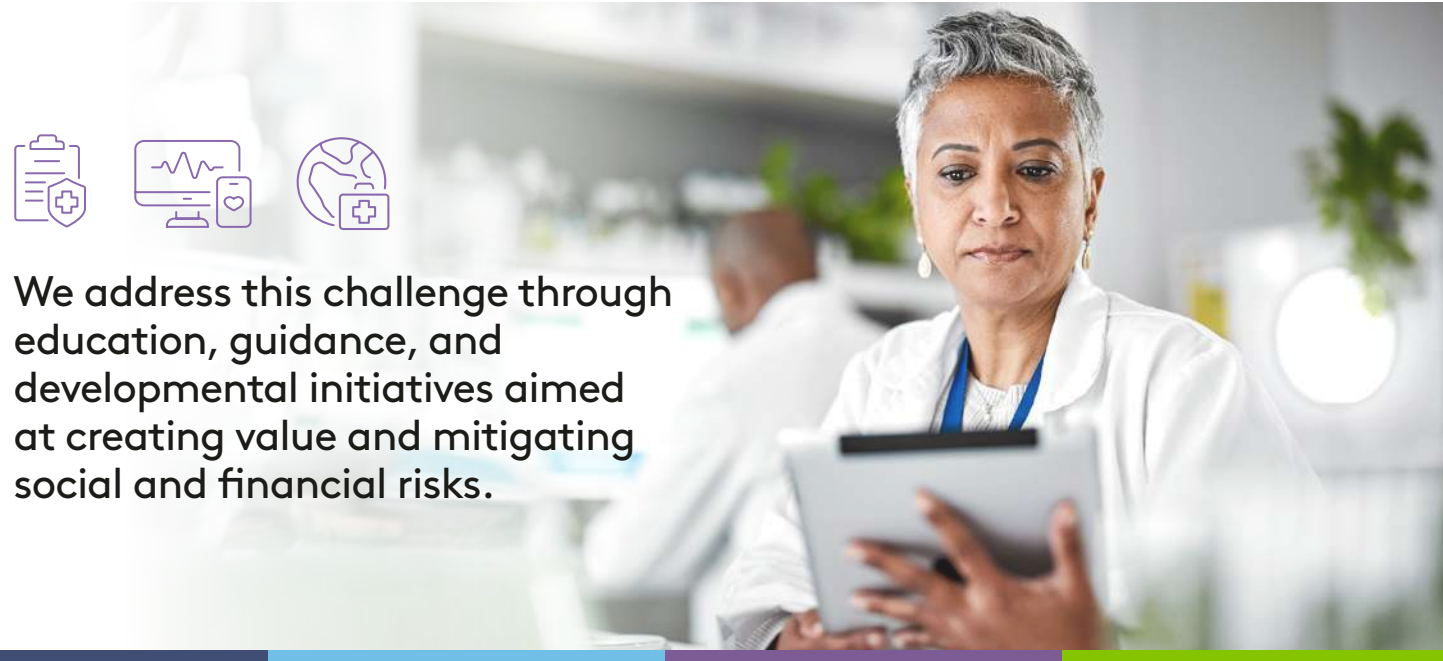
These principles guide nine key activities to bolster healthcare quality and increase social value.

Our key activities include:

- | | | |
|--------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------|
| 1 Thorough due diligence on suppliers | 2 Negotiating for better prices | 3 Standardizing quality management |
| 4 Contracting to assure continuous supply | 5 Sourcing high-quality medical equipment | 6 Efficient inventory management |
| 7 Leveraging data analytics | 8 Utilizing e-procurement technology | 9 Promoting learning and development opportunities |

4.2 Addressing Procurement Challenges

Operating in emerging markets presents both opportunities and challenges. A primary hurdle is the lack of awareness and knowledge regarding the importance of centering all strategic and operational decisions around quality healthcare.



We address this challenge through education, guidance, and developmental initiatives aimed at creating value and mitigating social and financial risks.

Our leadership approach involves creating a sense of purpose among team members, beyond the daily procurement tasks.

We engage cross-functionally with colleagues who work closely with our patients, ensuring that procurement contributes significantly to the quality of healthcare as per the Quadruple Aim framework. We also aim to standardize the 9 key activities across all markets and to quantitatively monitor performance.

To overcome these challenges and to deliver our mission, as a leader in Procurement, the best approach was to lift the team out of the day-to-day Procurement steps and create a sense of purpose in what they come to work each day to do.



We engage our Chief Nursing Officer and Head of Quality to lead sessions and introduce our quality framework, the Quadruple Aim to all key Procurement team members.



We then agreed to cover the following 5 points as part of our subsequent breakout sessions:



Point 1 above required each team to investigate their operations and processes and see how they were contributing to quality as per the Quadruple Aim dimensions. The outcome of the sessions concluded:

- ✓ An alignment that there are 9 activities that we should focus on as Procurement's contribution to quality
- ✓ There is an opportunity to standardize, implement and monitor performance as quantitatively as possible

During this process we were able to reflect and present results on the group initiatives that drove financial performance (operational and capital) and importantly, contributed to quality and in turn our social value contribution:

- ✓ Investing and sourcing of medical equipment
- ✓ Negotiating prices and monitoring compliance
- ✓ Managing inventory effectively



Our CIPS annual entry for Best Initiative to Deliver Social Value Through Procurement was shortlisted alongside public entities and highlighted on the global stage in London.

4.3 Procurement Initiatives and Results

Investment and sourcing of medical equipment, negotiating prices and monitoring compliance, and effective inventory management are just a few of the strategic areas where procurement initiatives have been effective. We utilize comprehensive vendor evaluation scorecards and Total Cost of Ownership (TCO) analyses to strike the perfect balance between quality and cost.

Our procurement strategies have led to a significant reduction in cost liability, increased the range of procured biomedical items, and facilitated better commercial negotiations.



Key Numbers

\$7_M Invested in Medical Equipment	27% Average reduced cost liability	180+ Biomedical items procured including various instruments, radiology equipment and robotics	80-100 Comparative technical parameters included in evaluation	6 Commercial terms negotiated
---------------------------------------------------------	----------------------------------------------	----------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------	-----------------------------------------

Negotiate better prices and monitor compliance

Procurement is tasked to source and monitor the compliant purchasing of medical items that impact the quality of care given to our patients. In collaboration with key medical personnel, Procurement led a group-wide sourcing project to optimise the medical buying needs of the hospitals and implemented the following 5 KPIs to drive results:

1 Supplier Base Optimisation	2 SKU Optimisation	3 Cost Control	4 Margin Optimisation	5 Compliance
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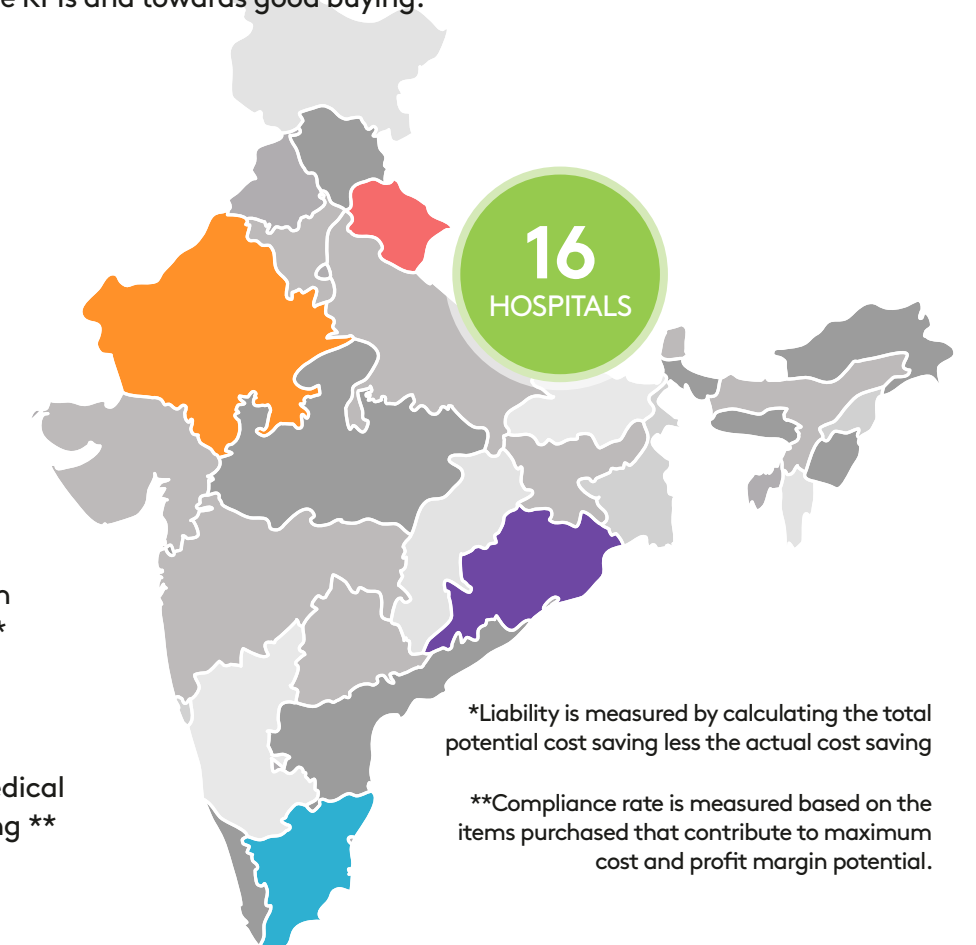
In South Asia, our procurement team for 16 hospitals achieved valuable results against the KPIs and towards good buying:

79%
Reduced Liability*

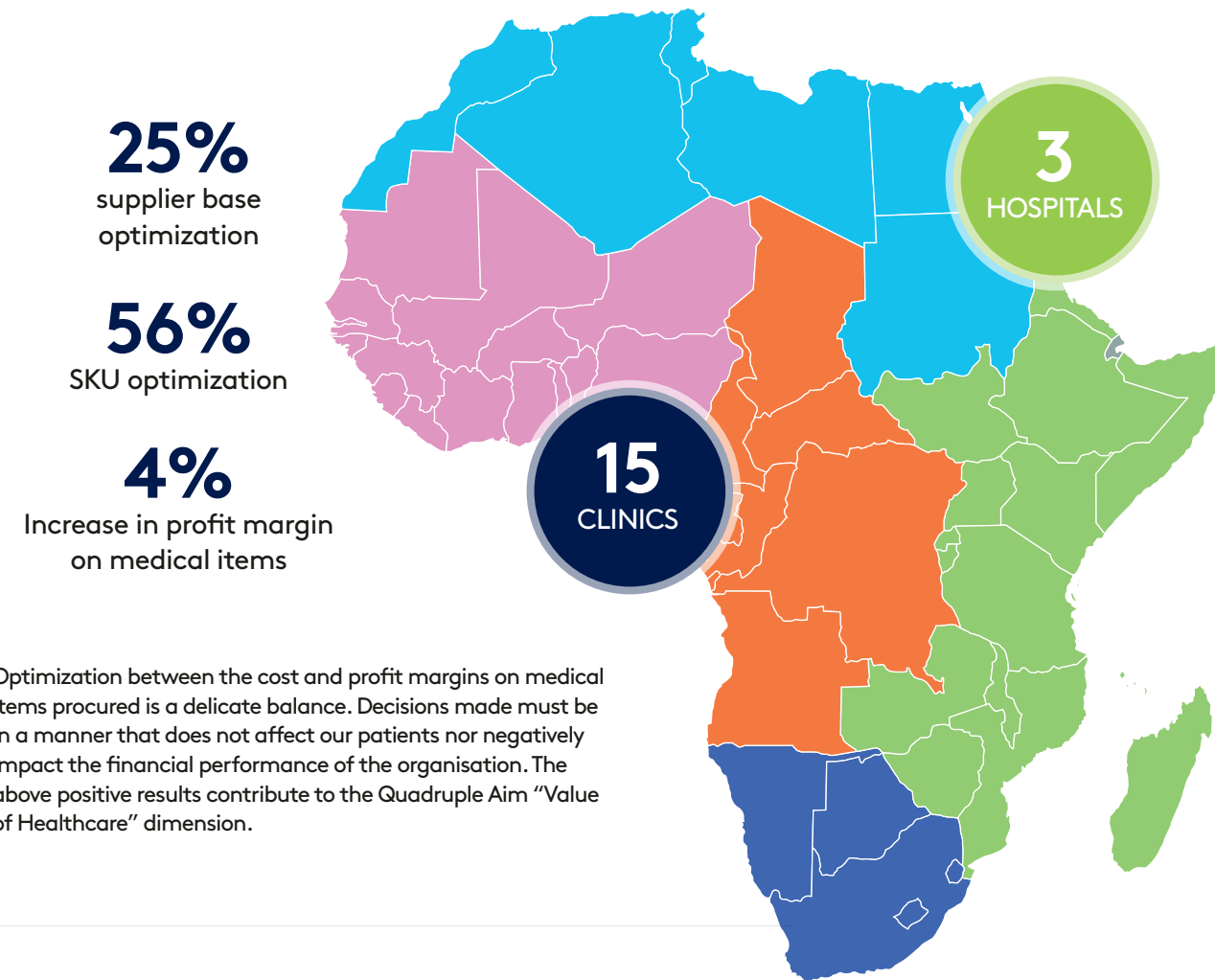
4.6%
Increase in profit margin on drugs

83%
Compliance rate on drug purchasing **

76%
compliance rate on medical consumable purchasing **



In Africa, across 3 hospitals and 15 clinics, our Procurement team concluded:



4.4 Procurement Metrics and Impact on Inventory

Procurement's role in inventory management is instrumental in effective capital management and improved patient experience. This is demonstrated through the implementation of the following ten best-in-class metrics:

1	Inventory as a percentage of revenue	2	Inventory Days on Hand	3	Expired Inventory	4	Non-moving inventory
5	Stock Outs	6	Stock Variances	7	Inventory Ageing	8	Costs of Goods Sold
9	Direct Material Cost	10	Indirect Material Cost				

This initiative has delivered the following results as a group:

1

Recognition by the International Forum on Quality and Safety in Healthcare, Copenhagen - a collaboration between the "Institute of Healthcare Improvement and British Medical Journal (BMJ)

Our Hospital in Pakistan has achieved the following results:

100%

Adoption of KPI metrics

27% ↓

Inventory Value reduction (decreasing working capital)

54% ↓

Expired Inventory reduction (decreasing liability)

75% ↓

Non-Moving Inventory reduction (decreasing potential liability)

18% ↓

Stockouts in pharmacy have reduced from 20% to 2% (improving quality of patient care)

2

Group-wide adoption rate of the efficiency metrics over the last 6-months has increased from 45% to an 81%

3

As a group, non-moving inventory reduced by 30% (decreasing potential liability)

4

Our second largest hospital group by inventory value has maintained a consistent below 1% result for stock outs.

5

Our collection of hospitals and clinics in Kenya has transitioned the metric reporting through Power BI to bring digital transformation into the results

6

Procurement identified a group wide opportunity, which has been aligned with the CEO to decrease working capital by \$2.3 m (freeing up cash for investment in medical equipment to enhance social value of patient care as an option)

APPENDIX

ESG Pillar	Improving Patient Outcomes	Improving Patient Experience		Improving Value and Reducing the Cost of Care	Protecting the Well-Being of Our Healthcare Providers
Transforming Lives: Our Patients	Social	Social	Governance	Governance	Social
	Reduced hospital readmission rates	Improved patient communication	Enhanced patient privacy and data security measures	Reduced per capita healthcare costs	Enhanced employee satisfaction and engagement
	Lower readmission rates indicate better care management and improved patient health.	Effective communication promotes patient understanding, involvement, and satisfaction	Protecting patient information builds trust and promotes a positive patient experience.	Lower costs indicate more efficient care delivery and improved value.	Satisfied and engaged employees provide better patient care and contribute to a healthier work environment.
	Decreased incidence of hospital-acquired infections	Greater patient involvement in care decisions		Increased use of cost-effective treatments and interventions	Reduced rates of burnout and turnover
	Lower readmission rates indicate better care management and improved patient health.	This fosters patient autonomy, leading to increased satisfaction and better health outcomes.		This leads to better allocation of resources, ensuring the sustainability of the organisation.	Improved workplace safety and well-being initiatives Addressing burnout and turnover improves provider well-being, ensuring a stable and high-quality workforce.
	Enhanced preventive care measures	Streamlined appointment scheduling and wait times.		More efficient utilization of healthcare resources	Improved workplace safety and well-being initiatives
	Increased focus on prevention can lead to better health outcomes and reduced healthcare costs.	Efficient scheduling processes minimize patient frustration and enhance their experience.		Efficient resource use contributes to cost reduction and improved value for patients.	Fostering a safe work environment protects healthcare providers' physical and mental health.

ESG Pillar	Improving Patient Outcomes	Improving Patient Experience		Improving Value and Reducing the Cost of Care	Protecting the Well-Being of Our Healthcare Providers
Transforming Lives: Our Patients	Social	Social	Governance	Governance	Social
	Increased adoption of evidence-based clinical practices	More culturally competent care		Improved care coordination and integration	Greater emphasis on diversity, equity, and inclusion
	Utilizing proven clinical practices ensures optimal care and improved patient outcomes.	Providing care that is sensitive to diverse cultural backgrounds increases patient satisfaction and adherence to treatment plans.		Coordinated care reduces fragmentation, lowers costs, and improves patient outcomes.	Promoting an inclusive and diverse workplace enhances employee satisfaction and fosters innovation.
	Reduction in health disparities			Greater focus on value-based payment models	Increased opportunities for professional development and growth
	Addressing disparities leads to more equitable care and better overall population health.			Shifting towards value-based care incentivizes better patient outcomes and more cost-effective care.	Supporting employee development helps retain and attract top talent, contributing to better patient care.
	Increased access to care			Reduction in medical errors and waste	Strengthened support systems for healthcare providers.
	Expanding access ensures more patients receive the care they need, improving overall population health.			Decreasing errors and waste contributes to improved patient safety and reduced healthcare costs.	Providing support systems ensures that providers can maintain their well-being while delivering high-quality care.
	Social	Social		Governance	Social
	Employee health and wellness programs	Employee engagement and satisfaction initiatives		Efficient resource management	Employee assistance programs
	Implementing programs to support employees' physical and mental well-being, leading to better patient care	Implementing programs and policies to ensure employees feel supported and motivated, leading to a better patient experience.		Encouraging employees to responsibly use resources, reducing waste, and lowering healthcare costs.	Providing support resources to address employees' personal and professional challenges, promoting overall well-being.

ESG Pillar	Improving Patient Outcomes	Improving Patient Experience	Improving Value and Reducing the Cost of Care	Protecting the Well-Being of Our Healthcare Providers
Transforming Lives: Our Employees	Social	Social	Governance	Social
	Continuous professional development	Cultural competency training	Performance evaluation and improvement initiatives	Flexible work arrangements
	Offering ongoing training and education opportunities to enhance employees' clinical skills and knowledge.	Providing training to enhance employees' understanding and sensitivity towards diverse patient populations.	Regularly assessing employee performance and implementing improvement strategies to enhance care quality and value.	Offering work schedule flexibility to help employees maintain a healthy work-life balance.
	Collaborative and interdisciplinary care teams	Effective communication skills development	Leadership development	Workplace safety initiatives
	Encouraging teamwork and communication among providers to improve patient outcomes.	Offering training to improve employees' ability to communicate with patients and their families.	Cultivating leadership skills among employees to drive innovation and efficiency in care delivery.	Implementing measures to ensure a safe work environment and minimize employee injuries and illnesses.
	Recognition and reward systems	Customer service training	Process improvement and lean management training	Diversity, equity, and inclusion initiatives
	Acknowledging and rewarding employees' contributions to patient care and organizational success.	Developing employees' skills in providing exceptional patient-centered care, leading to improved patient satisfaction.	Empowering employees to identify and eliminate inefficiencies in care processes, reducing costs and improving patient care.	Fostering a respectful and inclusive workplace that values diverse perspectives and promotes employee well-being.
	Health promotion and disease prevention programs	Cultivating relationships with community members to understand their needs	Partnerships with local organizations to enhance healthcare access	Encouraging healthcare providers to engage in community outreach
	Implementing programs to educate and support community members in adopting healthier lifestyles.	Building trust and rapport to ensure healthcare initiatives are responsive to community needs.	Collaborating with community organizations to extend healthcare services to more individuals.	Fostering a culture where providers actively participate in community health initiatives.

ESG Pillar	Improving Patient Outcomes	Improving Patient Experience	Improving Value and Reducing the Cost of Care	Protecting the Well-Being of Our Healthcare Providers
Transforming Lives: Our Community	Social	Social	Governance	Social
	Community-based health screenings and education	Developing programs to address specific community health concerns.	Engaging in community-led research to identify innovative solutions	Supporting healthcare provider participation in local health initiatives
	Providing accessible health screenings and education to detect and address health issues early.	Creating targeted interventions to improve health outcomes for specific community issues.	Conducting research with community input to develop cost-effective and impactful healthcare interventions.	Providing resources and opportunities for providers to contribute to community health efforts.
	Access to healthcare services in underserved areas	Involving community members in decision-making processes	Resource allocation to improve community health infrastructure	Fostering a culture of community involvement and social responsibility
	Expanding healthcare facilities and services to reach marginalized communities.	Encouraging community participation in shaping healthcare policies and initiatives.	Investing in healthcare facilities, equipment, and technology to benefit the community.	Creating an environment where employees value their impact on the community.
	Collaborating with local stakeholders to address public health challenges	Supporting community health events and initiatives	Implementing best practices for community health interventions	Providing opportunities for healthcare providers to develop community-focused skills
	Partnering with local organizations and leaders to identify and solve pressing health issues.	Actively participating in and sponsoring local health events and programs.	Adopting evidence-based practices to ensure the effectiveness and efficiency of community health initiatives.	Offering training and development programs to enhance providers' ability to serve community needs.
	Climate-resilient healthcare infrastructure	Sustainable procurement policies	Implementing environmentally sustainable practices	Employee training on environmental responsibility
	Designing and building healthcare facilities that can withstand the impacts of climate change, ensuring continued access to care.	Sourcing environmentally friendly products and materials to minimize our ecological impact and provide patients with a healthier environment.	Adopting strategies that reduce resource consumption, lower costs, and lessen our environmental impact.	Educating employees on the importance of sustainable practices and their role in protecting the environment.

ESG Pillar	Improving Patient Outcomes	Improving Patient Experience	Improving Value and Reducing the Cost of Care	Protecting the Well-Being of Our Healthcare Providers
Green Healthcare: Our Planet	Social	Social	Governance	Social
	Incorporating green spaces in healthcare settings	Energy-efficient healthcare facilities	Promoting innovation in green healthcare	Creating a healthy work environment
	Creating healing environments with natural elements that promote patient well-being and recovery.	Investing in energy-efficient technologies and practices to reduce our carbon footprint and provide a comfortable environment for patients.	Encouraging the development of new environmentally friendly technologies and practices that improve patient care and outcomes.	Ensuring that our healthcare facilities promote employee well-being by adhering to environmental best practices.
	Reducing pollution and waste			
	Implementing waste reduction and recycling programs to minimize our environmental footprint and protect community health.			
Ethics & Integrity: Our Governance	Governance	Governance	Governance	Governance
	Ethical decision-making in patient care	Transparent communication with patients and their families	Financial transparency and accountability	Ethical labor practices
	Upholding the highest ethical standards when making decisions that impact patient outcomes and well-being.	Providing clear and honest information about care options, costs, and outcomes.	Maintaining transparency in financial practices and ensuring responsible use of resources.	Ensuring fair treatment and equal opportunities for all employees, regardless of their background or position.
	Ensuring patient privacy and data security	Patient feedback and grievance mechanisms	Compliance with healthcare regulations and guidelines	Whistleblower protection
	Implementing robust data protection measures to safeguard patient information.	Establishing channels for patients to voice their concerns and experiences, ensuring continuous improvement.	Adhering to all relevant healthcare laws and standards to ensure the safety and efficacy of care.	Encouraging employees to report unethical behavior and protecting them from retaliation.

Table 2: Year 2022 Total Number Of ESG Training Sessions & Employees Trained

Year 2022 ESG EMPLOYEE TRAINING & DEVELOPMENT					
Hospital Name	Training Description	Number of Trainings	Training Length (Hours)	Total Number of attendees	Total Employee Training (Hours)
Evercare Hospital Chattogram	Life, Fire, Safety, HAZMAT, Spill Management, Disaster Management, EPR, OHS	5	8	188	1504
	Service Excellence Training	2	8	45	360
	Anti-Harassment Training	6	3	220	660
	Code Red Training	8	1	404	404
	Fire Safety & First Aid Training	2	16	80	1280
	New Employees Induction (includes all of the above)	10	4	194	776
	TOTAL	33	Average 6.67 Hrs	1131	4984
Evercare Hospital Dhaka	Life Fire Safety	15	0.5	881	440.5
	HAZMAT Training				
	Spill Management				
	Disaster Management	15	1	881	881
	Emergency Preparedness & Response				
	Occupational Health & Safety	15	1	881	881
	New Employees Induction (includes all of the above)	3	0.5	156	78
	TOTAL	18	Average 0.83 Hrs	1918	2280.5
Evercare Hospital Lahore	Life, Fire, Safety Training, OHS	28	0.5	384	192
	HAZMAT Training	3	0.66	25	17
	Spill Management	18	0.5	162	81
	Emergency Preparedness & Response	9	0.5	120	60
	New Employees Induction	101	4	409	1636
	TOTAL	159	Average 1.23 Hrs	1100	1985.5

Year 2022 ESG EMPLOYEE TRAINING & DEVELOPMENT					
Hospital Name	Training Description	Number of Trainings	Training Length (Hours)	Total Number of attendees	Total Employee Training (Hours)
Evercare Hospital Lekki	Life, Fire , Safety Training	23	2.00	299	598
	HAZMAT Training	12	1.00	161	161
	Spill Management	18	0.50	148	74
	Disaster Management & Emergency Preparedness & Response	4	1.00	45	45
	Occupational Ergonomic in the Workplace (Domestic Accident & its Prevention)	24	1.00	145	145
	New Employees Induction	8	0.50	123	61.5
	Waste Management	8	1.00	87	87
	Work Life Balance	14	1.00	130	130
	Stress Management	10	1.00	88	88
	TOTAL	121	Average 0.75 Hrs	1226	1389.5
The Avenue Group (Aggregated)	Life, Fire, Safety Training	4	5	89	445
	HAZMAT & Spill management Training	5	4	37	148
	Emergency Preparedness & Response	5	5	36	180
	New Employees Induction	9	16	42	672
	Basic Life Support Training	1	8	1	8

Year 2022 ESG EMPLOYEE TRAINING & DEVELOPMENT					
Hospital Name	Training Description	Number of Trainings	Training Length (Hours)	Total Number of attendees	Total Employee Training (Hours)
The Avenue Group (Aggregated)	Managing Difficult Patient Encounters	1	1	38	38
	Personal Financial Planning	1	3	20	60
	Quality Management & Improvement	4	4	46	184
	Risk Management	6	5	65	325
	Telephone Etiquette	1	1	4	4
	Workplace Counselling	9	3	73	219
	ESG & Sustainability	2	3	34	102
	TOTAL	81	Average 3.2 Hrs	1646	4945
Nairobi Women's Hospital (Aggregated)	Life, Fire, Safety Training	5	2	749	1498
	HAZMAT, Spill Management &				
	Infection Control Training	2	3	701	2103
	ESG & Disaster Management	2	3	701	2103
	Emergency Preparedness & Response	3	3	701	2103
	Occupational Health & Safety	3	3	701	2103
	New Employees Induction	6	2	77	154
	TOTAL	16	Average 2.67 Hrs	605	10064
CARE Group (Aggregated)	Life, Fire, Safety Training	677	1	11310	11310
	HAZMAT Training	282	0.45	5097	2293.65
	Spill Management	229	0.45	4179	1880.55
	Disaster Management, Emergency Preparedness & Response	67	1	1529	1529
	Occupational Health & Safety	309	1	6472	6472
	New Employees Induction	157	16	3624	57984
	TOTAL	1721	Average 3.32 Hrs	32211	81469
GRAND TOTAL		2149		39837	107118



Thank You!

Until Next Year

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