

People Scorecard

Health and Safety



0
FY23



13.4
FY23



40,252
FY23

Diversity



42.5%
FY23

* Leadership roles include not only senior roles within our organisation like Group-level Business Critical Roles (IHH GCEO, GCHRO, GCFO, etc), Group Function Heads, Market-CEOs, but also all hospital CEOs as well as critical function leadership roles in the market. Leadership roles are more inclusive and cover all senior management roles as well as some management roles which are key positions within the organisation.

Board Diversity

Gender	FY23		FY24	
	Number of Directors	%	Number of Directors	%
Male	8	80	8	80
Female	2	20	2	20
Total	10	100	10	100

Age	FY23		FY24	
	Number of Directors	%	Number of Directors	%
40-49 years	2	20	2	20
50-59 years	2	20	2	20
60-69 years	6	60	6	60
Total	10	100	10	100

Workforce Diversity

Percentage of employees by gender, for each employee category ³	FY23			FY24		
	Male %	Female %	Total %	Male %	Female %	Total %
Senior management	49	51	2	53	47	1
Management	40	60	8	41	59	7
Executive	31	69	23	29	71	20
Non-executive	31	69	67	27	73	72
Total	32	68	100	28	72	100

Workforce

Employee Breakdown

Percentage of employees by age group, for each employee category ³	FY23				FY24			
	<30 years %	31-50 years %	>50 years %	Total %	<30 years %	31-50 years %	>50 years %	Total %
Senior management	12	52	36	2	0	59	41	1
Management	3	77	20	8	6	75	19	7
Executive	29	65	6	23	33	60	8	20
Non-executive	50	39	11	67	48	40	11	72
Total	41	48	11	100	42	47	11	100

Percentage of employees that are contractors or temporary staff ⁴	FY23	FY24
	%	%
Contractors or temporary staff	15	3
Full-time employees	85	97

Note:

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

- In 2024, we completed the standardisation of LTIR definition across our operations. This included the streamlining of reporting protocols to focus on more severe injuries, thereby reducing the number of minor incidents recorded, leading to a lower LTIR relative to 2023.
- Lost time incident rate (LTIR) calculation method: Total number of lost time injuries in relation to total number of hours worked in the reporting period, multiplied by 200,000, which represents a standardised value of the total amount of hours that 100 employees work weekly for 40 hours for a duration of 50 weeks (100 x 40 x 50 = 200,000).
- Employee categories are defined as follows:
 - Senior Management: Senior leaders from group, markets, and functions, who are involved in business strategy and decision makers for their respective market-BU/facility/hospital/unit.
 - Management: Include people managers and individual contributors in clinical and non-clinical roles, supporting Senior Management and Leaders in the organisation.
 - Executive: Include employees who are involved mainly in daily operational roles, team leaders, or front liners managing administrative matters. Includes Clinical and Non-Clinical Roles.
 - Non-executive: Usually individual contributors involving in daily operational roles and do not hold any supervisory responsibilities. Includes Clinical and Non-Clinical Roles.
- Contractors are persons or organisations working onsite or offsite on behalf of an organisation. Temporary staff are employees with a contract for a limited timeframe that ends when the specific time period expires (i.e. Short Term Contract), or when the specific task or event that has an attached time estimate is completed.

People Scorecard

Workforce

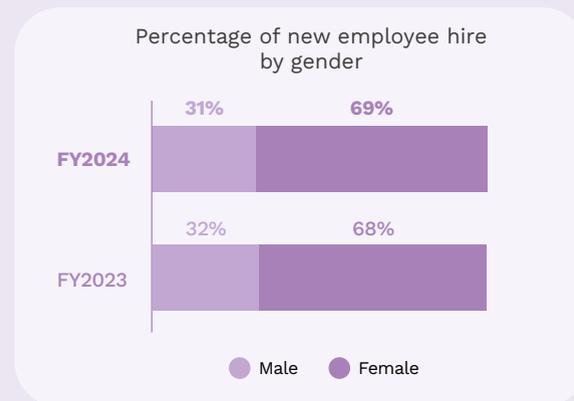
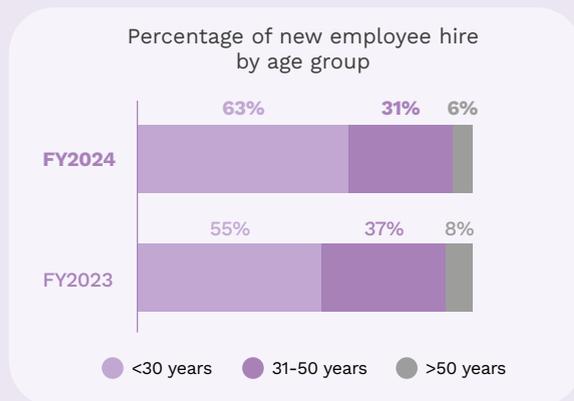
Employee Turnover

Number and percentage of employee turnover by employee category ¹	FY23		FY24	
	Total Turnover	Total %	Total Turnover	Total %
Senior management	108	0.2	58	0.1
Management	539	1.1	475	1.0
Executive	2,796	6.0	2,089	4.3
Non-executive	6,630	14.1	9,529	19.7
Total	10,073	21.4	12,151	25.1

Training

Number of training hours by employee category ²	FY23	FY24
	Total Hours	Total Hours
Senior management	25,223	34,464
Management	48,990	53,766
Executive	147,636	183,998
Non-executive	818,569	990,659
Total	1,040,418	1,262,887

New Employee Hire



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

¹ Refers to both voluntary and involuntary turnover.

² Training includes all types of vocational training and instruction, paid educational leave provided by a company for its employees, training, or education pursued externally and paid for in whole or in part by a company and training on specific topics. Training does not include on-site coaching by supervisors.

³ Parental leave refers to paternity and maternity leave only.

Parental leave ³	FY23			FY24		
	Male	Female	Total case	Male	Female	Total case
Return to work rates of employees that took parental leave, by gender	100%	89%	94%	100%	86%	92%
Total number of employees that took parental leave, by gender	1,416	1,676	3,092	808	991	1,799
Total number of employees that returned to work in the reporting period after parental leave ended, by gender	1,416	1,496	2,912	807	851	1,658
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	1,399	1,383	2,782	776	812	1,588

People Engagement & Talent Development	FY22	FY23	FY24
Percentage increase in nursing talent roles	Established baseline	5.6% against baseline	14% against baseline
EES score on employee engagement	Established baseline	2% above Global Healthcare benchmarking score	3% above Global Healthcare benchmarking score

Labour practices and standards	FY23	FY24
Number of substantiated complaints concerning human rights violation	0	0