MEDICLINIC GROUP



CHAMPIONING CLIENT-CENTRED CARE

2025 CORPORATE PROFILE



OUR PURPOSE IS TO ENHANCE THE QUALITY OF LIFE

At Mediclinic, we have always believed that excellent healthcare begins with an unwavering commitment to people. We first established hospitals to provide world-class acute care that improves the quality of life for people at their most vulnerable moments.

Since then, we have evolved to address our clients' needs beyond hospital care, developing medical equipment, training nurses, providing emergency assistance and branching out into primary care. Today our continuum of care spans diagnostics, precision medicine, virtual care, rehabilitation, retail pharmacies and much more.

At the heart of it lies a steadfast ambition: to support healthier, more fulfilling lives for the people who trust us with their care – whether a newborn taking their first breath, an athlete who needs to get back on their feet, a breadwinner fighting for a second chance or a grandparent cherishing time with their loved ones.

They all have different needs, yet one principle remains constant: exceptional care comes from putting the client at the centre. That is why we are creating a health ecosystem around our clients so we can provide holistic care throughout their lifetime. And why we remain resolute in our commitment to clinical excellence.

When illness or injury disrupts a life, we stand as champions for our clients. Driven by our purpose, our healthcare professionals work tirelessly to shape a healthier tomorrow for every client, every day.

ABOUT THIS PROFILE

Scope, boundary and reporting cycle

Mediclinic Group Limited ('Mediclinic' or the 'Company') produces this annual Corporate Profile in respect of the 2024 calendar year ('CY24') and the financial year ended 31 March 2025 ('FY25'). It contains information on the operations of our subsidiaries in Switzerland, South Africa and Namibia ('Southern Africa'), and the United Arab Emirates ('UAE' or 'Middle East') (collectively, the 'Group').

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

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







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MESSAGE FROM THE GROUP CHIEF EXECUTIVE OFFICER

‘Clinical excellence is the foundation of our range of services.’

Dr Ronnie van der Merwe, Group Chief Executive Officer

TAILORED TO OUR CLIENTS



Healthcare is a demanding field, but it is also tremendously rewarding because it allows us to make a tangible difference to our clients’ quality of life. During times of need, they trust us to provide care that prioritises their wellbeing.

Throughout 2024, we focused closely on our clients’ needs and how we can support them on their health journey. For more than 40 years, Mediclinic has been relied upon to provide expert care in a hospital setting. In the past decade, we have expanded our services to encompass prevention, treatment, recovery and enhancement, so our clients can benefit from the same trusted expertise at every stage of the way.

This past year, we amplified our efforts to enhance operational excellence and tailored our services to our clients’ unique requirements. Every day Mediclinic’s purpose and vision inspire more than 38 000 employees to put our clients at the centre of what we do. Our employees’ work, which focuses on excellent clinical care – first and foremost – is what drives this company forward. It is their skills, experience and dedication that enable us to make a meaningful contribution to a healthier world.

I am proud to share this publication, which demonstrates how we fulfilled our duty of care towards our clients, our stakeholders and the world at large in 2024.

We are working hard to be the Mediclinic we have always aspired to be – the health partner of choice that people trust for their key healthcare needs.

Dr Ronnie van der Merwe
Group Chief Executive Officer

OUR VALUES IN ACTION

CLIENT CENTRED

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

335 615 patient experience surveys in FY25

TRUSTING AND RESPECTFUL

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

134 nationalities employed across three geographies

PATIENT SAFETY FOCUSED

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

150+ clinical indicators measured

PERFORMANCE DRIVEN

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

947 466 learning hours achieved in 2024

TEAM ORIENTATED

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

5 000+ appointments in the past year

AT A GLANCE

A UNIQUELY INTEGRATED INTERNATIONAL HEALTH SERVICES PROVIDER

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

OUR OPERATIONS

74 Hospitals

11 728 Beds

5 Subacute hospitals

20 Day case clinics

6 Mental health facilities

28 Outpatient clinics








THE UNITED KINGDOM ('UK')

We have a 29.7% stake in Spire Healthcare Group, a leading independent hospital group with 38 hospitals and 50 clinics, medical centres and consulting rooms.
www.spirehealthcare.com

SWITZERLAND

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

THE MIDDLE EAST

Mediclinic Middle East is established as a leading healthcare provider in the UAE, offering clinical care of internationally recognised standards.
www.mediclinic.ae

SOUTH AFRICA AND NAMIBIA

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

2024 IN NUMBERS

1 707 548 inpatient cases[1]

3 839 579 outpatient cases[2]

1 025 253 emergency centre cases

48 560 NEWBORNS[3]

112 RESEARCH PROJECTS INITIATED

Notes
[1] Inpatient cases include day surgery/outpatient surgery cases in Switzerland and Southern Africa.
[2] Outpatient cases refer to patients seen in outpatient medical clinics.
[3] Newborns include stillbirths in Southern Africa.

HOW WE ARE ENHANCING THE QUALITY OF LIFE



Supporting people at every stage of their health journey

Our service offering helps clients look after their state of health from well before they enter a hospital until long after they leave.

Learn more about our healthcare ecosystem on page 8



High-quality clinical care across the board

In all three our divisions and across the continuum of care, we pursue the highest standards to ensure the best possible outcomes for our clients.

Learn more about our clinical services on pages 20 to 35



An environment that supports greater wellbeing

The health of our planet is fundamental to the health of our clients. Just as we take steps to lessen the impact of our business on our surroundings, so we invest in creating a supportive environment for our stakeholders.

Learn more about our sustainability efforts on pages 36 to 62

OUR EVOLUTION ACROSS THE CONTINUUM OF CARE

Over the decades, Mediclinic has grown from a company that builds and operates private hospitals to a healthcare organisation that offers a variety of health services. It is in our DNA to evolve and adapt so we can provide excellent care where and when our clients need it.

1983



HEALTH INFRASTRUCTURE PROVIDER

We established our private hospital footprint in South Africa, providing multidisciplinary care.

2000



NEW ROUTES TO CARE

We expanded into emergency assistance, enabling Mediclinic to provide care even before patients arrive in hospital.

2007



TRUE MULTINATIONAL

International expansion in the Middle East and the acquisition of Hirslanden in Switzerland established Mediclinic as a leading private hospital group in three geographies.

2018



DIVERSIFYING CARE

In all our geographies, we grew across the continuum of care to support our clients throughout their health journey.

2023



BUILT AROUND THE CLIENT

Forty years after being founded as a private hospital group, Mediclinic adapted to address key healthcare needs in both the physical and virtual sphere.

2025



TOWARDS TOMORROW

We continue to evolve and grow our client-centred healthcare ecosystem to provide seamless care orchestration across various care settings.

STRATEGIC DIRECTION

OUR MISSION

To deliver expertise you can trust by providing quality clinical care and outstanding client experiences

ENABLED BY OUR STRATEGY



Strengthen the core

Through streamlined governance, process redesign and automation, we are enhancing the efficiency of our operations, which frees up more resources for care.



Focus on care

Consistent, high-quality clinical care flows from our commitment to evidence-based science and continuous improvement.



Differentiate on service

We tailor our service to our clients to provide more personalised care that treats the individual holistically.

ENGAGING OUR KEY STAKEHOLDERS

See page 18

- CLIENTS
- EMPLOYEES, ALUMNI AND POTENTIAL APPLICANTS
- GOVERNMENTS AND AUTHORITIES
- HEALTHCARE INSURERS
- MEDICAL PRACTITIONERS

SUPPORTED BY OUR APPROACH TO SUSTAINABILITY

See page 38

OUR PURPOSE
Enhancing the quality of life

THROUGH OUR COMMITMENT TO

- CONSERVE
- CONNECT
- COMPLY

REINFORCED BY OUR VALUES

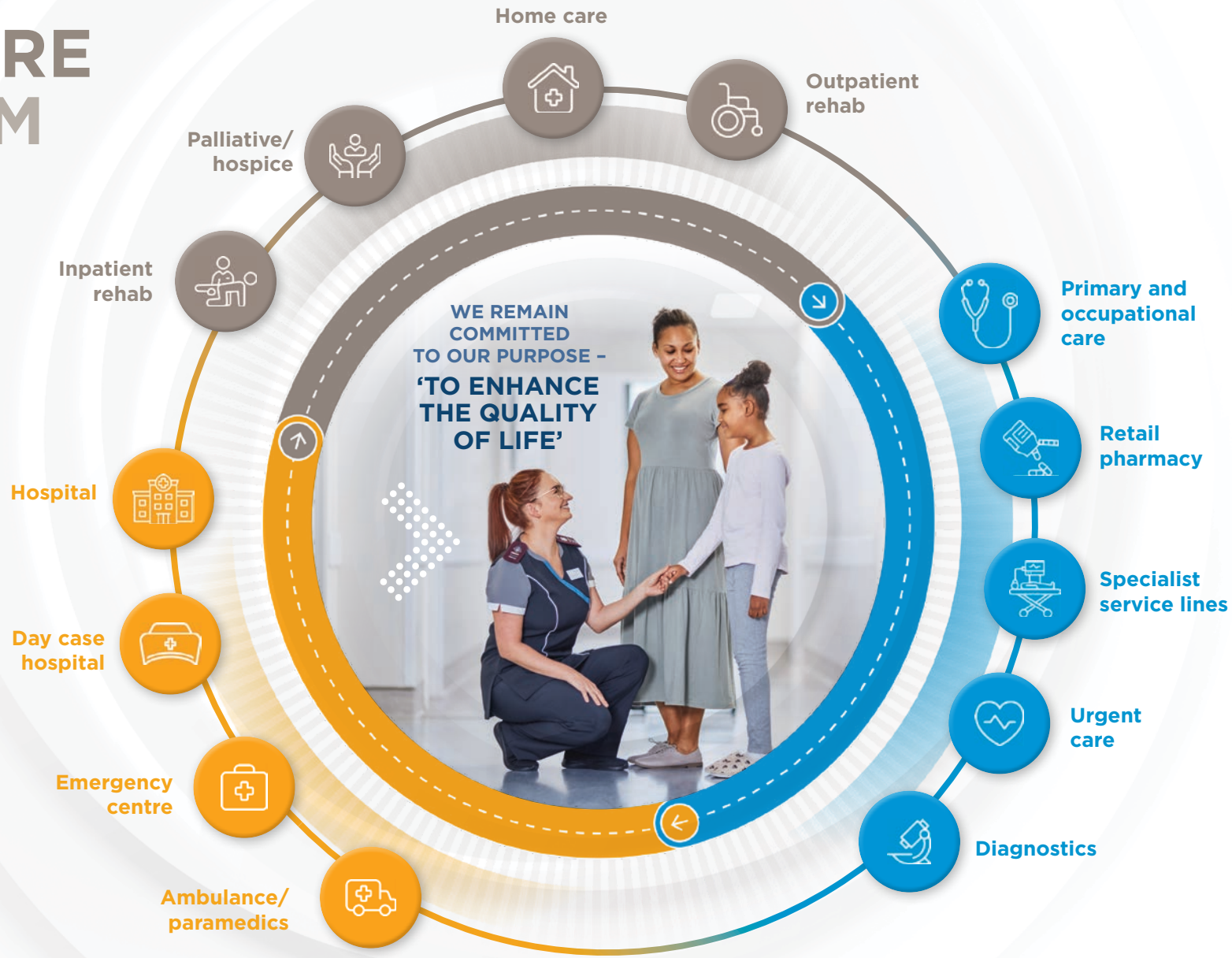
See page 3

- Client centred
- Trusting and respectful
- Patient safety focused
- Performance driven
- Team orientated

OUR HEALTHCARE ECOSYSTEM

The next evolution of Mediclinic's delivery of trusted care is an interconnected network of care settings. Built around the client, it enables us to seamlessly orchestrate care across our range of services to respond to changing needs.

The healthcare landscape is rapidly being transformed by advances in medical knowledge and developments in medical technology and artificial intelligence, bringing about trends such as consumerism and personalisation. Simultaneously, a shortage of healthcare talent has to contend with the challenges of an ageing population. By leveraging our strategic capabilities, we seek to address these shifts while keeping our clients firmly at the centre of our efforts.



Pre-hospitalisation

Hospitalisation

Post-hospitalisation

Seamless care orchestration between different care settings

OUR OPERATIONS

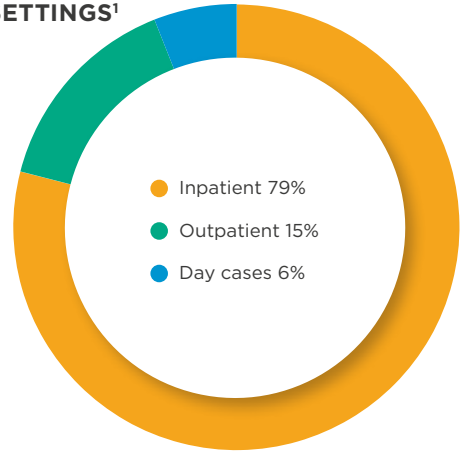
SWITZERLAND

FACILITIES

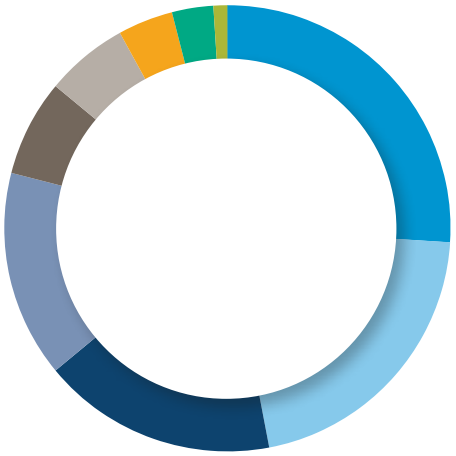
17
hospitals

5
day case clinics

CARE SETTINGS[1]



SPECIALTY SPLIT[1]



- Internal medicine 26%
- Orthopaedics 21%
- Cardiology/cardiothoracic surgery 17%
- General surgery 15%
- Obstetrics and gynaecology 7%
- Nursing and allied health professionals 6%
- Oncology 4%
- General medicine 3%
- Radiology 1%



ADDITIONAL SERVICES

✚ Precision medicine ✚ Research and training

WORLD-CLASS CARE

- **7 certified breast cancer centres** • Comprehensive Cancer Centre at Klinik Hirslanden
- Prostate cancer centre at Klinik Hirslanden and Salem-Spital • **Tumour centre at Klinik St. Anna**
- **Certified stroke centre at Klinik Hirslanden** • Certified osteoporosis centre at Klinik St. Anna
- 4 cardiac centres • **CAR-T therapy at Klinik Hirslanden** • Robotic surgery at 8 hospitals
- CyberKnife at Klinik Hirslanden and Hirslanden Klinik Aarau • **Nuclear medicine at 5 hospitals**

QUALITY ASSURANCE

- ISO 9001:2015 certification for all participating facilities
- ISO 13485:2016 certification for reprocessing of medical devices – Klinik St. Anna
- German Cancer Society certification – 2 cancer centres
- Joint Accreditation Committee ISCT-Europe and EBMT ('JACIE') accreditation – Klinik Hirslanden
- Swiss Cancer League and Swiss Society for Senology certification – Bern Biel Cancer Centre
- Swiss Cancer League certification – 6 further breast cancer centres
- Swiss Federation of Clinical Neuro-Societies ('SFCNS') certification (2023–2028) – Klinik Hirslanden Stroke Centre
- Society of Skull Base Surgery ('GSB') certification – Hirslanden Klinik Aarau
- Swiss Society of Intensive Care Medicine certification – 4 hospitals
- Certified institute of anaesthesiology and intensive medicine ('A-CERT') – Klinik Hirslanden
- Sport Medical Base label – Clinique Bois-Cerf
- Swiss Olympic Medical Center label – Clinique La Colline

Notes
[1] Based on FY25 revenue.
[2] Reflecting inpatient and day case admissions only. In Switzerland, major trauma, neonatal intensive care and advanced critical care handled by cantonal and university teaching facilities.

OUR OPERATIONS

SWITZERLAND[1]

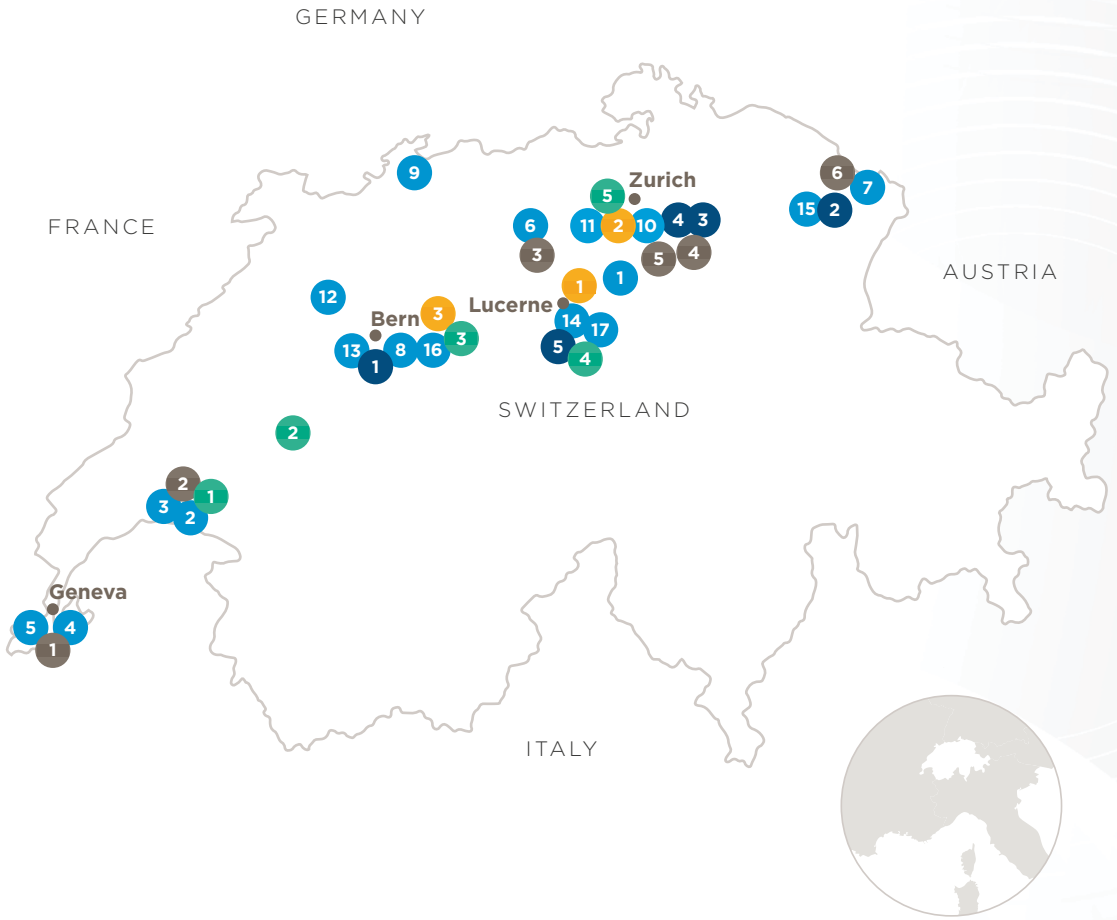
Hospitals
1 AndreasKlinik Cham Zug[2]
2 Clinique Bois-Cerf
3 Clinique Cecil[2]
4 Clinique des Grangettes[2]
5 Clinique La Colline
6 Hirslanden Klinik Aarau[2]
7 Klinik Am Rosenberg
8 Klinik Beau-Site
9 Klinik Birshof
10 Klinik Hirslanden[2]
11 Klinik Im Park[2]
12 Klinik Linde[2]
13 Klinik Permanence
14 Klinik St. Anna[2]
15 Klinik Stephanshorn[2]
16 Salem-Spital[2]
17 Klinik St. Anna in Meggen

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

Outpatient clinics (outside of hospitals)
1 Integrated Day Clinic Lucerne (St. Anna im Bahnhof)
2 Doctors' House Seefeld Zurich
3 Integrated Day Clinic Wankdorf (Medical Center Wankdorf)

Radiology institutes[3]
1 Hirslanden Institut de radiologie de l'ouest lausannois
2 Institut für Radiologie Hirslanden (Medbase Düdingen)
3 Institut für Radiologie Medical Center Wankdorf
4 Institut für Radiologie und Nuklearmedizin St. Anna im Bahnhof
5 Radiologie Hirslanden Zürich (Ärztezentrum Seefeld)

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



Notes
[1] As at 31 December 2024.
[2] Hospital with obstetrics department.
[3] In addition to these independent units, Hirslanden also operates radiology institutes in all its own hospitals, with the exception of Clinique La Colline, Klinik Am Rosenberg and Klinik St. Anna in Meggen.

SETTING THE STANDARDS FOR BREAST CARE

Every year approximately 6 600 women in Switzerland are diagnosed with breast cancer. One in five of them chooses our Swiss network of breast centres for treatment – evidence of its high standards of care and multidisciplinary approach. Because clients can consult a range of experts (breast cancer specialists, radiologists, oncologists, plastic surgeons, geneticists and pathologists) at one point of care through the breast centres, their treatment is expedited.

Established in 2018, the network enables clinicians to share knowledge, pool databases for benchmarking and collaborate on research. In fact, since 2022, Hirslanden has funded the VISION01 Trial, which focuses on the use of minimally invasive biopsy instead of open surgery in patients with full response to preoperative chemotherapy. The hope is that patients with excellent response to systemic treatments will one day no longer need surgery. "Our scientific work is based on patient needs," says Dr Peter Dubsky, founder of the network. Many patients rightly question the need for surgery once the tumour has fully regressed under chemotherapy.

The breast centres keep clients at the heart of efforts through the use of patient-reported outcome and experiences measures ('PROMs' and 'PREMs'). A digital platform that supports clients has already been implemented at one centre, with plans for further roll-outs. In fact, the use of digital health tools and AI for better breast cancer care is the focus of the third consensus statement to flow from the network's pursuit of excellence in evidence-based medicine. In setting the standards, we also put our clients first.

QUALITY CERTIFICATION

EUROPEAN CANCER CENTRES

DKG KREBSGESELLSCHAFT

Schweizerische Gesellschaft für SENOLOGIE
Société Suisse de Sénologie
Società Svizzera di Senologia

krebsliga schweiz
ligue suisse contre le cancer
lega svizzera contro il cancro

10 convenient locations of

7 certified breast centres joined in

1 network for shared insight and training

- Multidisciplinary approach that combines specialist expertise
- Diagnosis, surgery, radiotherapy, chemotherapy and follow-up
- Breast cancer nurses that accompany clients throughout their journey
- Complementary treatments like nutrition, hypnotherapy and acupuncture
- Rehabilitation programme with specially trained physical therapists

The breast centres have an ongoing focus on clinical excellence: **weekly tumour board meetings** at every facility, **quarterly quality circles** of the centre directors and a **yearly training event** for the network and beyond.



OUR OPERATIONS

SOUTHERN AFRICA

FACILITIES[1]

50 hospitals

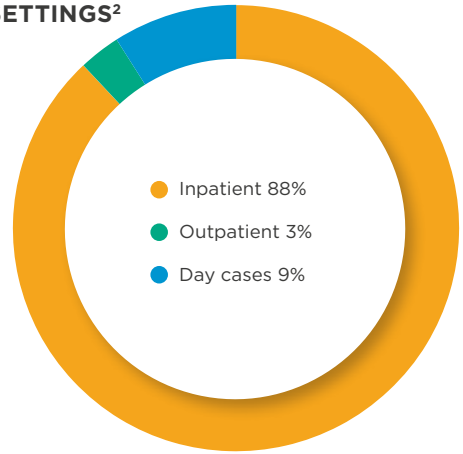
5 subacute hospitals

14 day case clinics

6 mental health facilities

59 ER24 branches and 23 client sites serviced by ER24 Site Based Medical Solutions in South Africa

CARE SETTINGS[2]



SPECIALTY SPLIT[2]



- Internal medicine 32%
- Orthopaedics 18%
- General surgery 15%
- Obstetrics and gynaecology 9%
- Paediatrics 9%
- Cardiology/cardiothoracic surgery 8%
- General medicine 7%
- Oncology 2%



ADDITIONAL SERVICES

- Client app: Mediclinic Baby
- Research and training
- Renal care/dialysis
- Mental health
- Mediclinic Pathology (3 sites)

WORLD-CLASS CARE

- **Solid organ transplant centre at Wits Donald Gordon Medical Centre in partnership with Wits University**
- Haematology and bone marrow transplant centre at Mediclinic Constantiaberg • **46 emergency centres ('ECs')**
- **Arthroplasty network** • 10 cardiac centres • **2 electrophysiology centres**
- Orthopaedic robotic surgery at 14 hospitals • **38 NICUs[4] for high-risk infants that participate in VON[5]**
- 10 renal centres – 7 for chronic dialysis

QUALITY ASSURANCE

- 37 hospitals participate in COHSASA[6] accreditation programme[7]

Notes

[1] Includes Intercare facilities.
[2] Based on FY25 revenue.
[3] Reflecting inpatient and day case admissions only.
[4] Neonatal intensive care units ('NICUs').
[5] Vermont Oxford Network ('VON') is a non-profit collaboration to improve neonatal care globally with data-driven quality improvement.
[6] Council for Health Service Accreditation of Southern Africa ('COHSASA').
[7] Accreditation is limited to the largest hospitals caring for more complex cases. These hospitals undergo regular reaccreditation surveys on a rotational basis, the findings of which are shared with the hospitals and the Southern Africa Corporate Office. Learning points emerging from findings inform focus areas for improvement initiatives, which also benefit smaller non-participating hospitals. In addition, the smaller facilities adhere to all regulatory requirements and industry standards.

OUR OPERATIONS

SOUTHERN AFRICA[1]

Hospitals

Free State
1 Mediclinic Bloemfontein
2 Mediclinic Hoogland
3 Mediclinic Welkom

Gauteng
4 Intercare Medfem Hospital
5 Mediclinic Emfuleni
6 Mediclinic Heart Hospital
7 Mediclinic Kloof
8 Mediclinic Legae
9 Mediclinic Medforum
10 Mediclinic Midstream
11 Mediclinic Morningside
12 Mediclinic Muelmed
13 Mediclinic Sandton
14 Mediclinic Vereeniging
15 Wits Donald Gordon Medical Centre[2]

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

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

Mpumalanga
23 Mediclinic Ermelo
24 Mediclinic Highveld
25 Mediclinic Nelspruit

Namibia
26 Mediclinic Otjiwarongo
27 Mediclinic Swakopmund
28 Mediclinic Windhoek

Northern Cape
29 Mediclinic Gariep
30 Mediclinic Kimberley
31 Mediclinic Upington

North West
32 Mediclinic Brits
33 Mediclinic Potchefstroom

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

Renal centres

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

Subacute hospitals

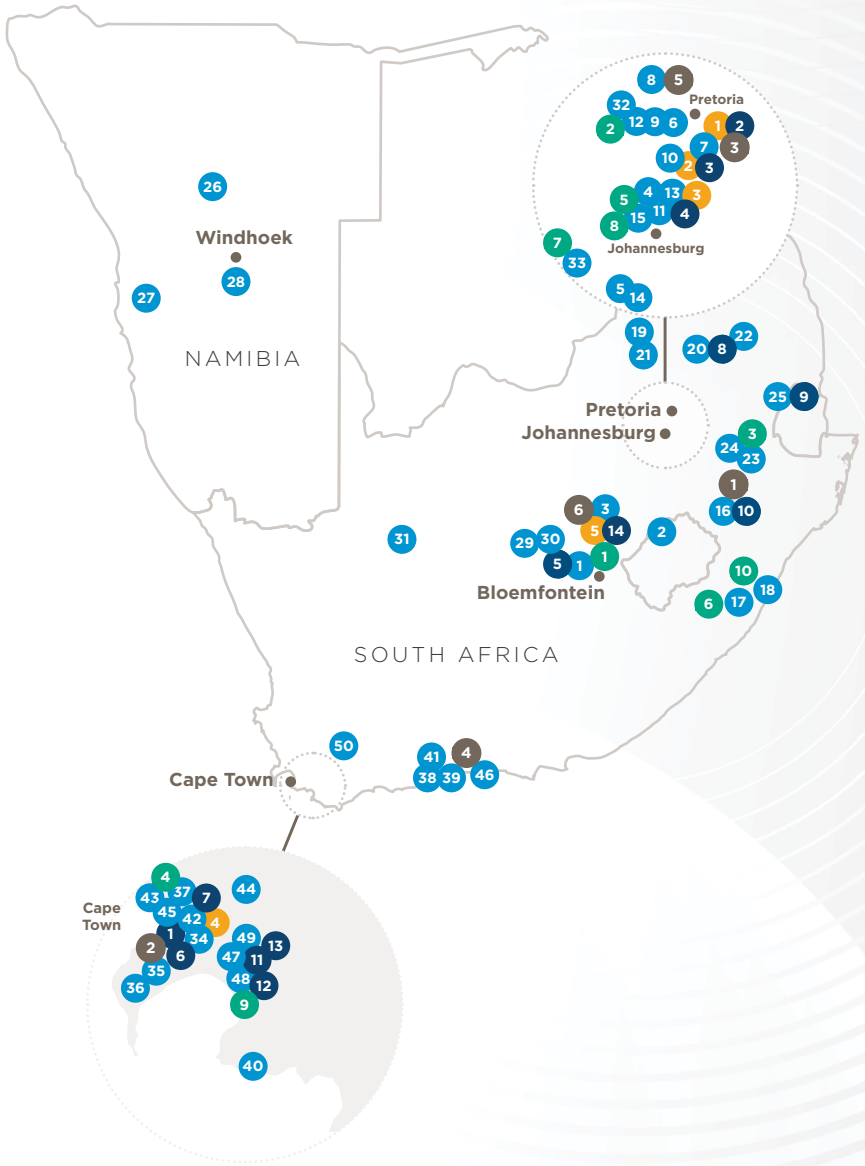
1 Intercare Hazeldean Subacute and Rehabilitation Hospital
2 Intercare Irene Subacute and Rehabilitation Hospital
3 Intercare Sandton Subacute and Rehabilitation Hospital
4 Intercare Tyger Valley Subacute Hospital
5 Welkom Medical Centre Subacute Hospital

Mental health facilities

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

Day case clinics

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



Notes
[1] As at 31 December 2024.
[2] Associated company being equity accounted (Mediclinic Southern Africa holds 49.9%).

IMPROVING ACCESS TO MENTAL HEALTH CARE

In South Africa, an upsurge of mental health conditions has highlighted the demand for dedicated care. In 2023, the annual private sector expenditure on in-hospital treatment of conditions such as major depression, anxiety and bipolar mood disorder increased by 12% to ZAR3.5 billion.

Yet there are fewer than two psychiatrists per 100 000 people[1] in the country and a 2019 study by the University of Cape Town[2] estimated that 92% of people living with a mental health condition don't receive the necessary care. Even in developed countries, it is suspected that up to 50% of people requiring mental health care don't access it.[3]

To answer this need, we have added specialist mental health care to our ecosystem, making it easier for our clients to get the treatment they need. Our multidisciplinary care involves psychiatrists, psychologists, occupational therapists, social workers, physiotherapists, pharmacists and specialised nursing staff who work in concert to support clients and their families. Several of our mental health facilities are close to remote and underserved areas so they can access care within their community. Our unit at Mediclinic Legae, for example, is the first to provide specialist treatment for residents of Mabopane township and surrounds.

Many physical conditions increase the risk for mental health challenges, while mental disorders in turn heighten the risk for illness and injury. Integrating mental health services into our ecosystem makes it easier for clients to access comprehensive, client-centred care for a wide range of healthcare needs.

1 in 3 South Africans will suffer from a mental health condition in their lifetime[4]

13% increase in admissions to mental health facilities among insured population from 2022 to 2023[5]

NO HEALTH WITHOUT MENTAL HEALTH



Mental health and chronic physical disorders are closely connected.

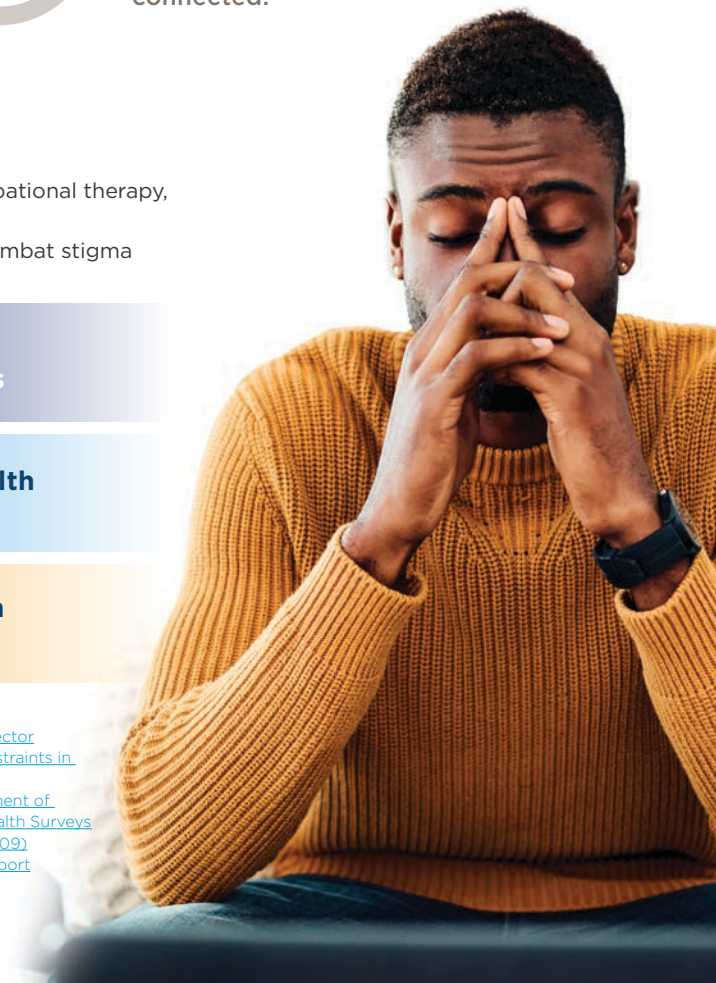
OUR MENTAL HEALTH OFFERING:

- National footprint
- Specialised in-patient treatment
- Medication, psychotherapy, occupational therapy, group sessions
- Awareness-raising activities to combat stigma

449 mental health beds

6 dedicated mental health facilities (391 beds)

8 general hospitals with mental health beds



Notes

1 WHO: Psychiatrists working in mental health sector
2 Mental health system costs, resources and constraints in South Africa: a national survey
3 Prevalence, severity and unmet need for treatment of mental disorders in the WHO World Mental Health Surveys
4 The South African Stress and Health Study (2009)
5 Council for Medical Schemes 2023 Industry Report

OUR OPERATIONS

THE MIDDLE EAST

FACILITIES

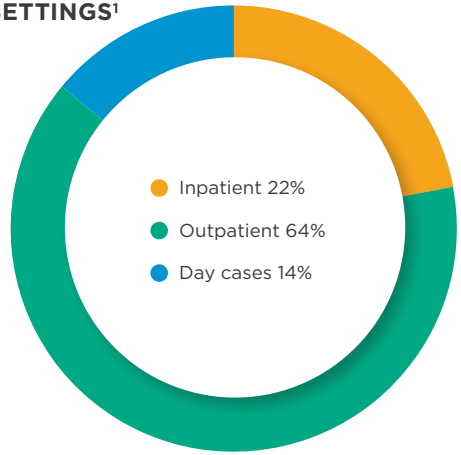
7 hospitals

1 day case clinic

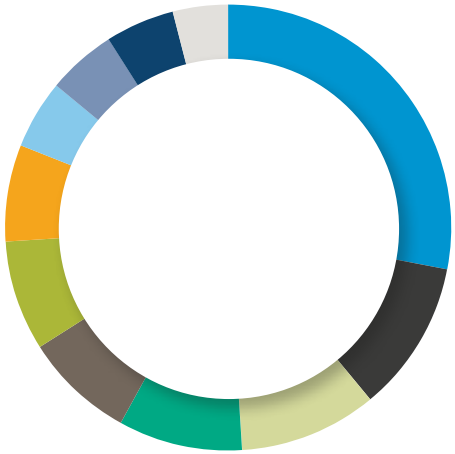
28 outpatient clinics

WORLD-CLASS CARE

CARE SETTINGS[1]



SPECIALTY SPLIT[1]



- Internal medicine 28%
- Laboratory 11%
- Paediatrics 10%
- General medicine 9%
- Obstetrics and gynaecology 8%
- Radiology 8%
- Oncology 7%
- Orthopaedics 5%
- General surgery 5%
- Cardiology/cardiothoracic surgery 5%
- Nursing and allied health professionals 4%

ELECTIVE 30% | NON-SURGICAL 52% | EMERGENCY[2] 18%

ADDITIONAL SERVICES

Virtual care: Telemedicine | Remote patient monitoring | Chronic disease management
Aesthetics centre + ***In vitro* fertilisation ('IVF')** + **Home care** + **Precision medicine**
Web portal and client app: MyMediclinic 24x7 + **Research and medical education**

• 2 Comprehensive Cancer Centres: in the North Wing adjacent to Mediclinic City Hospital and at Mediclinic Airport Road Hospital • 7 cardiology units[3] • 2 cardiac centres • Robotic surgery at Mediclinic City Hospital • Stroke centre at Mediclinic City Hospital • Care Collaboration Centre based at Mediclinic Al Noor Hospital • 6 NICUs for high-risk infants that participate in VON • 2 dialysis centres as public-private partnerships ('PPP')

QUALITY ASSURANCE

- CAP[4] accreditation – Mediclinic City Hospital and Bourn Hall Fertility Clinic laboratories
- ISO 15189:2012 certification for 9 laboratories
- Joint Commission International ('JCI') accreditation for all our Middle East facilities, including Bourn Hall Dubai (IVF)
- JCI Clinical Care Programme certification – acute coronary syndrome programme at Mediclinic City Hospital and Mediclinic Airport Road Hospital, and breast cancer programme at Mediclinic City Hospital
- High-reliability organisation ('HRO') principles implemented
- American Heart Association/MENA Stroke Organisation – Certified Comprehensive Stroke Centre at Mediclinic City Hospital
- Centre of Excellence ('CoE') accreditation by SRC[5] – specialised bariatric unit and minimally invasive gynaecology at Mediclinic Airport Road Hospital, specialised minimally invasive gynaecology surgery and specialised prostate treatment units at Mediclinic Welcare Hospital, first phase accreditation for the endoscopy units at Mediclinic City Hospital and Mediclinic Parkview Hospital
- Baby Friendly Hospital Initiative accreditation for Mediclinic City Hospital and Mediclinic Parkview Hospital
- General Civil Aviation Authority accreditation for Mediclinic Parkview Hospital and Mediclinic Airport Road Hospital
- American College of Emergency Physicians accreditation for Mediclinic City Hospital as a geriatric emergency department
- MOHAP–WHO accreditation for Mediclinic City Hospital under the Patient Safety Friendly Hospital Initiative

Notes
[1] Based on FY25 revenue.
[2] Reflecting inpatient and day case admissions only.
[3] Al Jowhara Hospital does not have a catheterisation laboratory and does not offer interventional cardiology.
[4] College of American Pathologists ('CAP').
[5] Surgical Review Corporation ('SRC').

OUR OPERATIONS

THE MIDDLE EAST

Hospitals

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

Day case clinic

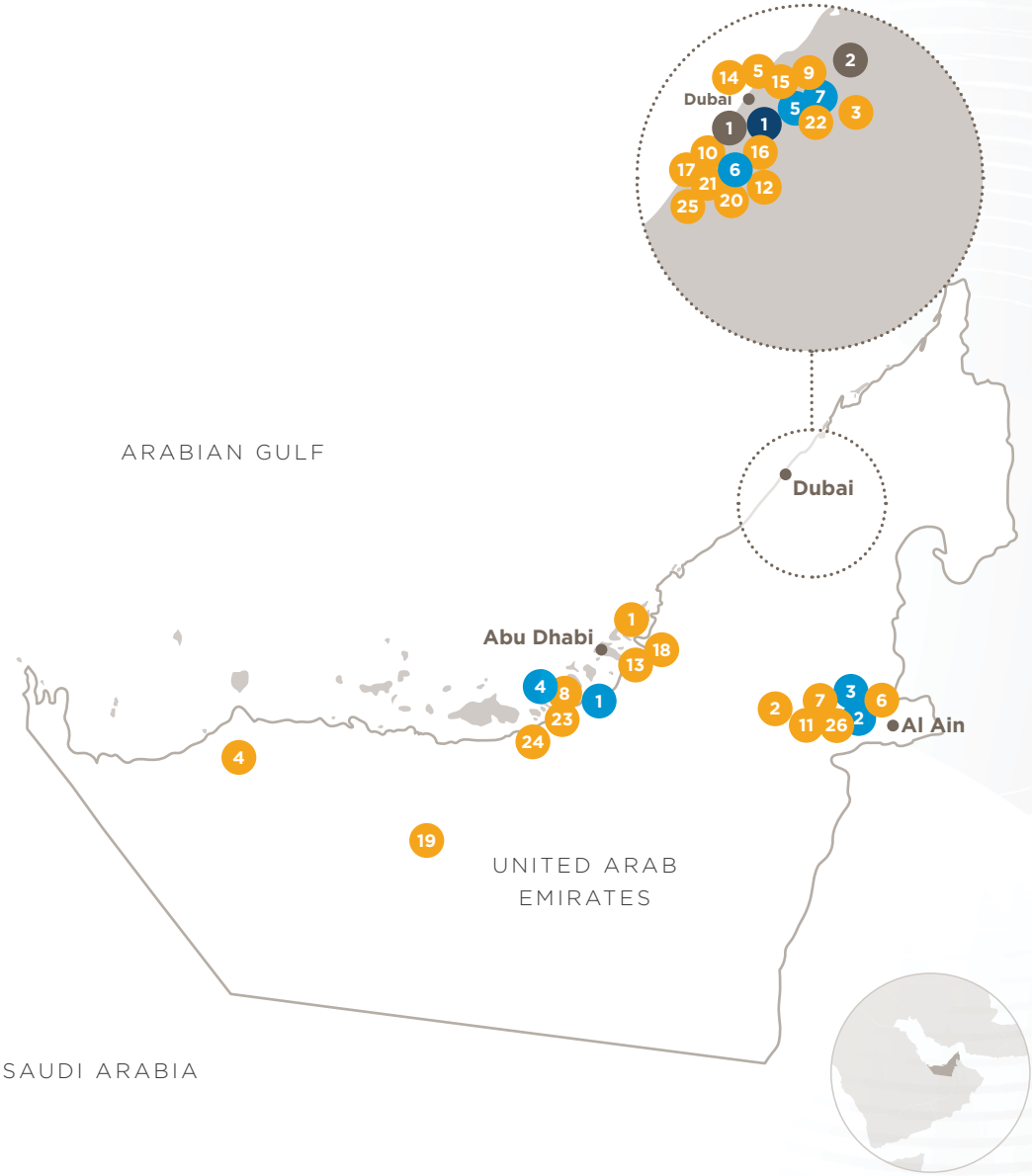
1 Mediclinic Dubai Mall

Outpatient clinics (operated as PPPs)

1 Al Barsha Dialysis Centre
2 Al Tawar Dialysis Centre

Outpatient clinics

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



Note
[1] As at 31 December 2024.

MAKING PARENTHOOD POSSIBLE

In the UAE, where the age at marriage has steadily increased over the past two decades, birth rates have been falling. The Government has prioritised fertility as a key public health concern, also launching strategic initiatives for reproductive health.

Through our specialised fertility offering, we support people on the journey to parenthood. In October 2021, we acquired Bourn Hall Fertility Centre in Dubai and have since added two more clinics. Our services range from technology to enable conception at a later stage in life to a comprehensive suite of reproductive techniques suited to different circumstances.

Our internationally trained clinicians are skilled in treatments such as IVF, intracytoplasmic sperm injection ('ICSI') and intrauterine insemination ('IUI'). But just as important as their clinical expertise is their understanding and compassion. We prioritise our patients' holistic care, providing physical, emotional and psychological support throughout.

By seeking fertility treatment within the Mediclinic ecosystem, our clients have the comfort of knowing they can access comprehensive healthcare services, with smooth coordination for truly personalised care. They can count on our expertise from the moment of IVF treatment through pregnancy to delivery and beyond. Our goal is nothing less than healthy families for the future.

Notes

[1] Characterization of Fertility Clinic Attendees in the Abu Dhabi Emirate: A Cross-Sectional Study

[2] Macrotrends: UAE fertility rate

The fertility rate in the UAE is declining:

2.7 births per woman in 2000[1]

1.3 births per woman in 2024[2]



1 IN 6 INDIVIDUALS EXPERIENCES INFERTILITY[1]

OUR FERTILITY SERVICE:

- Founded by the pioneers behind the world's first IVF baby
- First JCI-accredited stand-alone fertility clinic in the Middle East
- Fertility preservation: egg, sperm and embryo freezing
- Safe storage, tracking and monitoring
- Assisted reproduction techniques: IVF, ICSI, IUI
- Advanced technology and AI-enabled analysis
- In-house genetics lab and genetic counselling

3 fertility clinics

14 doctors

8 embryologists

2 andrologists

40% live birth rate in 2023

IN 2024

1780 IVF cycles, of which 468 IVF cycles for international clients

+ Multiple successful audits

+ Training in ovarian tissue freezing



QUALITY ACCREDITATION

OUR STAKEHOLDERS

RELATIONSHIPS THAT MATTER



CLIENTS

Our business exists to improve our clients' wellbeing. Regular surveys, focus groups and dedicated client-experience employees contribute towards enduring long-term relationships and a strengthened 'voice of the client'.

See page 25



COMMUNITIES

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

See page 55



EMPLOYEES, ALUMNI AND POTENTIAL APPLICANTS

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

See page 48



FINANCIAL INSTITUTIONS

We proactively and transparently engage with third-party funders to maintain our capital position and asset base.



GOVERNMENTS AND AUTHORITIES

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

See page 56



HEALTHCARE INSURERS

Privately insured patients constitute our largest client base. We therefore engage with funders through annual tariff negotiations and discussions on alternative reimbursement models.



INDUSTRY ASSOCIATIONS

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

OUR STAKEHOLDERS



INDUSTRY PARTNERS

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

See page 32



MEDIA

To respond proactively to industry-related news and sustain our professional reputation, we hold press conferences and maintain a reputable social media presence.



MEDICAL PRACTITIONERS

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

See page 30



PROFESSIONAL SOCIETIES

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



SUPPLIERS

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

See page 57



TERTIARY INSTITUTIONS

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



CLINICAL SERVICES

Our pursuit of clinical excellence is driven by our patients. At the heart of our efforts is the desire to do one thing: change their life for the better. Our unique approach to care, which is grounded in evidence-based medicine and a culture of continuous improvement, always keeps the focus on what matters to our clients.

MILESTONES IN 2024



5 hospitals have automated entries into the Swiss Implant Registry

IN SWITZERLAND

Streamlining the medical implant registry
We implemented a national pilot to automate the recording of artificial hip and knee joints in SIRIS, the Swiss Implant Registry. Automation has cut the previously manual process from 10 minutes to 2 minutes 25 seconds.

2:25

Innovative therapy for MS
Klinik Hirslanden introduced stem cell transplantation for patients with aggressive multiple sclerosis ('MS'). The therapy, which uses healthy stem cells from the patient's own bone marrow to reset the immune system, is offered by only a handful of European hospitals.

Midwife-led obstetrics
The launch of midwife-led obstetrics in our Swiss hospitals means that pregnant women can opt to have a natural delivery under the guidance of a midwife in our facilities. In the event of complications, medical expertise is available on call, offering our clients peace of mind.



A new da Vinci X surgical robot was deployed at Mediclinic Durbanville

IN SOUTHERN AFRICA

New Winelands 3D lab
In collaboration with the Radboud University Medical Center, the Institute of Orthopaedics and Rheumatology at Mediclinic Winelands Orthopaedic Hospital established a 3D lab to provide more personalised care through virtual surgery planning. The 3D printer can create a plastic model of an individual's anatomy or be used for tailor-made implants in future.

Alternative approach to spinal fusion
Mediclinic Paarl became one of the few centres internationally to offer less invasive surgery for lumbar fusion and spinal decompression. Spinal surgeon Dr Reggie King accesses the lumbar area from the front of the body to replace the damaged disc. Then, once the patient is turned on their stomach, endoscopic surgeon Dr Shawn Venter stabilises the affected vertebrae.

ER24 serves international clients
When residents of remote St Helena island with complex medical cases travel to South Africa, ER24 manages their care from the moment of arrival, providing transfers to the appropriate Mediclinic facilities, coordinating treatment and offering emotional support. Approximately 160 patients made use of the service in the first year.



1 500th robotic surgery performed at Mediclinic City Hospital since service's launch in 2020

IN THE MIDDLE EAST

Focus on women
In November 2024, we launched Mediclinic Woman to support the specific health needs of female clients. With services that range from preventive screenings and reproductive healthcare to physiotherapy, aesthetics and wellness treatments, we ensure women have seamless and coordinated access to care at every life stage.

Milestone procedure for fibroids
Mediclinic City Hospital performed the UAE's first transcervical radiofrequency treatment of fibroids in the uterus. As a minimally invasive treatment for fibroids, radiofrequency ablation allows for quicker recovery, minimal discomfort and preservation of fertility.

HOW WE CREATE VALUE

We have more than 140 healthcare facilities in three geographies, offering a wide range of services across the continuum of care. Although our divisions operate in unique legal, regulatory and economic environments, we pursue the same Group strategic goals.



CLIENT EXPERIENCE

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

See page 27

OUR AMBITIONS FOR 2025

- To provide exceptional, client-centred experiences that exceed expectations and foster lasting trust

IN 2024

- Scaled client advisory groups across all divisions
- Implemented new PREMs survey
- Improved Net Promoter Score® ('NPS®') results
- Embedded client-centred behaviours through training and coaching

CLINICAL OUTCOMES

We actively pursue superior clinical performance and the best clinical outcomes

See page 23

OUR AMBITIONS FOR 2025

- To provide excellent clinical care consistently

IN 2024

- Established an antimicrobial stewardship working group to enhance collaboration, governance and antimicrobial monitoring
- Improved patient safety by reducing the readmission rate
- Tested and piloted a multifunctional care plan as part of care coordination

COST

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

OUR AMBITIONS FOR 2025

- To provide care at a predictable and affordable cost

IN 2024

- Successfully rolled out the enhanced recovery process framework at Klinik Hirslanden and implemented the Swiss *Motion* project in three indications
- Optimised the average length of stay for relevant cases

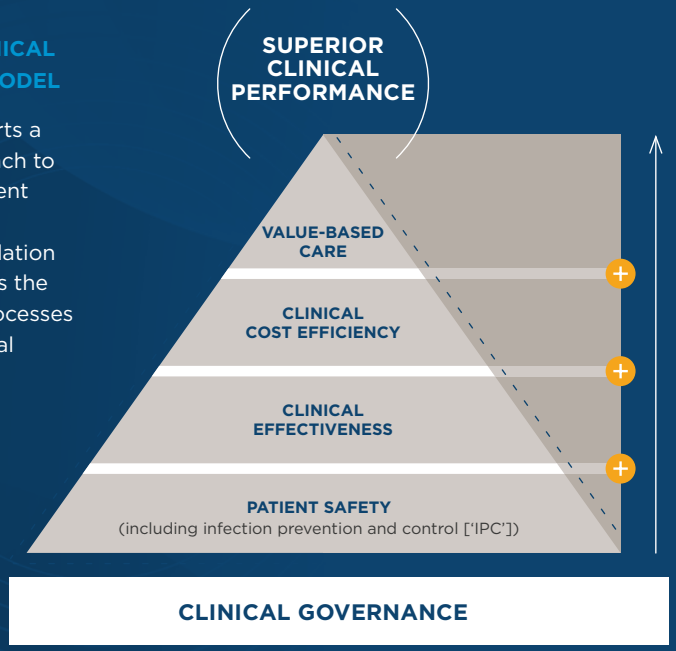


CLINICAL GOVERNANCE

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

FIGURE 1: MEDICLINIC CLINICAL MANAGEMENT MODEL

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



STRENGTHENING THE ACCOUNTABILITY FRAMEWORK

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

FIGURE 2: GROUP CLINICAL PERFORMANCE AND GOVERNANCE STRUCTURE

ACCOUNTABLE TO

CLINICAL PERFORMANCE COMMITTEE
Responsible for promoting a culture of excellence in patient safety, quality of care and client experience, together with Mediclinic's values, ethical standards and behaviours.

GROUP CHIEF CLINICAL OFFICER
Responsible for coordinating clinical service activities across the Group and attaining clinical objectives which support the Group strategic goals.

DIVISIONAL CLINICAL PERFORMANCE COMMITTEES
Responsible for ensuring alignment and execution of the Group strategy and clinical goals at divisional level and the entrenchment of best practices across the Group.

HOSPITAL-LEVEL CLINICAL PERFORMANCE COMMITTEES
Chaired by independent doctors, these committees are responsible for the implementation and management of clinical improvements and outcomes.

RESPONSIBLE FOR

TABLE 1: DIVISIONAL CPC SUMMARY

	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Meetings held	4	4	4
Summary	Quality boards established at each facility	• Subcommittees active at 43 hospitals • External consultants on divisional CPC	• Hospitals and clinics divided into clusters, each with a clinical quality and patient safety committee, which meets regularly • External consultants on divisional CPC

CLINICAL PERFORMANCE

We routinely monitor and assess clinical performance through a variety of processes and outcome indicators, which cover key areas such as operational context, patient safety, IPC, clinical effectiveness, service line-specific indicators and cost efficiency. We use relevant data from both clinical and administrative sources, primarily employing standardised measurement techniques. These clinical indicators enable us to monitor and manage performance across our facilities, regions and divisions, while also tracking trends over time. Additionally, we use benchmarking to contextualise the results by comparing them to similar facilities within the Group or to available industry standards. These comparisons enhance our ability to identify areas of excellence, recognise best practices and identify opportunities for improvement.

EXTERNAL VALIDATION

Across our geographies, we work with various bodies to ensure we measure up to the highest international standards.

See page 63 for more on Independent assurance

17+ clinical accreditations, certifications and care initiatives

WORLD'S BEST HOSPITALS FOR 2025

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

85 000+ MEDICAL EXPERTS SURVEYED

70 000+ HOSPITAL RECOMMENDATIONS

2 445 HOSPITALS RANKED

250 TOP HOSPITALS WORLDWIDE IDENTIFIED



Klinik Hirslanden

Two of our Swiss hospitals in the top 250 globally:

65 Klinik Hirslanden (2024: 72)

158 Hirslanden Klinik Aarau (2024: 143)



Hirslanden Klinik Aarau

In addition, we have five hospitals in the top 20 in Switzerland and three hospitals in the top 20 in the UAE. Southern Africa was not surveyed due to limited comparability.

WORLD'S BEST SMART HOSPITALS

Two of our hospitals rank among *Newsweek*'s top 350 facilities acknowledged for excellence in implementing new medical technology:

Klinik Hirslanden, Switzerland

Mediclinic City Hospital, the Middle East

CONNECTING TO OUR CLIENTS

At Mediclinic, we deeply respect and value the trust our clients place in us. We are committed to enhancing their healthcare journey through meaningful engagement, continuous feedback and a culture of compassion. By prioritising collaboration and leveraging patient insights, we strive to strengthen relationships and improve the overall client experience.

OUR CLIENTS SEEK

- Easy access to safe, high-quality and cost-effective healthcare
- Appropriate care settings tailored to their needs
- Clear and timely treatment information
- The right to make informed healthcare decisions
- A seamless and personalised client experience
- Protection of personal data and client rights
- Efficient communication and operations
- Courteous, empathetic and individualised care

HOW WE RESPOND

We proactively enhance client experience through:

- Systematic patient rounds during hospital stays
- Dedicated client experience teams
- 24-hour helplines for immediate support
- NPS® feedback mechanisms
- Engagement via social media, health awareness initiatives and campaigns
- Client-centred product and programme development
- Corporate events and advisory groups for client input
- A values-driven approach to managing client feedback and complaints

By embedding these measures into our operations, we remain committed to delivering world-class, patient-centred healthcare.



CONNECTING TO OUR CLIENTS

PUTTING CLIENTS FIRST

To better serve our clients, we are committed to understanding their needs through regular engagement. By developing deep insight into their healthcare requirements, we seek to provide personalised services at the right time to optimise their health. The goal is nothing less than complete patient care that holistically treats the person and not only the disease.

PATIENT SNAPSHOT FOR CY24

		SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Average patient age		**60.1 years** ▲ (CY23: 59.7 years)	**44.2 years** ▲ (CY23: 43.7 years)	**35.7 years** ▲ (CY23: 35.4 years)
Average inpatient length of stay (in calendar days)		**3.91 days** ▼ (CY23: 4.01 days)	**4.07 days** ▼ (CY23: 4.10 days)	**2.84 days** ▲ (CY23: 2.75 days)
Main medical issues	**Burden of disease**	• Mainly chronic diseases commonly associated with lifestyle and old age • Very small burden of communicable (infectious) diseases and trauma	• Mainly communicable (infectious) diseases • Chronic diseases more prevalent in insured population, followed by communicable diseases and trauma	Chronic lifestyle diseases and communicable (infectious) diseases
		Underlying chronic medical conditions may significantly impact the level of care received and/or length of stay		
	Most common chronic diseases[1]	• Dysrhythmias • Hyperlipidaemia • Chronic renal disease	• Hypertension • Hyperlipidaemia • Diabetes mellitus – type 2	• Hypertension • Hyperlipidaemia • Diabetes mellitus

Note

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



CONNECTING TO OUR CLIENTS

CLIENT EXPERIENCE

Client experience encompasses the full range of interactions individuals have with Mediclinic, whether related to healthcare services or administrative processes such as billing and appointment scheduling. Within this, patient experience specifically refers to interactions in clinical settings across the continuum of care.

To ensure we consistently meet and exceed client expectations, we continuously measure patient experience. This ongoing assessment provides valuable insights into what matters most to our clients, allowing us to refine and enhance our services in response to their evolving needs.

THE YEAR IN GROUP NUMBERS

TOTAL PATIENT EXPERIENCE SURVEYS COLLECTED	335 615	(FY24: 103 110)
AGGREGATED NPS®	59	(FY24: 57)
NPS® INPATIENT	53	(FY24: 53)
NPS® EC	46	(FY24: 51)
NPS® AMBULATORY SURGERY	65	(FY24: 67)
NPS® OUTPATIENT	60	(FY24: 53)



CONNECTING TO OUR CLIENTS

ENHANCING CLIENT EXPERIENCE THROUGH NPS®

As part of our commitment to continuous improvement, we utilise NPS® to measure client loyalty and overall experience. This key metric helps us assess sentiment, identify opportunities for enhancement and ensure we consistently deliver the highest quality care and service.

Our expansion of NPS® across all client interactions along the continuum of care enables us to gather valuable feedback at every touchpoint. These insights drive data-informed decisions, facilitate prompt issue resolution and optimise the client experience. By leveraging NPS®, we strengthen relationships, enhance service delivery and support long-term, sustainable growth.

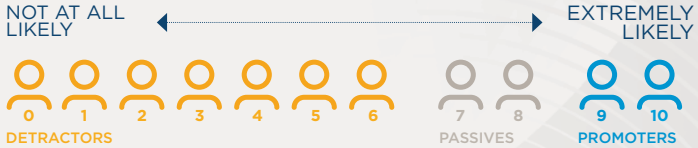
We initiated improvement efforts to address key focus areas, particularly the ECs. These efforts include regular communication with EC patients and follow-up visits by the head of the EC with those admitted. The detail captured by the client experience survey extends to unit level, which enables targeted initiatives that are more likely to yield meaningful results, rather than a one-size-fits-all approach. With these results, concentrated efforts have resulted in a positive upward turn early in the calendar year of 2025.

TABLE 2: NPS® FOR THE FINANCIAL YEAR

		GROUP	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Inpatient	FY24	53	73	47	52
	FY25	53 →	74 ↑	46 ↓	59 ↑
EC	FY24	51	61	51	34
	FY25	46 ↓	58 ↓	45 ↓	39 ↑
Day care/ ambulatory surgery	FY24	67	78	67	55
	FY25	65 ↓	79 ↑	64 ↓	62 ↑
Outpatient	FY24	53	75	71	46
	FY25	60 ↑	76 ↑	60 ↓	55 ↑

NPS IS BASED ON ONE QUESTION:

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



How is NPS® determined?

% promoters
– % detractors
= NPS®

INTERPRETING THE SCORE

-100–0	Needs improvement
20+	Favourable
50+	Excellent
80+	World class







CONNECTING TO OUR CLIENTS

CLIENT EXPERIENCE SURVEYS

At Mediclinic, client experience is central to our commitment to delivering exceptional healthcare. We take a structured approach to measuring experience and satisfaction, benchmarking performance and publicly reporting on patient experience at a divisional level.

To gain valuable insights into client needs and preferences, we conduct post-discharge surveys covering key aspects of the journey. This holistic evaluation enables us to continuously refine our services, ensuring they align with evolving expectations. By actively listening to our clients and striving for excellence, we remain dedicated to providing a personalised, high-quality experience at every touchpoint.

From 1 April 2024, we have used a new platform for PREMs. The solution incorporates a comprehensive dashboard, updated daily, including text feedback analyses that outline the sentiment of the message. Analysis of client feedback is available per facility, unit and/or service line, which allows hospitals to readily identify areas for improvement.

Clients across the continuum of care in Southern Africa and the Middle East are invited to complete the PREMs survey. Virtual care as a service is surveyed in the Middle East, with 4 485 responses collected in CY24 since implementation on 1 August 2024.

In Switzerland, surveying is managed internally, with the aim of switching to the external survey during 2026. In Southern Africa, surveying is due to include ER24's pre-hospital service from 1 April 2025.

INSIDE THE PREMS SURVEY

What do we survey?

Admissions process | Nurses | Physicians | Tests and treatments | Noise levels | Meals | Discharge process | Overall experience (Treated with dignity and respect)

Number of facilities surveyed per service line

67 EC | **79** Day case | **75** Inpatient | **118** Outpatient | **10** Renal care | **14** Mental health (Southern Africa)

TOP THREE THEMES IDENTIFIED

Care quality | **Communication and information** | **Confidence and trust**

We moreover introduced a tool to help us get clients' impressions while in our facilities – both compliments and complaints – so we can respond immediately. Clients scan a QR code, which directs them to a brief survey, providing near real-time feedback to facility teams and allowing for service failures to be addressed immediately. Feedback to the QR code survey is analysed in the same way as the PREMs survey.



This call-to-action focuses our employees on the value of client feedback for continuous improvement.



CONNECTING TO OUR MEDICAL PRACTITIONERS

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

WHAT MATTERS TO THEM

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

ADDRESSED THROUGH

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



Doctors' Summit, Switzerland



CONNECTING TO OUR MEDICAL PRACTITIONERS

MyPatients app expanded

In 2024, our app for medical practitioners in Southern Africa was extended to provide access to a broader range of healthcare professionals, such as dietitians and physiotherapists, as well as emergency care doctors.



5 092 The number of partner medical practitioners actively involved in treating patients in Switzerland and Southern Africa

REGIONAL INFORMATION	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Employment	• Most admitting medical practitioners self-employed • Medical practitioners working in the fields of hospital-based specialties, such as anaesthetics, internal medicine and emergency medicine, employed at some hospitals • In most instances, radiology, nuclear medicine and radiation oncology services owned and operated by hospitals	• Admitting medical practitioners, excluding emergency medicine practitioners within certain ECs, self-employed and practise independently • Radiology, laboratory and oncology services provided by independent practices	• Most of the medical practitioners who work in our facilities employed by Mediclinic • Laboratory and radiology services owned and operated by Mediclinic
Clinical quality	• Treating and admitting medical practitioners registered with Swiss Government's registry for medical professions • Affiliation follows strict entry criteria and comprehensive credentialling process, assisted by clinical committee • Medical practitioners evaluated at least annually on case numbers, infections, re-operations and liability cases • Abnormalities investigated by hospital management • Anonymous means to report performance problems, which hospital management teams and medical practitioner committees address • Insufficient performance improvements lead to de-accreditation	• Treating and admitting medical practitioners registered with and work within the scope of the defined clinical disciplines of the Health Professions Council of South Africa ('HPCSA') or Health Professions Council of Namibia ('HPCNA') • Performance and clinical outcomes monitored by CPCs comprised of medical practitioners working at hospital, hospital general managers, and regional and Corporate Office teams	• All medical practitioners licensed with the relevant authority in the UAE (Dubai Health Authority, Department of Health) • Standardised performance appraisal process includes reviewing feedback from peers and patients, clinical key performance indicators, incidents and quality-related complaints • Clinical privileges reviewed annually and depend on medical practitioner's activity during the past year and additional skills obtained • Comprehensive incident reporting and concerns addressed by medical directors and Clinical Quality Patient Safety Committees that meet monthly • All client complaints investigated • Immediate action taken if problem arises, including counselling, remedial action, review of privileges or, if appropriate, termination of privileges



CONNECTING TO OUR PARTNERS

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

WHAT MATTERS TO THEM

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

ADDRESSED THROUGH

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



CONNECTING TO OUR PARTNERS

PARTNERSHIPS

جامعة أبوظبي
Abu Dhabi University

A Memorandum of Understanding ('MoU') to focus primarily on research collaboration.
adu.ac.ae

جامعة العين
AL AIN UNIVERSITY

An MoU for undergraduate students enrolled in Pharmacy and Dietetics programmes to experience clinical accompaniment in various Mediclinic facilities.
aau.ac.ae/en

FH
Bern University of Applied Sciences

Internships for the master modules Clinical Assessment and Advanced Nursing Practice in Primary Care in the Nurse Practitioner Programme.
bfh.ch/en

COMPASSANA

Development of a digital health ecosystem with Medbase, Groupe Mutuel, Helsana, SWICA, the LUKS Group and Trifork to enable coordination of healthcare services.
compassana.ch/en

domo.health

A long-term strategic partnership, which includes our Swiss operations holding a minority share in DOMO Health and a seat on its board, to drive innovative digital health solutions such as hospital-at-home services.
domo.health

كلية فاطمة للعلوم الصحية
Fatima College of Health Sciences

An MoU for students enrolled in Nursing, Health Emergency (paramedics), Pharmacy, Radiography and Physiotherapy to experience on-the-job training in various Mediclinic facilities.
fchs.ac.ae

heartbase
Cardiology Network

Heartbase, in which our Swiss operations hold a minority share and a seat on the board, is a network of cardiology practices that offers state-of-the-art outpatient cardiology at various locations.
heartbase.ch

Higher Colleges of Technology
كليات التقنية العليا

An MoU to primarily facilitate placements in the nursing and allied health professions.
hct.ac.ae/en

جامعة خليفة
Khalifa University

An MoU to collaborate principally on research.
ku.ac.ae

BARMELWEID

An integrated treatment network in the western part of the canton of Aargau that includes cooperation in accompanying psychosomatic treatments, pneumological services and rehabilitation.
barmelweid.ch

CONNECTING TO OUR PARTNERS

medbase

Creation of an integrated care pathway in the fields of outpatient and inpatient medicine, with Medbase providing primary care and preventive medicine and our Swiss operations focusing on acute specialist medical care and diagnostics.
medbase.ch/en

MBRU جامعة محمد بن راشد للطب والعلوم الصحية MOHAMMED BIN RASHID UNIVERSITY OF MEDICINE AND HEALTH SCIENCES

Approval of all our Dubai facilities as training sites for medical undergraduate students, with a 'no objection' certificate from the Dubai Health Authority for advanced practice setting i.e. the placement of residents and fellows. Approved to host clinical placements for fellowship programmes in Nephrology and Paediatric Critical Care. The Master Affiliation Agreement includes an enlarged governance framework with a board comprising members from both Mohammed Bin Rashid University and Mediclinic and a joint academic council with a subcommittee structure made up of seven specialised committees to enhance joint efforts in advancing education in Dentistry, Nursing and Midwifery, among others.
mbru.ac.ae

see spital

Expansion of medical services at See-Spital by our partner clinicians while doctors from See-Spital can perform specialised procedures at Klinik Im Park. The joint breast centre's recertification confirms the close and successful cooperation.
see-spital.ch/zentren-und-partner/hirslanden

SPITAL LACHEN IHR GESUNDHEITSZENTRUM AM SEE

Integrated care pathway, with Spital Lachen's large outpatient centre and Klinik Im Park, as a tertiary centre, together offering the entire spectrum of cardiology and cardiac surgery. Our Swiss division holds a minority share in Spital Lachen and a seat on its board.
spital-lachen.ch

Spital Männedorf

Construction and operation of radiotherapy centre for the treatment of cancer patients within the region of Lake Zurich, Pfannenstiel and Rapperswil.
spitalmaennedorf.ch

spitäler schaffhausen

Comprehensive urological treatment and cardiac care to patients in Schaffhausen, with urological surgeries and complex cardiac interventions performed at Klinik Hirslanden in Zurich and pre- and post-operative urological care and outpatient cardiac diagnostics at the cantonal hospital in Schaffhausen. Since January 2023, Klinik Im Park and the Spitäler Schaffhausen jointly utilise a da Vinci Xi surgical robot.
spitaeler-sh.ch

SPITALUSTER

Healthcare collaboration in the regions of Zürcher Oberland and Oberes Glattal, with Spital Uster handling basic medical care and Klinik Hirslanden handling more complex or highly specialised medicine cases.
spitaluster.ch

Stellenbosch UNIVERSITY IYUNIVESITHI UNIVERSITEIT forward together sonke siya phambili saam vorentoe

The opportunity for medical students to complete part of their training in internal medicine under the supervision of accredited full-time specialists working at Mediclinic hospitals. A Memorandum of Agreement to provide postgraduate specialist training in specific disciplines at some of our hospitals.
sun.ac.za/english

CONNECTING TO OUR PARTNERS

HUG Hôpitaux Universitaires Genève

The opening of Switzerland's biggest day case clinic, scheduled for 2025, will enable our Swiss division and the University Hospitals of Geneva to allocate existing operating theatres for complex procedures requiring hospitalisation. A joint-stock company will manage the clinic's operation, with both partners holding equal shares and representation on a board of directors composed of six members.
chirurgie-ambulatoire.ch/en

University of Johannesburg

Student placements for clinical training and knowledge sharing on academic matters.
uj.ac.za

Universität Luzern

University of Zurich[UZH]

Training of medical students from the Joint Medical Master Programme at Klinik St. Anna while University of Zurich medical students can complete their training in several perioperative medicine modules at Klinik Hirslanden.
unilu.ch
uzh.ch

University of Nicosia

Fifth- and sixth-year medical students receive practical training at several of our Swiss hospitals and selected partners. The degree is fully recognised in Switzerland, as well as throughout Europe and North America, and is independent of the Swiss admission restriction.
med.unic.ac.cy

جامعة الشارقة University of Sharjah

An MoU primarily focused on placements for nursing and allied health professions.
sharjah.ac.ae

University of the Western Cape

Financial support for health science students, with the university to apply for approval to use Mediclinic facilities for student placements.
uwc.ac.za

Wits University Donald Gordon Medical Centre

Partnership with Wits University and management of Wits University Donald Gordon Medical Centre, the only private specialist training facility in South Africa and the largest and most successful solid organ transplant centre in the country.
dgmc.co.za

Key: = Switzerland = Southern Africa = The Middle East

SUSTAINABLE DEVELOPMENT

By nature, healthcare is intertwined with respect for the world in which we operate. Environmental, Social and Governance ('ESG') aspects are fundamental to our mission to achieve good health and wellbeing for society. We believe that responsible business not only strengthens our organisation's ability to provide quality clinical care and commendable client experiences, it also contributes to the wellbeing of the communities we serve. By embedding ESG concepts in our strategy and operations, we strengthen our commitment to enhancing the quality of life.



Klinik Im Park, Switzerland

OUR HIGHLIGHTS

BEST-LOVED BRAND

Identified as the strongest brand among healthcare service providers in the 2024 GfK Swiss Reputation Ranking and one of the top five employers in the industry, according to Universum

Acknowledged as the top hospital group for 2024 by Brand Finance Top 50 South African Brands and as a 2025 Top Employer, the only private hospital group recognised

Awarded UAE Healthcare Company of the Year by *Gulf Business* magazine





FOR PLANET

- Expanded number of hospitals recycling plastic with dedicated provider in Switzerland
- Nine boreholes sunk at hospitals in Southern Africa
- 22 hybrid vehicles acquired, of which 11 in the Middle East

FOR PEOPLE

- Launched new annual employee experience survey for the Group
- Biannual Lunch and Learn sustainability gatherings for employees in Switzerland
- Published 2024/25 Transformation booklet on diversity and inclusion initiatives in Southern Africa
- Signed a pledge to increase the representation of women in leadership roles in the Middle East



Signing of pledge to increase female leadership, the Middle East

OUR APPROACH TO SUSTAINABILITY

MEDICLINIC'S SUSTAINABLE DEVELOPMENT MISSION STATEMENT

'We commit to improving sustainability by managing our resources responsibly and efficiently to the benefit of our stakeholders and the environment.'



FROM ASPIRATION TO ACTION

To achieve greater wellbeing in the lives we touch, we extend our care beyond the services we provide. A focus on ESG matters is integral to our operations and forms part of our daily efforts.

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

Our strategy rests on three pillars:

Conserve – we protect natural resources and limit our impact on the planet
Connect – we forge strong relationships with our stakeholders that add value and unlock potential
Comply – we uphold ethical values and conduct business in a responsible manner

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

OUR SUSTAINABLE DEVELOPMENT GOVERNANCE STRUCTURE

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

RESPONSIBLE FOR

ACCOUNTABLE TO

ESG COMMITTEE	Responsible for: • good corporate governance; • a strong and achievable ESG strategy; and • monitoring progress against ESG goals. Reports to the Board on progress twice a year.
CHIEF OPERATING OFFICER	Responsible for coordinating the ESG strategy and related activities across the Group, which includes managing climate-related risks and opportunities.
GROUP SUSTAINABLE DEVELOPMENT FORUM	Comprising ESG representatives from across the Group, responsible for ensuring alignment and execution of the Group Sustainable Development Strategy in our operating geographies, the entrenchment of Group-wide best practices, and regulatory and legislative compliance.
DIVISIONS	Responsible for implementing and managing Group and divisional ESG actions to meet objectives.

SUPPORTING THE UN'S AGENDA FOR SUSTAINABILITY

The United Nations' Sustainable Development Goals ('SDGs') serve as a blueprint for a better future. Our purpose and strategic priorities align with several SDGs.



		EXAMPLE OF OUR CONTRIBUTION
3 GOOD HEALTH AND WELL-BEING	**GOAL 3: GOOD HEALTH AND WELLBEING** Our healthcare services enable the goals to reduce maternal mortality (SDG 3.1), end preventable deaths of newborns and children (SDG 3.2), reduce deaths from non-communicable disease (SDG 3.4), grow the health workforce (SDG 3.c) and strengthen the capacity to manage national and global health risks (SDG 3.d).	**Proactive and continuous investment in the future health workforce** See page 55
5 GENDER EQUALITY	**GOAL 5: GENDER EQUALITY** Mediclinic is committed to advancing gender equality in leadership roles (SDG 5.5).	**Target for gender diversity at management level** See page 53
8 DECENT WORK AND ECONOMIC GROWTH	**GOAL 8: DECENT WORK AND ECONOMIC GROWTH** Through innovation and digital transformation (SDG 8.2) we are transforming our services. We provide equal pay for equal work (SDG 8.5), take precautions to prevent forced and child labour (SDG 8.7) and implement steps to ensure the safety of the working environment (SDG 8.8).	**Employee health and safety governance in all geographies** See page 51
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION** Our approach to responsible resource management contributes to decreasing our material footprint (SDG 12.2.1), reducing food waste (SDG 12.3) and reducing waste generation (SDG 12.5). We are transparent about our practices and steps taken to improve, publishing our environmental data annually (SDG 12.6).	**Initiatives to reduce waste** See page 44
13 CLIMATE ACTION	**GOAL 13: CLIMATE ACTION** We are taking action to strengthen our capacity for managing climate-related risks (SDG 13.1) and to reduce our contribution to climate change (SDG 13.3). As we aim to become carbon neutral, we curtail greenhouse gas ('GHG') emissions every year.	**Investment in renewable energy sources** See page 43
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	**GOAL 16: PEACE, JUSTICE AND STRONG INSTITUTIONS** Through our governance structures and policies guiding business conduct, we champion moves to reduce corruption and bribery in all their forms (SDG 16.5).	**Confidential ethics lines in all geographies** See page 61
17 PARTNERSHIPS FOR THE GOALS	**GOAL 17: PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT** We support local government by entering into effective PPPs (SDG 17.17).	**Alleviating patient backlogs in public hospitals** See page 56



OUR FOCUS AREAS

DETERMINING WHAT MATTERS MOST

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

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

See page 39 for more on our SDG contributions







Mediclinic Parkview Hospital, the Middle East

The following material issues were identified, with a particular focus on carbon emissions and waste management.

Reducing environmental impact

1 Biodiversity
2 Carbon emissions
3 Climate change
4 Energy efficiency
5 Environmental management system ('EMS')
6 Waste management
7 Water use

Building stakeholders' trust

8 Client value proposition
9 CSI
10 Employee experience
11 Human rights
12 Supply chain

Being an ethical and responsible corporate citizen

13 Anti-corruption
14 Ethics
15 Healthcare infrastructure
16 Protection of information assets

To mitigate the risks associated with these key issues, they have either been embedded into our core business activities or are being actively managed by a dedicated department.

CONSERVE

REDUCING ENVIRONMENTAL IMPACT

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

THE YEAR IN GROUP NUMBERS[1]

Total Scope 1 & 2 CO_2 emissions in tonnes (t)

172 817

(CY23: 182 898)

Total energy consumption in gigajoules (GJ)[3]

1 274 646

(CY23: 1 343 776)

Total water usage in megalitres (ML)[2]

1 809

(CY23: 1 731)

Total healthcare general waste diverted from landfill (%)

65

(CY23: 60)

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

Notes

[1] Data reported in line with the 2025 Carbon Footprint Report and succeeds the data provided in the **2024 Corporate Profile**. We report on the data of the geographic regions in which we operate.

[2] Increase in water consumption mainly due to increased consumption at three hospitals in Switzerland, which is under investigation, and water leaks at a large hospital in the UAE.

[3] Decrease in energy consumption mainly due to a decrease in diesel consumption as a result of reduced load shedding in South Africa during CY24.

INVESTING IN BETTER ENVIRONMENTAL SUSTAINABILITY

APPROVED GROUP INVESTMENT

FY25 **$8.67M**

FY24 **$8.01M**



Solar panels on the roof of Mediclinic Meadows, the Middle East

CONSERVE

KEY DEVELOPMENTS IN 2024

- ✓ Commissioning of photovoltaic ('PV') and photovoltaic-thermal ('PVT') systems across the Group: one PV system in Switzerland, one PV and one PVT system in Southern Africa, one PV system in the Middle East
- ✓ A safety risk evaluation conducted at all the PV installations in Southern Africa
- ✓ Procurement of 22 hybrid vehicles across the Group: 11 in Southern Africa, of which seven for ER24, and 11 in the Middle East
- ✓ Friday Focus sessions to promote sustainability and energy efficiency within our hospitals in Southern Africa
- ✓ All Southern Africa hospitals and Corporate Office trained on the newly implemented Major Incident Management Framework
- ✓ Installation of laundry-water recycling plants at six hospitals in Southern Africa
- ✓ Hot-water plant upgrade and emergency and fire water installations at several premises in Southern Africa

RISKS TO THE BUSINESS

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

RISK MITIGATION

- Group Sustainable Development Strategy with the ambition to become carbon neutral and have zero waste to landfill
- Risk management process and systems of internal control embedded across the Group
- Implementation of policies governing risk management, sustainable development, the environment, health and safety, and waste management
- Implementation of Major Incident Management Framework in Southern Africa

REDUCING THE IMPACT OF CLIMATE CHANGE ON THE BUSINESS

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

The collection of quality data is key to us implementing projects that counter climate change. We have made significant progress in capturing and storing environmental data across the Group. We report on the steps we take to identify and manage climate-related risks, in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures ('TCFD'), in the 2025 Manta Bidco Limited Annual Report on pages 21–32.

READY TO RESPOND

Our Middle East division's commitment to emergency preparedness and business continuity was recognised by the Dubai Health Authority. The division's Environmental, Health, Safety and Sustainability ('EHSS') department undertook several internal and external training sessions, also sharing best practice knowledge with others.



CONSERVE

BECOMING CARBON NEUTRAL

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

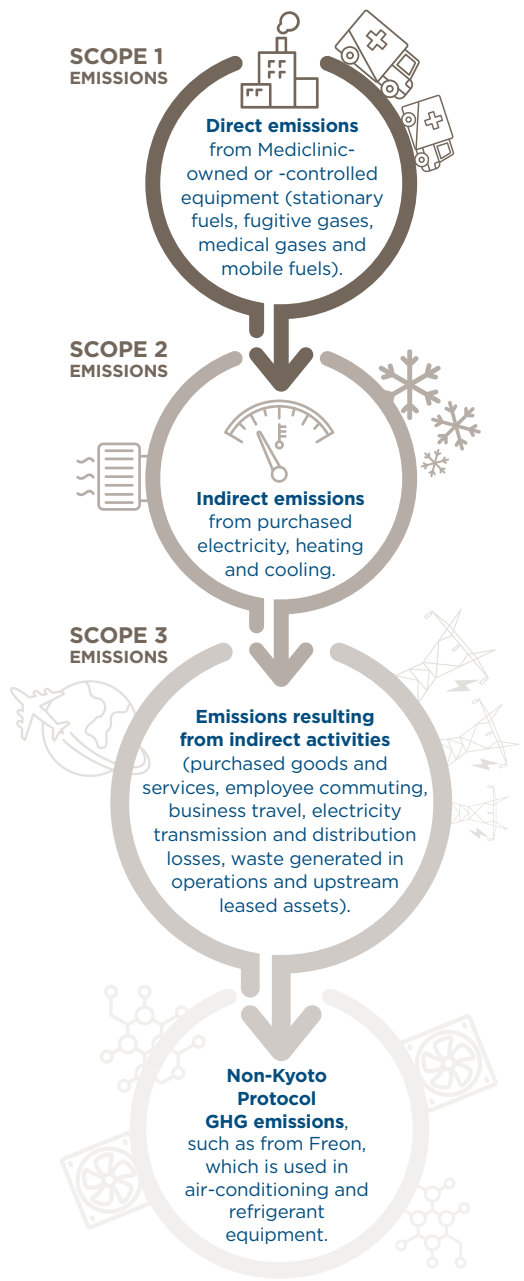
The boundary for carbon neutrality covers Scope 1 and 2 emissions. Our strategy to eliminate Scope 2 emissions includes the use of renewable or clean energy, as well as reducing electricity use through behavioural change and energy-efficient technology.

Our target to achieve carbon neutrality reflects our commitment to climate leadership and to aligning with the objectives of the Swiss Confederation's climate strategy, which aims to reach net-zero GHG emissions by 2050. This underscores our ambition to contribute meaningfully to the transition to a low-carbon economy in Switzerland and beyond.

Although we are advancing, we acknowledge that there is still much to accomplish.

CARBON EMISSIONS

Our divisions measure their carbon footprint using the GHG Protocol. These measurements cover Scope 1, Scope 2, Scope 3 and non-Kyoto Protocol GHG emissions.



ANAESTHETIC GASES

During 2024, our operations in the Middle East reduced the total carbon emissions from anaesthetic agents by 5% compared with the previous year, without any harm to our clients. Moreover, no Desflurane was used at all. In Southern Africa, the use of Desflurane decreased by 7% while total carbon emissions from anaesthetic gases decreased by 7%. Control strategies include elimination, substitution, engineering control, ultrasonic leak testing, administrative controls, and education and awareness. Currently, no immediate action is required in Switzerland due to the use of less-harmful gases.

ENERGY CONSUMPTION

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

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

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
• Purchased electricity from European hydroelectricity[1] for all hospitals and the Corporate Office • All hospitals registered as CO_2-reduced businesses and monitored annually by the Energy Agency of the Swiss Private Sector • Geothermal systems for heating at 2 hospitals • PV systems at 3 hospitals	• Procured renewable energy via wheeling at 2 hospitals • PV systems at 29 hospitals, PVT at 2 hospitals • Solar panels for water heating at 19 hospitals	• Purchased clean energy for all facilities in Abu Dhabi • PV systems at 2 clinics and 1 hospital • PVT system at 1 hospital

Note

[1] In Switzerland, our market-based hydroelectricity emissions are assumed to be zero, with a Certificate of Origin to support this assumption.

TOWARDS ZERO WASTE TO LANDFILL

Our Group Waste Management Policy outlines our objectives to refuse, reduce, reuse, recycle and recover. We follow stringent protocols to ensure waste management within the Group complies with all applicable legislation and regulations. During the 2024 calendar year, there were no incidents at our facilities or offices leading to significant spills.

TOWARDS A WORLD WITHOUT WASTE

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

	Rethink	Refuse	Reduce	Reuse	Recycle	Recover
WHAT	Employing circular economies to prevent waste	Stopping waste at the source	Decreasing amount of waste produced	Giving items another lease on life	Collecting waste materials to be turned into new products	Transforming waste into energy or a new substance
HOW	Suppliers reuse packaging materials, together with considering more responsible packaging	Plastic straws removed from kitchens and coffee shops, single-use plastic bottles replaced with glass	Reusable water tumblers and bottles provided to employees	Redundant furniture and IT equipment redeployed	Collection of recyclable materials such as paper, cans, and unavoidable and uncontaminated plastics	Organic waste is converted into biogas
IN 2024	 In Southern Africa, pharmaceutical suppliers reused packaging materials for the transportation of certain medication.	 **40** hospitals in Southern Africa eliminated all polystyrene take-away containers, single use plastic cutlery and plastic straws.	 The use of glassware in non-clinical areas in the Middle East significantly reduced waste from paper cups and saved in the region of AED105 000 across 7 hospitals.	 **135** NGOs in Southern Africa received furniture and equipment donations to the value of **ZAR5.5m**.	 **22 t** of sharps containers and **51 t** of glass vials were recycled in Southern Africa.	 **241 t** of organic waste processed into biogas in Switzerland.

CONSERVE

2 392 tonnes of waste recycled across all divisions

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
• Healthcare risk waste ('HCRW') transported by licensed companies and incinerated at waste stations • Separation bins for plastic recycling at 7 hospitals • Compactors for recycled paper	• HCRW transported and treated by licensed companies through autoclave sterilisation or incineration (anatomical waste) • Newster technology[1] implemented at 1 hospital • Recycling of sharps containers, glass vials and theatre caps and overshoes • Hazardous waste such as batteries and fluorescent tubes responsibly recycled at 32 hospitals	• Improved waste management: task force, waste scales, on-site segregation trials • HCRW, chemical waste handled by approved environmental service providers • Waste compactors

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



Mediclinic Al Jowhara, the Middle East

Ramping up recycling

In 2024, our facilities in the Middle East set ambitious recycling targets. Mediclinic Al Ain Hospital and Mediclinic Al Jowhara Hospital achieved remarkable success, increasing their recycling rates by 222% and 261%, respectively, compared with the previous year.

110

The number of newly designed bins deployed to improve waste segregation and recycling in the Middle East

UNLOCKING CIRCULAR ECONOMIES

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

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
EXISTING CIRCULAR APPROACHES		
• Recycling of single-use medical devices at 5 hospitals • Decommissioned uniforms donated • Food waste recovered for biogas production • Electronic waste recycling	• Decommissioned linen and towels donated • Pilot project to turn non-recyclable plastic waste from drip bags and theatre packaging into a resource • Off-site composting of food waste at some facilities, on-site composter at Corporate Office • Soil enhancer from composters incorporated into hospital gardens • Electronic waste recycling	• Aluminium foils from sterile packaging of single-use medical devices recycled • Decommissioned uniforms donated • Expired pharmaceuticals returned to suppliers • Electronic waste recycling
UNDER INVESTIGATION		
• Energy generation from treatment of HCRW through frictional heating technology • Hospital drop-off points for recycling of uniforms, e-waste • On-site composting • Liquid waste treatment in theatres and laboratories in the Middle East		

Healthy growth in waste recovery

In Southern Africa, 484 tonnes of organic waste was diverted from landfill in 2024 – a 282% increase from the previous year. Composters transform food scraps, peels and more into soil enhancer, which can be used to keep the gardens around facilities looking healthy.



CONSERVE

OUR ENVIRONMENTAL MANAGEMENT SYSTEM

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

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
• EMS implementation temporarily on hold • All hospitals but one part of H+ programme for occupational health and safety ('OHS')	• 43 of 50 hospitals ISO 14001-certified by British Standards Institute • Conducted ISO 14001 gap audits at 39 facilities, with average score of 89% compliance with EMS requirements	• ISO 14001 certification on hold due to investigation into the new JCI Global Health Impact requirements • Annual environmental, health and safety audits at all facilities • Annual business continuity audit for Abu Dhabi hospitals by the divisional EHSS department

USING AND REUSING WATER RESOURCES SUSTAINABLY

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

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
• Water-flow limiters on taps, water-saving valves in toilets • Water-efficient dishwashers	• Backup water storage facilities at all hospitals • Greywater systems installed at certain hospitals • Water-saving instruments in dishwashers, washing machines and autoclaves • Laundry-water recycling plants	• Operational water quantity and risk assessments in progress • Sensor taps in units • Condensation water from CSSD autoclaves used for irrigation

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

PROTECTING BIODIVERSITY

Keeping ecosystems intact is an essential measure in limiting climate change. The ISO 14001:2015 EMS provides a clear understanding of how our activities impact biodiversity, enabling us to take corrective measures. For each new building project, we undertake an environmental impact assessment to determine whether a more comprehensive assessment is required. In 2024, no new building projects required an environmental impact assessment. None of our owned, leased and managed facilities are in, or adjacent to, protected areas or areas of high biodiversity value.



Klinik Linde, Switzerland







CONNECT

BUILDING STAKEHOLDERS' TRUST

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

THE YEAR IN GROUP NUMBERS

Female representation in senior and middle management roles[1]

41.7%

(FY24: 40.8%)

Contribution to CSI

$7.8m

(CY23: $6.6m)

Note

[1] Disclosed on a financial-year basis.



KEY DEVELOPMENTS IN 2024

- ✓ Enhanced the employee value proposition through various attraction initiatives
- ✓ Launched the new listening approach through an annual employee experience survey and life cycle surveys across the employee journey
- ✓ Advanced gender diversity at senior management levels, exceeding the target, and progressed well towards the target for executive management level
- ✓ Achieved employment equity targets aligned with broad-based black economic empowerment ('B-BBEE') in Southern Africa
- ✓ Progressed well with the HR-related Emiratisation targets, aligned with the comprehensive Middle East Emiratisation strategy, through dedicated initiatives
- ✓ Pledged to increase female leadership representation in support of the UAE's Gender Balance Council initiative

RISKS TO THE BUSINESS

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

RISK MITIGATION

- Group Sustainable Development Strategy with social objectives
- Implementation of Mediclinic's Diversity and Inclusion Strategy
- Attraction and retention initiatives aligned with divisional context to address nursing shortage
- Effective and consistent execution of employee experience action plans
- Extensive training and skills development programmes
- Group learning academy with leading content to support performance and career advancement for all employees
- Collaboration between divisional learning teams to enhance learning opportunities and resource sharing
- Entrenchment of succession planning and development strategy towards identified key roles
- CSI initiatives monitored by senior management with feedback to ESG Committee
- Group Purchasing Organisation ('GPO') to secure products at reduced prices
- Five-year Group procurement vision to optimise end-to-end supply chain performance

CONNECTING TO OUR PEOPLE

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

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

WHAT MATTERS TO THEM

- Opportunities for employment and career progression
- Recognition and fair remuneration
- Flexible work arrangements
- An ethical, safe, fair and healthy working environment
- Optimal employee experience as part of a diverse, productive team empowered by an inclusive environment

ADDRESSED THROUGH

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

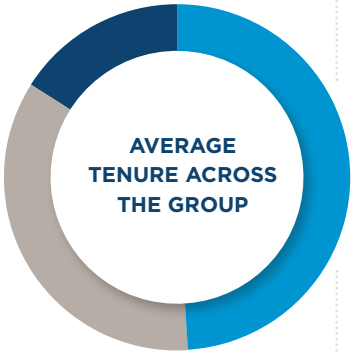




EMPLOYEE OVERVIEW

64.6%
of full-time employees across the Group involved in client care

$192m
average total Group monthly employee benefit and contractor cost



- **< 5 years:** 49.2%
- **5–14 years:** 35.0%
- **> 15 years:** 15.8%

FULL-TIME EQUIVALENTS[1] ('FTE') PER GEOGRAPHY AT 31 MARCH 2025

Group
38 338

20.4% — **Switzerland** — **7 820**

58.3% — **Southern Africa** — **22 339**

21.3% — **The Middle East** — **8 179**

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

CONNECTING TO OUR PEOPLE

RECRUITMENT

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

RETENTION

We optimise retention by providing opportunities for a diverse workforce to thrive and by creating an inclusive environment. Our retention strategies include employee wellbeing and investment in career growth and development through global learning frameworks and systems. Exit interviews are conducted in a safe, non-threatening manner to help us gain valuable insight into patterns that exceed healthy turnover benchmarks.

MATERNITY AND PATERNITY LEAVE

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

TABLE 3: MATERNITY AND PATERNITY LEAVE

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

Note

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

REMUNERATION, REWARDS AND BENEFITS

Our employees are remunerated in a manner that supports employee retention so that critical skills are protected. In line with our value of high performance, we reward eligible employees for achieving strategic objectives through a combination of short- and long-term incentives, with additional benefits offered in line with local practices and regulatory compliance.

TABLE 4: BENEFITS OFFERED TO PERMANENT EMPLOYEES

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

Notes

[1] Includes life and disability insurance, funeral cover and pension-backed mortgage loans.
[2] Gulf Cooperation Council ('GCC') pension contribution; death and disability cover offered.
[3] Offered due to local skills shortage.
[4] Offered to UAE nationals as incentive to attract and retain limited Emirati workforce.

CONNECTING TO OUR PEOPLE

TRAINING AND DEVELOPMENT

We offer training and development opportunities for all categories of employees at all levels. The focus is on developing clinical skills and a pipeline of leaders within Mediclinic.

Members of the Group and divisional learning teams work together to enable sharing of expertise and scalability of learning solutions across geographies.

TRAINING
REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
APPROXIMATE INVESTMENT[1]		
• 5.5% of payroll (CY23: 5.5%) (2.1% of which is spent on nurse training) • 417 244 hours[2], equating to 36 hours/employee (87 732 nurse learning hours)	• 3.3% of payroll (CY23: 3.0%) (2.6% of which is spent on nurse training) • 398 443 hours[2], equating to 24.4 hours/employee (172 095 nurse learning hours)	• 0.5% of payroll (CY23: 0.5%) (2.4% of which is spent on nurse training) • 131 779 hours[2], equating to 16.9 hours/employee (88 873 nurse learning hours)
LEADERSHIP TRAINING		
• 2 579 internal leadership courses completed • 33 external leadership courses completed	• 32 students registered for the Advanced Diploma in Health Services Management and Leadership, 2 for the Postgraduate Diploma • 151 students registered for Fundamentals in Health Services Management and Leadership • 173 participants in management studies • 292 employees completed in-house peer mentorship training • 50 nursing professionals completed preceptorship training	• 4 patient admin employees completed a mentorship programme • 119 nursing and allied professionals completed preceptorship programme • 4 EHSS employees earned the Diploma in Healthcare Emergency and Crisis Management

Notes

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

[2] Reflects time spent on employee development training, including knowledge, behaviour and skills.

To guide the divisions, we are designing a Group framework for management and leadership development. Ultimately, each division will adapt the approach and implement it according to the requirements of their specific context and environment.

PERFORMANCE MANAGEMENT

We prioritise performance conversations throughout the year and enable managers and leaders to optimise the quality of these conversations so individual and team performance contribute to organisational success. Measurable objectives are aligned with those of a function and, ultimately, a division, to help us achieve our Group strategic goals. During 2024, a new continuous performance management concept was approved and piloted in Mediclinic Group Services to test the blueprint before rolling out to the divisions.

This pilot also introduced the Accelerating Excellence Leadership Programme, which empowers leaders with the necessary skills to translate organisational goals into tangible objectives for their teams and to act as performance coaches. The pilot included the implementation of a digitised performance and development plan and a pulse survey to ensure we achieve the intended outcomes from an employee experience perspective.

SUCCESSION PLANNING

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

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

The Group Talent Review Committee actively reviews the bench strength, development momentum and diversity of pipelines twice a year to ensure the health of the succession management process and reports on the outcome to the Board's Nomination Committee.

LABOUR RELATIONS

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



CONNECTING TO OUR PEOPLE

EMPLOYEE EXPERIENCE

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

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

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

EMPLOYEE SURVEY

Feedback from employees enables us to gauge their engagement, enhance their holistic experience and address key themes identified across the Group. In May 2024, we ran a Company-wide survey, with results broadly in line with the healthcare industry. Mediclinic performed ahead of industry benchmarks in areas such as empowerment and accountability.

To gain ongoing insight into employee experience, we also implemented a listening strategy that encompasses regular opportunities to assess employee sentiment. Supplementing the annual survey, we gather feedback through multiple elements:

- Employee life cycle touchpoints such as candidate experience, onboarding, hiring manager and exit surveys
- *Ad hoc* surveys around specific needs

The platform moreover allows for pulse surveys, which can be activated if wished.

INSIDE THE EMPLOYEE SURVEY

MAIN AREAS ASSESSED

Engagement
Inclusion
Wellbeing
Intent to stay
Experience vs expectations



WELLBEING

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

REGIONAL INFORMATION

SAFETY

	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Health and safety governance	• Divisional safety, health and environmental ('SHE') committee • SHE committees at facility level and Corporate Office • Regular internal and external audits and quality control by Swiss Association for Quality and Management Systems and H+ Swiss Hospitals	SHE committees at facility level and Corporate Office	• Divisional SHE committee • SHE committees at facility level and Corporate Office • Participation in WHO Emergency Medical Teams global meeting
Sharps injury management and safety procedures	✔	✔	✔
Supplier compliance	Mandatory consideration for vendor selection and evaluation		
Inspections	Planned and unplanned visits by authorities	Planned and unplanned visits by authorities (Department of Labour, Department of Health and Office of Healthcare Standards Compliance)	Annual licensing by authorities subject to inspection
Audits	See Independent assurance on page 63		

CONNECTING TO OUR PEOPLE

REGIONAL INFORMATION

WELLBEING

	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Group wellbeing committee	• Group culture and value employee committee in charge of the My Care wellbeing programme • Healthy workspace committees in certain hospitals	Committee for employment equity, skills development and employee wellbeing established at Corporate Office and at each locality	• Divisional ESG Committee reports on wellbeing • Wellbeing initiatives guided by regional needs
Part-time work arrangements[1]	✔	✔	✔
Remote work arrangements[1]	✔	✔	✔
Purchase of additional leave	✔	✔	✔
Affordable, healthy on-site catering	✔	✔	✔
Free fitness facilities at some locations	✔	n/a	n/a
Occupational health services and primary care	Free online support for all employees	At most facilities	✔
Family planning	n/a	Based on local government agreements	n/a
Occupational health audits	✔	✔	✔
Wellbeing awareness drives and/or programmes	✔	✔	✔
Free and confidential employee assistance helpline	✔	✔	✔

Note

[1] Offered to qualifying employees.





A better workplace

Because comfort and safety in the workplace promote productivity, our division in the Middle East conducted a comprehensive ergonomic assessment survey in 2024. As a result, sit-stand desks were introduced for nine employees to alleviate physical strain and support long-term wellbeing. In addition, we created a wellness and calm corner at Mediclinic Al Noor Hospital where employees can recharge their batteries with a session in a massage chair, time on a treadmill or a game of table football.

Tuberculosis and HIV/Aids

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

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

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



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

CONNECTING TO OUR PEOPLE

INCLUSIVITY

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

WHY DO WE EMBRACE IT?

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

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

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

AT ORGANISATIONAL LEVEL

We have uniform gender and generational focus areas across all geographies, supplemented by division-specific diversity priorities. Over the past year, leadership actively monitored progress on gender diversity at senior management level. The Group diversity, equity and inclusion strategic framework was reviewed, adjusted and approved. It serves to guide the divisions, which are accountable for aligning and executing activities in their respective contexts.

Equal pay for equal work and work of equal value

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

OUR TARGETS

GROUP

At least 40% female and at least 40% male representation at senior management level throughout the organisation. This target was exceeded during 2024 (41.7% female) and new targets were set for female and ethnic representation at executive management level.

SOUTHERN AFRICA

Racial representation aligned with B-BBEE targets per occupational level

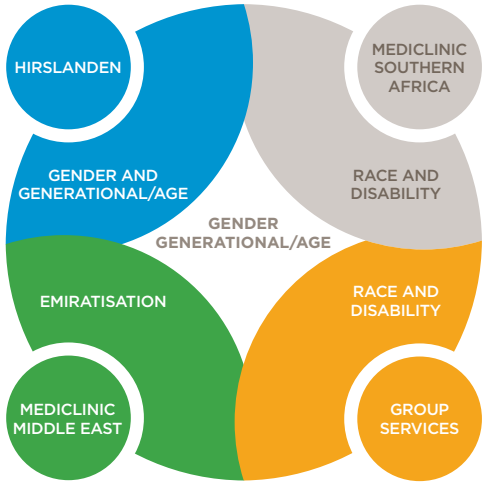
THE MIDDLE EAST

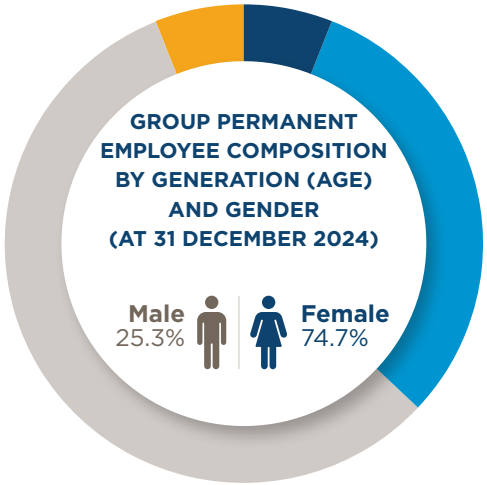
Emirati representation aligned with government targets

0.9% increase in female representation at senior management and executive level since last year



FIGURE 3: DIVISIONAL DIVERSITY FOCUS AREAS



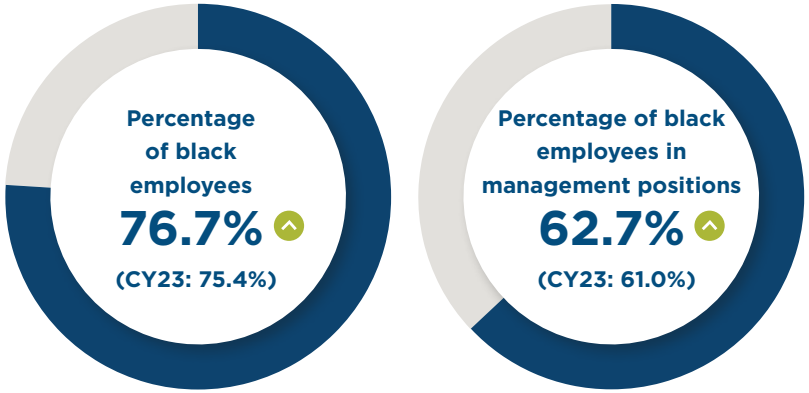


- **Traditionalists** Born 1945 or earlier (> 79 years) 0.0%
- **Baby Boomers** Born 1946–1964 (60–78 years) 5.0%
- **Generation X** Born 1965–1979 (45–59 years) 30.1%
- **Millennials** Born 1980–1996 (28–44 years) 57.0%
- **Generation Z** Born 1997 and later (< 28 years) 7.9%

CONNECTING TO OUR PEOPLE

TRANSFORMATION (SOUTH AFRICA)

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



In this geography, diversity and inclusion fuels our performance in areas of B-BBEE. It also drives our approach to enhance access to quality healthcare and collaborate with other stakeholders to achieve this goal. We are dedicated to improving our Level 3 B-BBEE compliance. In the past year, we have seen improvements across the elements, most notably in management control and preferential procurement.

PROGRESS CY24

- Actively sought to enhance representation across roles
- Cultivated inclusive leadership skills through the Transformation Engagement Programme ('TEP') for line managers
- Encouraged employee resource groups ('ERGs') to create a sense of belonging

FOCUS AREAS CY25

- Improve diversity representation
- Create an inclusive workplace through the TEP
- Expand ERG activities
- Commemorate diversity and inclusion-related days

EMIRATISATION (THE UAE)

To grow the Emirati workforce in the healthcare sector, the UAE Government has made a concerted effort, in collaboration with healthcare providers, to nurture students for future roles. In alignment with this governmental initiative and surpassing our commitment of 150 students, we supported the development of 172 Emirati students, who are gradually being integrated into our employee base.

In addition, we are also intensifying our efforts to retain the existing 550 Emirati employees, ensuring the continuity of our diversity initiatives. During the year, we increased our Emiratisation rate to 6.9% and received an award from Nafis, the UAE Government's official platform for the Emirati Talent Competitiveness Programme, for best practices in Emiratisation.

As part of its team of nine, our divisional executive committee in the Middle East has three Emiratis, one of whom, as Chief HR Officer, guides us on the topic of Emiratisation.

OUR TARGET FOR MEDICLINIC MIDDLE EAST

CURRENT **6.9%** TARGET BY MAR 2026 GRADUAL PERCENTAGE INCREASE IN LINE WITH GOVERNMENT GUIDELINES

PROGRESS CY24

- Continued to develop outreach programmes
- Established and nurtured collaborative relations with governmental institutions, which resulted in the intake of 172 Emirati students
- Continued to embed retention strategies that include comprehensive wellbeing programme and management development opportunities

FOCUS AREAS CY25

- Leverage academic affiliations through targeted initiatives that support the development of clinical talent
- Continue stakeholder collaboration to address challenges in the attraction and retention of Emirati talent in the private sector
- Continue to evaluate the full employee journey to create a culture of enablement and empowerment

CONNECTING TO COMMUNITIES

We help to build better communities by investing in social initiatives, providing training in healthcare careers and respecting human rights.

WHAT MATTERS TO THEM

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

ADDRESSED THROUGH

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









FUTURE WORKFORCE

Mediclinic supports students in external studies. We prioritise opportunities for healthcare professionals but also include other scarce skills required by the organisation. In 2024, we continued our investment in the healthcare workforce of the future. Furthermore, we extended opportunities to the community, for example, funding people with disabilities to obtain qualifications.

REGIONAL INFORMATION

SWITZERLAND

- Trained 1 129 students (CY23: 1 085) in several job functions
- Awarded 32 internships
- Arranged events and seminars for clinical networks to exchange knowledge

SOUTHERN AFRICA

- Awarded 46 bursaries for medical specialisations and allied health professions, with employment offered upon completion
- Training and Development function registered as a Private Higher Education Institution, with 112 students (CY23: 67) completing undergraduate programmes and 11 students (CY23: 4) completing the Advanced Diploma in Health Services Management and Leadership
- Funded learnerships for 70 young people with disabilities
- Funded IT/Data Science programmes for 12 unemployed youth
- Supported 93 students with work internships in various business fields

THE MIDDLE EAST

- Supported 11 undergraduate and 6 post-graduate external students with exposure in business units
- Trained 562 students and post-graduate trainees (CY23: 372), of which all but 8 had clinical placements
- Enriched 163 school children with exposure in the areas of medicine and nursing

CONNECTING TO OUR COMMUNITIES

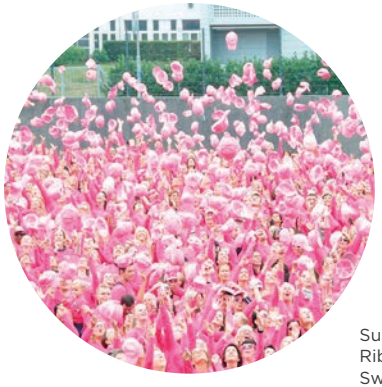
CORPORATE SOCIAL INVESTMENT

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

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

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
• Spent CHF3.3m (CY23: CHF3.1m), which includes: - Medical partnership with sporting teams and events - Support of civil society initiatives and community events - Non-profit partnerships - Support of Quality of Life Foundation in promoting and funding medical research	• Spent ZAR71.9m (CY23: ZAR74.3m), which includes: - Furniture and equipment donation - Emergency medical services and transport for indigent patients by subsidiary ER24 - 221 *pro bono* surgeries to reduce surgical backlog in state facilities - Donation to WWF	• Spent AED0.3m (CY23: AED0.3m), which includes: - Sponsorship of office space for the Emirates Cancer Society - Donation of car seats to babies born in Mediclinic hospitals on UAE National Day - Donation of medical equipment to the Pakistani Association in Dubai and 5 procedures for members in need



Support of Pink Ribbon Charity Walk, Switzerland

CONNECTING TO GOVERNMENTS AND AUTHORITIES

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

WHAT MATTERS TO THEM

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

ADDRESSED THROUGH

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

CONNECTING TO OUR SUPPLIERS

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

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

WHAT MATTERS TO THEM

- Equitable opportunities
- Fair negotiations
- Timeous payment

ADDRESSED THROUGH

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







OPTIMISED SUPPLY CHAIN

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

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

The Group Supply Chain Risk Management Policy outlines our vendor selection criteria, which covers legal requirements, sustainability expectations and information protection strategies, among others. Suppliers are reviewed during onboarding and regularly thereafter to ensure they comply with ISO 9000 and/or ISO 13485 quality management certification, relevant ISO certification of the products utilised, CE Medical Device Regulation certification[1] and/or certification by the Food and Drug Administration of the United States of America. Annually, we conduct desktop research checks and send due diligence questionnaires to a selection of suppliers to confirm if they have ESG strategies or related policies in place. Results determine if further consultation is required.

Managing and increasing spend under contracts is a key metric in procurement. We implemented a unified Group Contract Management solution that automates various processes such as contract registers, version control, standardised contract templates, approval workflows and renewals. By eliminating manual tasks and centralising contract-related activities, we use resources more efficiently. The new system ensures improved compliance with Mediclinic's policies and regulatory requirements. The design incorporates visibility into risk ratings, contract terms, obligations and milestones, enabling us to manage risks proactively.

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

Note

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

CONNECTING TO OUR SUPPLIERS

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

98% of procurement is done through local suppliers

See the Mediclinic Supply Chain Management Philosophy at www.mediclinic.com for more information

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
• Central logistics platform for daily distribution • Cooperation with German SANA hospital buying group to strengthen negotiations	• Centralised and standardised procurement department • Preferential procurement strategy based on supplier B-BBEE status	• Central logistics platform for daily distribution • Development of retail pharmacy structure to include home deliveries







HUMAN RIGHTS

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

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

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

MODERN SLAVERY AND HUMAN TRAFFICKING

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

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

COMPLY

FOCUS ON BEING AN ETHICAL AND RESPONSIBLE CORPORATE CITIZEN

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

THE YEAR IN GROUP NUMBERS

Calls to ethics lines[1]
278 ▲
(CY23: 178)

Investment in equipment replacement and property upgrades[2]
$173m
(FY24: $155m)

Investment in capital projects and new equipment[2]
$101m
(FY24: $158m)

Expenditure on repair and maintenance[2]
$97m
(FY24: $87m)

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

Notes
[1] Twenty high-priority cases were reported during the year and have been investigated and closed or are still in progress.
[2] Capital expenditure was audited by external auditor EY. Amounts are disclosed on a financial-year basis.

KEY DEVELOPMENTS IN 2024

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

RISKS TO THE BUSINESS

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

RISK MITIGATION

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

COMPLY

SUSTAINING EFFECTIVE AND TRANSPARENT GOVERNANCE

COMPANY POLICIES

The Group Corporate Governance Manual provides an overview of Mediclinic's governance principles and structures to ensure employees align with business objectives and ethical standards. It further summarises related Group policies and procedures to support decision-making and ensure we comply with applicable legislation and regulations.

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

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

GROUP TAX STRATEGY

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

See our Tax Strategy at www.mediclinic.com

GOVERNANCE OF ADVERTISING

REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
• Adherence to applicable legislation and guidelines • Communication and social media guidelines	• Adherence to applicable legislation and guidelines • Communication and social media guidelines	• Healthcare advertising regulated by the UAE Ministry of Health in Dubai and the Department of Health in Abu Dhabi, with advertisements requiring prior approval • Communication and social media guidelines

COMPLIANCE WITH CONSUMER PROTECTION LAWS

We adhere to all applicable consumer protection legislation. No significant complaints or breaches were reported during the 2024 calendar year.

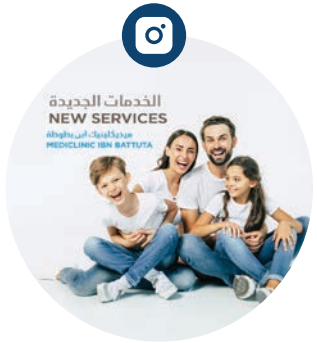
ANTI-COMPETITIVE BEHAVIOUR

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

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







COMPLY

PREVENTING BRIBERY, CORRUPTION AND CONFLICTS OF INTEREST

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

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

We conduct ethics campaigns across the Group to:

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

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

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

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

See our Ethics Code at www.mediclinic.com

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

MAINTAINING HIGH-QUALITY HEALTHCARE INFRASTRUCTURE

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

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



Clinique La Colline, Switzerland



Mediclinic Midstream, Southern Africa



Mediclinic Airport Road Hospital, the Middle East

COMPLY

PROTECTING INFORMATION ASSETS

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

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

The responsibility to safeguard Mediclinic's information assets rests with each of us. We have numerous initiatives for their protection and constantly evolve our cyber incident response plan and user awareness programmes. We conduct regular external audits and vulnerability assessments.

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

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

DATA PRIVACY

Data plays a critical role in improving the lives of our clients and the healthcare professionals who treat them. We have a robust Group-wide data privacy framework, which ensures compliance with all relevant data protection legislation in our countries of operation, including application of the European Union's General Data Protection Regulation ('GDPR'). We consistently improve our data protection measures wherever improvements are identified.

REGIONAL INFORMATION

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

OTHER JURISDICTIONS

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







INDEPENDENT ASSURANCE

SUSTAINABILITY ASSURANCE

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

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

INDEPENDENT ASSURANCE

Assurance output		Processes assured	Provider/ Standard
B-BBEE verification		B-BBEE	Empowerlogic, accredited by South African National Accreditation System
Compliance with Abu Dhabi Occupational Health and Safety Management System ('OHSMS') and local OHSMS regulator standards in all Abu Dhabi hospitals		Abu Dhabi OHSMS framework	Abu Dhabi Public Health Center, Department of Health OHS standards
Employee experience is measured annually through a market-leading solution.		Employee experience	Qualtrics

INDEPENDENT ASSURANCE

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

INDEPENDENT ASSURANCE

CLINICAL ACCREDITATIONS, CERTIFICATIONS AND INITIATIVES

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

ACCREDITATION			
AMERICAN COLLEGE OF EMERGENCY PHYSICIANS		In 2024, the Emergency Department of Mediclinic City Hospital was accredited as a Geriatric Emergency Department.	acep.org
COHSASA & INTERNATIONAL SOCIETY FOR QUALITY ASSURANCE IN HEALTHCARE ('ISQua')		COHSASA accredits all of our participating hospitals in Southern Africa. Accreditation assessments are based on detailed hospital standards and are validated by ISQua.	cohsasa.co.za
COLLEGE OF AMERICAN PATHOLOGISTS		The CAP evaluates the entire spectrum of laboratory test disciplines against the most scientifically rigorous customised requirements. In 2024, all three Bourn Hall Fertility Clinic laboratories received CAP accreditation.	cap.org
GENERAL CIVIL AVIATION AUTHORITY ('GCAA')		Aeromedical specialists authorised by the GCAA perform medical exams for flight crew and airline personnel.	gcaa.gov.ae/en/home
JOINT ACCREDITATION COMMITTEE ISCT-EUROPE & EBMT		Accreditation body JACIE was founded by the European Organisation for Blood and Marrow Transplantation ('EBMT') and the International Society for Cell & Gene Therapy ('ISCT'), the two leading international scientific organisations in stem cell transplantation. Klinik Hirslanden, which has held JACIE accreditation since 2017, is the only private hospital in Switzerland to do so.	ebmt.org/accreditation/about-jacie

ACCREDITATION			
JOINT COMMISSION INTERNATIONAL		JCI is a leader in healthcare accreditation and the author and evaluator of rigorous international standards in quality and patient safety. Most of our facilities in the UAE are accredited.	jointcommissioninternational.org
SURGICAL REVIEW CORPORATION		SRC is a non-profit, patient safety organisation that accredits the top hospitals and ambulatory surgical centres in the world. The fundamentals of an accreditation are intrinsic to the delivery of safe and effective patient care. In 2024, Mediclinic City and Mediclinic Parkview Hospitals received first phase accreditation as CoEs for endoscopy.	surgicalreview.org
WORLD HEALTH ORGANIZATION		WHO's Patient Safety Friendly Hospital Initiative ('PSFHI'), which is managed by the Ministry of Health and Prevention for the UAE, measures the commitment to patient safety across more than 130 criteria. Mediclinic City Hospital is the first private hospital in the country to receive PSFHI accreditation. In conjunction with UNICEF, WHO launched the Baby Friendly Hospital Initiative to encourage better breastfeeding support within hospitals. Mediclinic City and Mediclinic Parkview Hospitals received accreditation in 2024.	who.int

INDEPENDENT ASSURANCE

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

INITIATIVES			
CEMPLICITY		Cemplicity gathers and analyses patient feedback to offer insights into how care can be improved and help set actionable goals.	cemplicity.com
HIGH-RELIABILITY ORGANISATION		In 2022, we implemented the principles of an HRO through an agreement with JCI.	jointcommission international.org
INITIATIVE ON QUALITY MEDICINE ('IQM')		IQM promotes further improvements in medicine through innovative and efficient procedures, thereby setting new standards in quality. In Switzerland, quality measurements using routine data are based on the Swiss Inpatient Quality Indicators (CH-IQI). Our Swiss division has been applying these quality management criteria since 2012.	initiative-qualitaetsmedizin.de
NET PROMOTER SCORE®		NPS® measures customer experience and predicts business growth.	netpromotersystem.com
VERMONT OXFORD NETWORK		VON is a non-profit collaboration to improve neonatal care globally with data-driven quality improvement and research. Currently, 38 facilities in Southern Africa and six in the Middle East participate.	public.vtoxford.org

DATA SOURCES

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

REDUCING ENVIRONMENTAL IMPACT

		CY24	CY23	CY22	CY21	CY20
CARBON EMISSIONS (tonnes CO_2e)						
Scope 1 & 2						
Group	Total Scope 1 & 2	**172 817**[1]	182 898	205 281	211 969	226 048
	Total Scope 1 & 2 tCO_2e/FTE	**4.64**	5.00	5.74	6.25	n/a
Switzerland	**Scope 1:** Direct emissions	**4 861**[2]	5 868	7 303	6 670	4 780
	Scope 2: Indirect emissions from purchased electricity	**994**[3]	794	745	646	595
	Total Scope 1 & 2	**5 855**	6 662	8 048	7 316	5 374
	Total Scope 1 & 2 tCO_2e/FTE	**0.75**	0.84	1.00	0.94	0.72
Southern Africa	**Scope 1:** Direct emissions	**24 561**[4]	30 588	27 545	22 215	22 083
	Scope 2: Indirect emissions from purchased electricity	**118 986**	118 777	136 752	154 982	151 053
	Total Scope 1 & 2	**143 547**	149 365	164 297	177 197	173 136
	Total Scope 1 & 2 tCO_2e/FTE	**6.62**	7.06	8.04	9.32	10.96
The Middle East	**Scope 1**: Direct emissions	**4 855**[5]	6 094	9 714	5 771	3 869
	Scope 2: Indirect emissions from purchased electricity	**18 560**	20 777	23 222	21 686	43 379
	Total Scope 1 & 2	**23 415**	26 871	32 936	27 456	47 248
	Total Scope 1 & 2 tCO_2e/FTE	**3.04**	3.58	4.48	3.86	6.97

		CY24	CY23	CY22	CY21	CY20
CARBON EMISSIONS (tonnes CO_2e)						
Scope 3 indirect emissions (from supply chain, business travel and waste removal)						
Group		**97 892**[6]	117 128	72 768	59 585	54 278
Switzerland		**5 476**	7 742	7 365	5 809	143
Southern Africa		**73 813**	84 078	50 211	42 495	39 576
The Middle East		**18 603**	25 308	15 192	11 282	14 559
Non-Kyoto Protocol emissions (out of Scope emissions)						
Group		**3 620**	2 790	2 711	3 122	5 815
Switzerland		**73**[7]	0	0	0	0
Southern Africa		**1 943**[8]	1 500	1 563	2 292	3 180
The Middle East		**1 604**[9]	1 290	1 148	830	2 635
DIRECT AND INDIRECT ENERGY CONSUMPTION (GJ)						
Total energy consumption						
Group	Total GJ	**1 274 646**[10]	1 343 776	1 327 553	1 284 086	1 188 023
	GJ/FTE	**34.21**	36.74	37.10	37.84	36.02
Switzerland	Total GJ	**268 102**	274 785	298 056	296 876	260 807
	GJ/FTE	**34.14**	34.74	37.28	38.00	35.09
Southern Africa	Total GJ	**626 087**	685 613	664 469	662 447	652 818
	GJ/FTE	**28.86**	32.41	32.53	34.84	35.05
The Middle East	Total GJ	**380 457**	383 378	365 027	324 764	271 656
	GJ/FTE	**49.32**	51.07	49.61	45.70	40.08

Notes

1. Decrease in total Scope 1 and 2 emissions mainly due to a reduction in load shedding in South Africa and a reduction in the amount of mobile fuel consumed in Switzerland and the UAE.
2. Decrease in Scope 1 emissions due to a reduction in the fuel oil purchased. Fuel oil is purchased in bulk and only used for load tests, thus consumption is subject to year-on-year fluctuation.
3. Increase due to full year of reporting by Klinik Aarau since moving to district heating during CY23.
4. Decrease in Scope 1 emissions mainly due to a decrease in diesel consumption as a result of reduced load shedding in South Africa.
5. Decrease in Scope 1 emissions due to a reduction in the consumption of mobile fuel and medical gas.
6. Reduction in Scope 3 emissions mainly due to a decrease in business travel.
7. Emissions from biogas (stationary fuel used for heating) released during the combustion phase of biofuel which are not accounted for under Scope 1. This calculation was included for the first time in CY24.
8. Emissions from biomass (wheeled electricity) released during the combustion phase of biofuel which are not accounted for under Scope 2.
9. Increase in emissions as a result of increased use of refrigerant gas at Mediclinic Al Noor.
10. Decrease in total energy consumption attributable to a decrease in diesel consumption in Southern Africa and a decrease in mobile fuel consumed in Switzerland and the UAE.

DATA SOURCES

REDUCING ENVIRONMENTAL IMPACT

		CY24	CY23	CY22	CY21	CY20
DIRECT AND INDIRECT ENERGY CONSUMPTION (GJ)						
Direct energy produced						
Group		**15 343**[1]	10 689	9 119	4 620	3 021
Switzerland		**1 798**	1 544	2 993	3 063	1 584
Southern Africa		**10 167**	8 298	6 127	1 557	1 437
The Middle East		**3 378**	847	0	0	0
WATER USAGE						
Total water usage from utilities						
Group	kL	**1 808 974**[2]	1 730 521	1 721 162	1 684 707	1 647 749
	kL/FTE	**48.54**	47.32	48.10	49.65	50.18
Switzerland	kL	**394 978**[2]	350 370	354 175	344 500	366 648
	kL/FTE	**50.30**	44.29	44.29	44.09	49.33
Southern Africa	kL	**1 060 825**	1 062 190	1 079 496	1 086 815	1 029 058
	kL/FTE	**48.89**	50.21	52.68	57.16	55.25
The Middle East	kL	**353 171**[2]	317 961	287 491	253 391	252 042
	kL/FTE	**45.78**	42.36	39.07	35.66	37.19

Notes

[1] Increase due to increased solar energy production from PV installations in Southern Africa and the Middle East, and an additional facility in Switzerland reporting on geothermal energy for the first time.

[2] Increase in water consumption mainly due to increased consumption at three hospitals in Switzerland, which is under investigation, and water leaks at a large hospital in the UAE.

[3] Enhanced reporting covers building waste which could not be incinerated or recycled.

[4] Includes organic waste and waste recycled.

	CY24	CY23	CY22	CY21	CY20
WASTE (tonnes)					
Total healthcare general waste generated					
Group	**9 660**	9 084	11 665	12 597	9 503
Switzerland	**3 573**	3 573	3 669	3 668	1 019
Southern Africa	**3 789**	3 598	4 329	4 662	4 454
The Middle East	**2 297**	2 382	3 667	4 307	4 030
Total healthcare general waste to landfill					
Group	**3 331**	3 663	6 000	7 034	6 882
Switzerland	**276**[3]	0	0	0	0
Southern Africa	**1 108**	1 564	2 596	3 034	3 094
The Middle East	**1 947**	2 099	3 404	4 000	3 781
Total healthcare general waste diverted from landfill[4]					
Group	**6 328**	5 421	5 664	5 563	2 628
Switzerland	**3 297**	3 104	3 669	3 668	1 019
Southern Africa	**2 681**	2 034	1 733	1 588	1 360
The Middle East	**350**	283	262	307	249
Total healthcare general waste diverted from landfill (%)					
Group	**66**	60	49	44	28
Switzerland	**92**[3]	100	100	100	100
Southern Africa	**71**	57	40	34	31
The Middle East	**15**	12	7	7	6

DATA SOURCES

BUILDING STAKEHOLDERS' TRUST

		CY24	CY23	CY22	CY21	CY20
EMPLOYEES						
Full-time equivalents[1]						
Group		**36 776**	36 377	36 063	33 683	33 530
Hirslanden		**7 928**	8 049	8 208	7 996	7 815
Mediclinic Southern Africa		**20 616**	20 317	20 075	18 230	18 497
Mediclinic Middle East		**8 070**	7 843	7 619	7 321	7 071
Mediclinic Group Services		**162**	168	160	136	147
EMPLOYEE RETENTION						
New appointments vs terminations based on permanent employee turnover						
Group	Appointments	**5 035**	5 450	5 926	3 925	3 326
	Terminations	**4 983**	5 071	4 945	4 560	3 723
Switzerland[2]	Appointments	**1 535**	1 626	1 845	1 578	1 675
	Terminations	**1 800**	1 878	1 851	1 638	1 450
Southern Africa	Appointments	**2 342**	2 513	2 615	1 340	834
	Terminations	**2 168**	2 124	2 005	2 086	1 694
The Middle East	Appointments	**1 158**	1 311	1 466	1 007	817
	Terminations	**1 015**	1 069	1 089	836	579
Controllable employee turnover rate by geography (%)[3]						
Group		**n/a**	5.7	5.8	6.2	5.9
Switzerland[2]		**n/a**	4.3	5.0	4.8	7.8
Southern Africa		**n/a**	6.2	5.9	6.9	5.6
The Middle East		**n/a**	6.6	6.8	5.7	4.3

		CY24	CY23	CY22	CY21	CY20
EMPLOYEE RETENTION						
Employee turnover rate by geography (%)						
Group		**12.8**				
Switzerland		**18.4**				
Southern Africa		**14.3**				
The Middle East		**13.2**				
Return rate after maternity leave[4]						
Group	Employees on maternity leave	**1 245**	1 253	1 251	1 269	1 327
	Employees returned to work	**1 215**	1 166	1 160	1 170	1 295
	Retention rate (%)	**97.6**	93.1	92.7	92.2	97.6
Switzerland	Employees on maternity leave	**340**	345	371	352	349
	Employees returned to work	**325**	326	344	326	318
	Retention rate (%)	**95.6**	94.5	92.7	92.6	91.1
Southern Africa	Employees on maternity leave	**579**	588	589	668	744
	Employees returned to work	**567**	554	547	619	744
	Retention rate (%)	**97.9**	94.2	92.9	92.7	100
The Middle East	Employees on maternity leave	**326**	320	291	249	234
	Employees returned to work	**323**	286	269	225	233
	Retention rate (%)	**99.1**	89.4	92.4	90.4	99.6

Notes

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

[2] Prior to CY21, calculations excluded select French hospitals in Switzerland.

[3] The Company has decided to discontinue reporting on controllable turnover and will only report total turnover due to strategic realignment and data consistency.

[4] Data supplied for permanent employees.

DATA SOURCES

BUILDING STAKEHOLDERS' TRUST

EMPLOYEE ENGAGEMENT		CY24	CY23	CY22	CY21	CY20
Employee survey participation rate (%)[1]						
Group		**78**	n/a	82	84	77
Hirslanden		**54**	n/a	62	69	65
Mediclinic Southern Africa		**90**	n/a	93	89	78
Mediclinic Middle East		**90**	n/a	88	91	94
Mediclinic Group Services		**84**	n/a	95	97	97
Employee survey favourability score across key performance indicators (%)[2]						
Group	Employee engagement	**77**				
	Experience vs expectations	**86**				
	Intent to stay	**70**				
	Inclusion	**77**				
	Wellbeing	**75**				
Hirslanden	Employee engagement	**72**				
	Experience vs expectations	**83**				
	Intent to stay	**56**				
	Inclusion	**81**				
	Wellbeing	**81**				
Mediclinic Southern Africa	Employee engagement	**77**				
	Experience vs expectations	**86**				
	Intent to stay	**75**				
	Inclusion	**73**				
	Wellbeing	**70**				

EMPLOYEE ENGAGEMENT		CY24	CY23	CY22	CY21	CY20
Employee survey favourability score across key performance indicators (%)[2]						
Mediclinic Middle East	Employee engagement	**82**				
	Experience vs expectations	**88**				
	Intent to stay	**71**				
	Inclusion	**83**				
	Wellbeing	**80**				
Mediclinic Group Services	Employee engagement	**71**				
	Experience vs expectations	**78**				
	Intent to stay	**65**				
	Inclusion	**73**				
	Wellbeing	**73**				

Notes

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

[2] Following the introduction of the new employee survey, the Company has begun reporting on employee sentiment across five key performance indicators.

DATA SOURCES

BUILDING STAKEHOLDERS' TRUST

DIVERSITY AND INCLUSION		CY24	CY23	CY22	CY21	CY20
Permanent employees by age (%)						
Group	< 30 years	**12.6**	13.0	13.6	13.9	14.6
	30–50 years	**66.9**	67.0	66.6	66.1	65.8
	> 50 years	**20.5**	20.0	19.8	19.9	19.6
Hirslanden	< 30 years	**18.3**	18.4	19.3	20.0	19.7
	30–50 years	**54.3**	54.9	54.4	53.7	53.9
	> 50 years	**27.4**	26.7	26.3	26.4	26.4
Mediclinic Southern Africa	< 30 years	**10.8**	11.1	12.1	12.3	13.9
	30–50 years	**69.7**	69.5	68.5	67.9	67.0
	> 50 years	**19.5**	19.4	19.4	19.8	19.1
Mediclinic Middle East	< 30 years	**9.2**	9.8	9.2	8.9	9.3
	30–50 years	**77.7**	77.7	78.9	80.1	79.9
	> 50 years	**13.1**	12.5	11.9	11.1	10.8
Mediclinic Group Services	< 30 years	**7.6**	6.7	5.6	10.2	8.4
	30–50 years	**61.8**	65.5	69.4	67.9	68.5
	> 50 years	**30.6**	27.9	25.0	21.9	23.1

DIVERSITY AND INCLUSION		CY24	CY23	CY22	CY21	CY20
Permanent employees by generation (%)						
Group	Traditionalists	**0.0**	0.0	0.0	0.0	0.01
	Baby Boomers	**5.0**	6.1	7.4	8.9	10.2
	Generation X	**30.1**	31.0	32.2	33.5	34.5
	Generation Z	**7.9**	6.2	4.5	3.2	2.0
	Millennials	**57.0**	56.7	55.9	54.4	53.3
Hirslanden	Traditionalists	**0.0**	0.0	0.0	0.0	0.02
	Baby Boomers	**7.5**	8.9	10.6	12.3	14.3
	Generation X	**34.4**	34.4	34.9	35.0	35.3
	Generation Z	**13.3**	11.2	9.3	7.3	5.4
	Millennials	**44.8**	45.5	45.3	45.4	45.0
Mediclinic Southern Africa	Traditionalists	**0.0**	0.0	0.0	n/a	n/a
	Baby Boomers	**4.5**	5.8	7.2	8.8	9.9
	Generation X	**30.1**	31.4	32.8	34.6	35.4
	Generation Z	**6.0**	4.0	2.3	1.1	0.6
	Millennials	**59.4**	58.9	57.6	55.5	54.1
Mediclinic Middle East	Traditionalists	**0.0**	0.0	0.0	0.0	0.02
	Baby Boomers	**2.7**	3.1	3.6	4.3	5.2
	Generation X	**24.2**	25.5	26.8	28.9	30.7
	Generation Z	**5.0**	4.1	2.4	0.9	0.3
	Millennials	**68.0**	67.2	67.1	65.9	63.8
Mediclinic Group Services	Traditionalists	**0.0**	0.0	0.0	n/a	n/a
	Baby Boomers	**5.7**	7.3	7.5	8.1	8.4
	Generation X	**49.7**	50.9	52.5	50.7	53.8
	Generation Z	**5.1**	1.8	0.6	n/a	n/a
	Millennials	**39.5**	40.0	39.4	41.2	37.8

DATA SOURCES

BUILDING STAKEHOLDERS' TRUST

		CY24	CY23	CY22	CY21	CY20
DIVERSITY AND INCLUSION						
Permanent employees by gender (%)						
Group	Male	**25.3**	25.5	25.4	25.8	25.5
	Female	**74.7**	74.5	74.6	74.2	74.5
Hirslanden	Male	**24.1**	24.3	24.1	23.9	23.7
	Female	**75.9**	75.7	75.9	76.1	76.3
Mediclinic Southern Africa	Male	**19.3**	19.2	19.0	19.3	19.2
	Female	**80.7**	80.8	81.0	80.7	80.8
Mediclinic Middle East	Male	**38.2**	38.9	39.5	41.5	41.7
	Female	**61.8**	61.1	60.5	58.5	58.3
Mediclinic Group Services	Male	**40.1**	41.8	41.9	41.6	40.6
	Female	**59.9**	58.2	58.1	58.4	59.4
WELLBEING						
Work-related fatalities[1]						
Group		**2**	0	0	0	0
Switzerland		**0**	0	0	0	0
Southern Africa		**2[2]**	0	0	0	0
The Middle East		**0**	0	0	0	0
Absenteeism rate[3] (%)						
Group		**3.3**	3.4	3.7	3.8	3.9
Switzerland		**6.4**	6.5	6.3	5.3	5.3
Southern Africa		**3.2**	3.3	3.5	4.2	4.7
The Middle East		**1.1**	1.1	1.9	1.4	1.2

BEING AN ETHICAL AND RESPONSIBLE CORPORATE CITIZEN

	CY24	CY23	CY22	CY21	CY20
CALLS TO ETHICS LINES[4]					
Group	**278**	178	166	187	148
Switzerland	**17**	18	8	14	16
Southern Africa	**209**	130	118	132	115
The Middle East	**52**	30	40	41	17

Notes

[1] Excludes COVID-19-related fatalities.
[2] The fatalities resulted from a single motor vehicle accident.
[3] Actual days lost expressed as a percentage of total days scheduled to be worked by the workforce during the reporting period.
[4] Twenty high-priority cases were reported during the year and have been investigated and closed or are still in progress.

GLOSSARY OF TERMS

TERM	MEANING
A-CERT	anaesthesia quality certification of the Swiss Foundation for Patient Security in Anaesthetics
AI	artificial intelligence
B-BBEE	broad-based black economic empowerment
Board	the board of directors of Mediclinic Group Limited
CAP	College of American Pathologists
CO_2e	carbon dioxide equivalent
CoE	Centre of Excellence
COHSASA	Council for Health Service Accreditation of Southern Africa
Company	Mediclinic Group Limited
Controllable employee turnover	Controllable employment terminations for all permanent employees are determined by a subset of 12 criteria, but specially exclude a subset of six criteria such as death, contract expiry, absconding, poor health, retirement or personal reasons
CPC	Clinical Performance Committee
CSI	corporate social investment
CY23	the calendar year ended 31 December 2023
CY24	the calendar year ended 31 December 2024
CY25	the calendar year ending 31 December 2025
DKG	German Cancer Society (Deutsche Krebsgesellschaft)
EBMT	European Organisation for Blood and Marrow Transplantation
EC	emergency centre
EEA	European Economic Area
EHSS	environmental, health, safety and sustainability
EMS	environmental management system
ERG	employee resource group
ERR	executive ransomware response
ESG	environmental, social and governance
Ethics Code	Company's Code of Business Conduct and Ethics

TERM	MEANING
FDA	Food and Drug Administration of the United States of America
FTE	full-time equivalent
FY24	the financial year ended 31 March 2024
FY25	the financial year ended 31 March 2025
GCAA	General Civil Aviation Authority of the UAE
GCC	Gulf Cooperation Council
GDPR	General Data Protection Regulation of the European Union
GHG	greenhouse gas
GRI Standards	the GRI Sustainability Reporting Standards issued in 2016 by the Global Sustainability Standards Board, which represent global best practice for reporting publicly on a range of economic, environmental and social impacts
Group	Mediclinic Group Limited and its subsidiaries, including its divisions in Switzerland, Southern Africa and the Middle East
Group Executive Committee	the executive committee of Mediclinic Group Limited
GSB	Society of Skull Base Surgery (Gesellschaft für Schädelbasischirurgie)
HCRW	healthcare risk waste
HR	human resources
HRO	high-reliability organisation
ICSI	intracytoplasmic sperm injection
IPC	infection prevention and control
IQM	Initiative on Quality Medicine
ISCT	International Society for Cell & Gene Therapy
ISO	International Organisation for Standardisation
ISQua	International Society for Quality in Healthcare
IUI	intrauterine insemination
IVF	*in vitro* fertilisation

GLOSSARY OF TERMS

TERM	MEANING
JACIE	Joint Accreditation Committee ISCT-Europe and EBMT, the accreditation body for stem cell transplantation
JCI	Joint Commission International, an international quality measurement accreditation organisation, aimed at improving quality of care
LPG	liquefied petroleum gas
Mediclinic	Mediclinic Group Limited
MENA	Middle East and North Africa
Middle East	the Group's operations in the Middle East, trading under the Mediclinic brand, with Mediclinic Middle East Holdings (registered in Jersey) as the intermediate holding company of the Group's operations in Dubai and Abu Dhabi
MoU	memorandum of understanding
MS	multiple sclerosis
NGO	non-governmental organisation
NICU	neonatal intensive care unit
NPS®	Net Promoter Score®
OHS	occupational health and safety
OHSMS	occupational health and safety management system
PPP	public-private partnership
PREMs	patient-reported experience measures
PROMs	patient-reported outcome measures
PSFHI	Patient Safety Friendly Hospital Initiative
PV	photovoltaic, converting sunlight into electrical energy
PVT	photovoltaic-thermal

TERM	MEANING
SDGs	Sustainable Development Goals of the United Nations
SFCNS	Swiss Federation of Clinical Neuro-Societies
SHE	safety, health and environmental
Southern Africa	the Group's operations in South Africa and Namibia, trading under the Mediclinic brand, with Mediclinic Southern Africa (Pty) Ltd as the intermediary holding company of the Group's operations in South Africa and Namibia
Spire	Spire Healthcare Group plc
Switzerland	the Group's operations in Switzerland, trading under the Hirslanden brand, with Hirslanden AG as the intermediary holding company of the Group's operations in Switzerland
TCFD	Task Force on Climate-related Disclosures
TEP	Transformation Engagement Programme
UAE	the United Arab Emirates
UK	the United Kingdom of Great Britain and Northern Ireland
UN	the United Nations
VON	Vermont Oxford Network
WHO	World Health Organization

COMPANY INFORMATION

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

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GET IN TOUCH

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