



# CARE THAT GOES BEYOND



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## ABOUT THIS PROFILE

### Scope, boundary and reporting cycle

Mediclinic Group Limited ('Mediclinic' or the 'Company') produces this annual Corporate Profile in respect of the 2025 calendar year ('CY25'). In instances where data for the financial year ended 31 March 2026 ('FY26') is used, it is explicitly indicated. The Profile 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](http://www.mediclinic.com).



MESSAGE FROM THE GROUP  
CHIEF EXECUTIVE OFFICER

# A SHARED COMMITMENT TO CARE



In 2025, we reaffirmed our commitment to enhancing the quality of life of the communities we serve.

As we continued to strengthen the breadth, scope and quality of care across our operations, we also made deliberate progress in advancing our environmental, social and governance ('ESG') priorities – recognising that responsible and sustainable business practices are integral to long-term value creation in healthcare.

I am honoured to lead more than 38 000 Mediclinic employees who bring respect, compassion and excellence to their work every day. While not all are clinicians, they are united by a shared commitment to care. Whether through improving operational efficiency or safeguarding our natural resources, this shared purpose guides how we serve our patients, partners and communities.

This publication outlines our approach to managing the business responsibly and sustainably, and provides insight into the actions we are taking to support our people, our clients and the environments in which we operate. We remain dedicated to care that goes beyond our facilities, that exceeds expectations and that makes a lasting difference.

**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.

# 432 871

client experience surveys collected in FY26

### 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.

# 978 027

learning hours achieved in CY25

### TEAM ORIENTATED

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

# 77%

 employee score for sense of inclusion

AT A GLANCE

# A UNIQUELY INTEGRATED INTERNATIONAL HEALTHCARE 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.



### THE UNITED KINGDOM ('UK')

We have a 29.8% stake in Spire Healthcare Group, a leading independent hospital group with 38 hospitals and more than 60 clinics.  
[spirehealthcare.com](http://spirehealthcare.com)

### SWITZERLAND

Hirslanden, the largest private healthcare provider in Switzerland, is recognised for clinical excellence and outstanding client experience.  
[hirslanden.ch](http://hirslanden.ch)

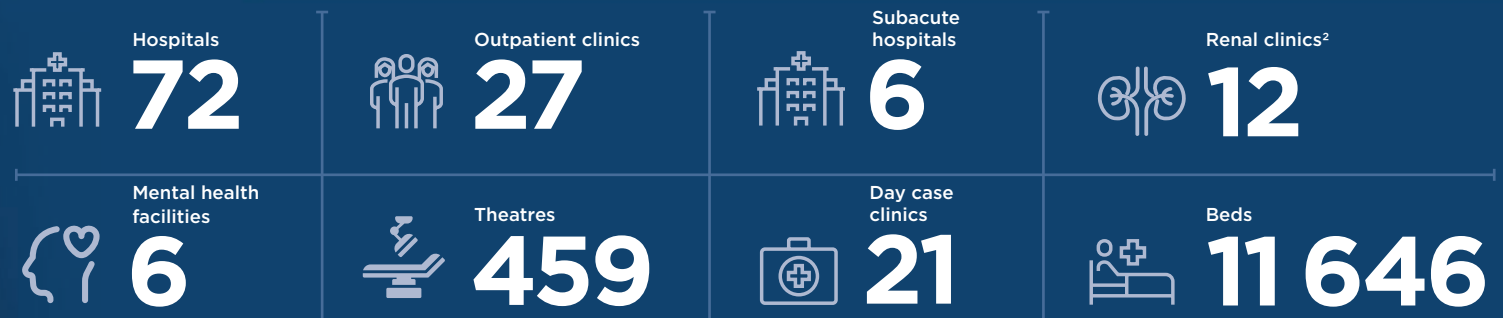
### THE MIDDLE EAST

Mediclinic Middle East is established as an integrated healthcare provider in the UAE, offering clinical care of internationally recognised standards.  
[mediclinic.ae](http://mediclinic.ae)

### SOUTH AFRICA AND NAMIBIA

Mediclinic Southern Africa, a leading private healthcare provider in the region, boasts highly specialised acute care infrastructure.  
[mediclinic.co.za](http://mediclinic.co.za)

## OUR OPERATIONS<sup>1</sup>



Notes

<sup>1</sup> As at 31 December 2025.

<sup>2</sup> In Southern Africa, we own 12 self-standing renal clinics. Dialysis is also offered at six units in Switzerland and, in the Middle East, two dialysis centres are operated as public-private partnerships ('PPPs').



1 634 510 inpatient cases<sup>1</sup> 

3 973 350 outpatient cases<sup>2</sup> 

 1 077 193 emergency centre cases

47 888 NEWBORNS<sup>3</sup> 


 134 RESEARCH PROJECTS INITIATED

# CY25 IN NUMBERS

## 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 5

### 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 14 to 26

### An environment that supports greater wellbeing

The health of our planet is fundamental to the health of our clients. We therefore take steps to lessen the impact of our business on the environment and to create a supportive and sustainable setting for our stakeholders.

 Learn more about our sustainability efforts on pages 27 to 52

#### Notes

- <sup>1</sup> Inpatient cases include day surgery/outpatient surgery cases in Switzerland and Southern Africa, and day surgery in the Middle East.
- <sup>2</sup> Outpatient cases refer to patients seen in outpatient medical clinics.
- <sup>3</sup> Newborns include stillbirths in Southern Africa.

# OUR HEALTHCARE ECOSYSTEM

Our interconnected network of care settings is built around our clients, enabling us to seamlessly manage care across our range of services in response to changing needs.

The healthcare landscape is transforming thanks to advances in medical knowledge, developments in technology and artificial intelligence ('AI'), an ageing population and a shortage of healthcare talent. As a Group, we leverage our strengths to address these shifts and harness the potential for more personalised care.



# OUR OPERATIONS

## SWITZERLAND

### FACILITIES



**16**  
hospitals

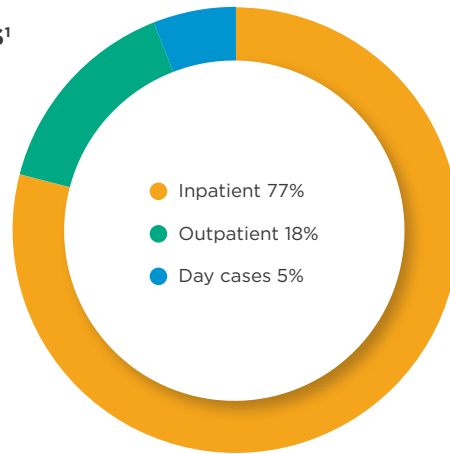


**5**  
day case  
clinics

### ADDITIONAL SERVICES

- + Precision medicine
- + Research and training

### CARE SETTINGS<sup>1</sup>



### SPECIALTY SPLIT<sup>1, 2</sup>

- Orthopaedics 39%
- Cardiology/cardiothoracic surgery 21%
- Internal medicine 17%
- Obstetrics and gynaecology 14%
- General surgery 4%
- Oncology 4%
- Radiology 1%

### WORLD-CLASS CARE

- 6 certified breast cancer centres at 8 locations • Comprehensive Cancer Centre at Klinik Hirslanden
- Prostate cancer centres at Klinik Hirslanden and Salem-Spital • Certified stroke centre at Klinik Hirslanden
- Tumour centre for range of cancers at Klinik St. Anna • Certified osteoporosis centre at Klinik St. Anna
- 4 cardiac centres • CART therapy at Klinik Hirslanden • Da Vinci robotic surgery at 9 hospitals
- Orthopaedic robotic surgery at 3 hospitals • CyberKnife at Klinik Hirslanden and Hirslanden Klinik Aarau
- Nuclear medicine at 5 hospitals • Stem cell transplants at Klinik Hirslanden • 6 dialysis units

### 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 breast cancer centres
- Swiss Federation of Clinical Neuro-Societies ('SFCNS') certification (2023-2028) - Klinik Hirslanden Stroke Centre
- German Society of Skull Base Surgery 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

<sup>1</sup> Based on FY26 revenue.  
<sup>2</sup> For Switzerland, specialty split is based on inpatient revenue only.

## OUR OPERATIONS

### SWITZERLAND<sup>1</sup>

#### Hospitals

- 1 AndreasKlinik Cham Zug<sup>2</sup>
- 2 Clinique Bois-Cerf
- 3 Clinique Cecil<sup>2</sup>
- 4 Clinique des Grangettes<sup>2</sup>
- 5 Clinique La Colline
- 6 Hirslanden Klinik Aarau<sup>2</sup>
- 7 Klinik Beau-Site
- 8 Klinik Birshof
- 9 Klinik Hirslanden<sup>2</sup>
- 10 Klinik Im Park<sup>2</sup>
- 11 Klinik Linde<sup>2</sup>
- 12 Klinik Permanence
- 13 Klinik St. Anna<sup>2</sup>
- 14 Klinik Stephanshorn<sup>2</sup>
- 15 Salem-Spital<sup>2</sup>
- 16 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)

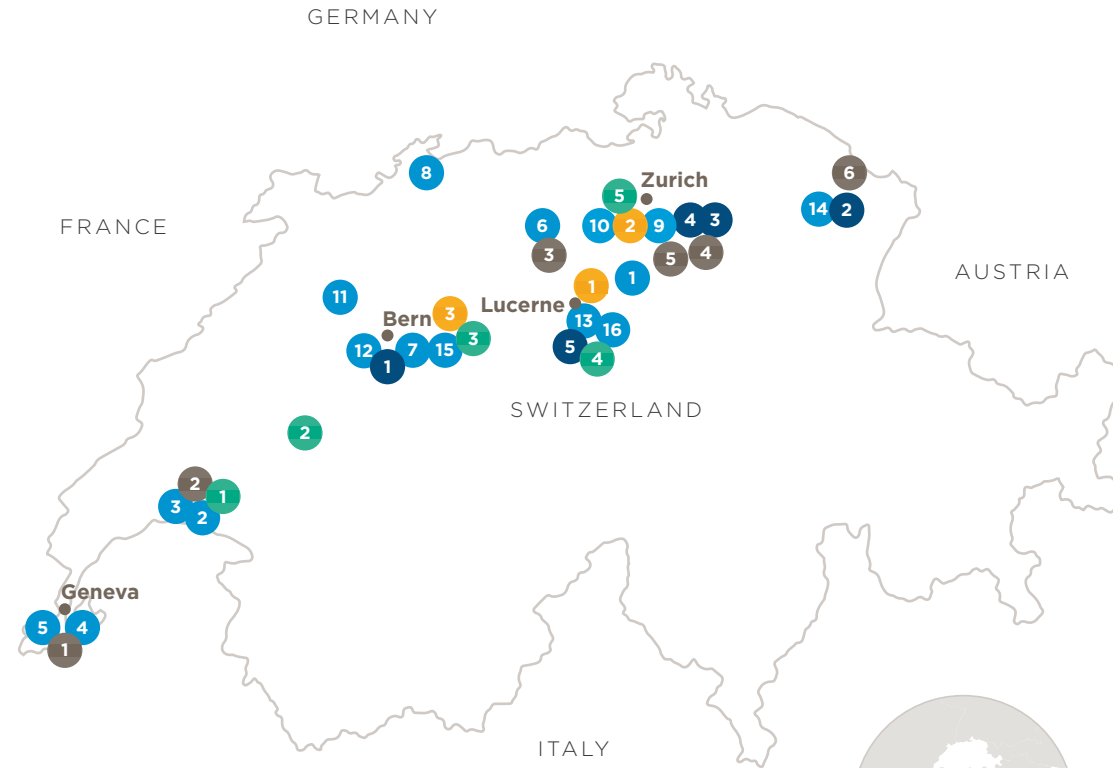
- 1 Integrierte Tagesklinik Luzern (St. Anna im Bahnhof)
- 2 Ärztehaus Seefeld Zürich
- 3 Integrierte Tagesklinik Wankdorf (Medical Center Wankdorf)

#### Radiology institutes<sup>3</sup>

- 1 Hirslanden Institut de radiologie de l'ouest lausannois
- 2 Institut für Radiologie Hirslanden (Medbase Düringen)
- 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

- <sup>1</sup> As at 31 December 2025.
- <sup>2</sup> Hospital with obstetrics department.
- <sup>3</sup> In addition to these independent units, Hirslanden also operates radiology institutes in all its own hospitals, with the exception of Clinique La Colline and Klinik St. Anna in Meggen.

OUR OPERATIONS

# SOUTHERN AFRICA

**FACILITIES<sup>1</sup>**

**50**  
hospitals

**6**  
subacute hospitals

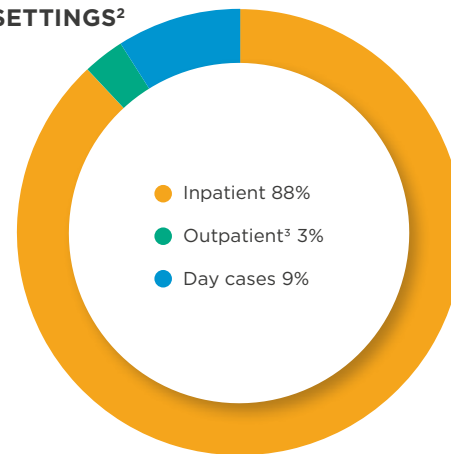
**15**  
day case clinics

**6**  
mental health facilities

**12**  
renal clinics

**50**  
ER24 branches and 23 sites on client premises serviced by ER24 Site Based Medical Solutions in South Africa

**CARE SETTINGS<sup>2</sup>**



**SPECIALTY SPLIT<sup>2</sup>**

- Internal medicine 33%
- Orthopaedics 18%
- General surgery 15%
- Obstetrics and gynaecology 9%
- Paediatrics 8%
- 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 (10 sites)
- + Mediclinic At Home (14 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
- Arthroplasty network
- 46 emergency centres ('ECs')
- 12 cardiac centres
- 2 electrophysiology centres
- Orthopaedic robotic surgery at 21 hospitals
- Da Vinci robotic surgery at 4 hospitals
- 38 NICUs<sup>5</sup> for high-risk infants that participate in VON<sup>6</sup>, the network for improved neonatal care
- 12 renal clinics – 7 for chronic dialysis
- Cancer centre at Mediclinic Constantiaberg as joint venture with Icon Oncology

**QUALITY ASSURANCE**

45 Mediclinic acute care facilities were inspected by OHSC<sup>7</sup> and found compliant, with 43 graded 'Excellent' and two graded 'Good'. Facilities perform self-assessments at least once per financial year and capture defined incidents on the Early Warning System of the OHSC site. Inspections commenced with hospitals providing acute care and will be rolled out to day clinics, mental health facilities, renal clinics and emergency medical services once audit tools have been developed.

**Notes**

<sup>1</sup> Includes Intercare facilities.  
<sup>2</sup> Based on FY26 revenue.  
<sup>3</sup> Includes revenue from Mediclinic Southern Africa and Intercare, but excludes revenue from ER24 and other continuum of care businesses such as dialysis and radiology.  
<sup>4</sup> Reflecting inpatient and day case admissions only.  
<sup>5</sup> Neonatal intensive care units ('NICUs').  
<sup>6</sup> VON is a non-profit collaboration to improve neonatal care globally with data-driven quality improvement.  
<sup>7</sup> Office of Health Standards Compliance ('OHSC'), a statutory body that assesses quality of care in South Africa.

## OUR OPERATIONS

### SOUTHERN AFRICA<sup>1</sup>

#### 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<sup>2</sup>

##### 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 Gariiep
- 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 Gariiep Renal Services
- 4 Mediclinic Milnerton Renal Services
- 5 Mediclinic Morningside Renal Services
- 6 Mediclinic Newcastle Renal Services (in-hospital only)
- 7 Mediclinic Panorama Renal Services (in-hospital only)
- 8 Mediclinic Pietermaritzburg Renal Services
- 9 Mediclinic Potchefstroom Renal Services
- 10 Mediclinic Vergelegen Renal Services (in-hospital only)
- 11 Mediclinic Victoria Renal Services
- 12 Wits Donald Gordon Renal Services (in-hospital only)

#### Subacute hospitals

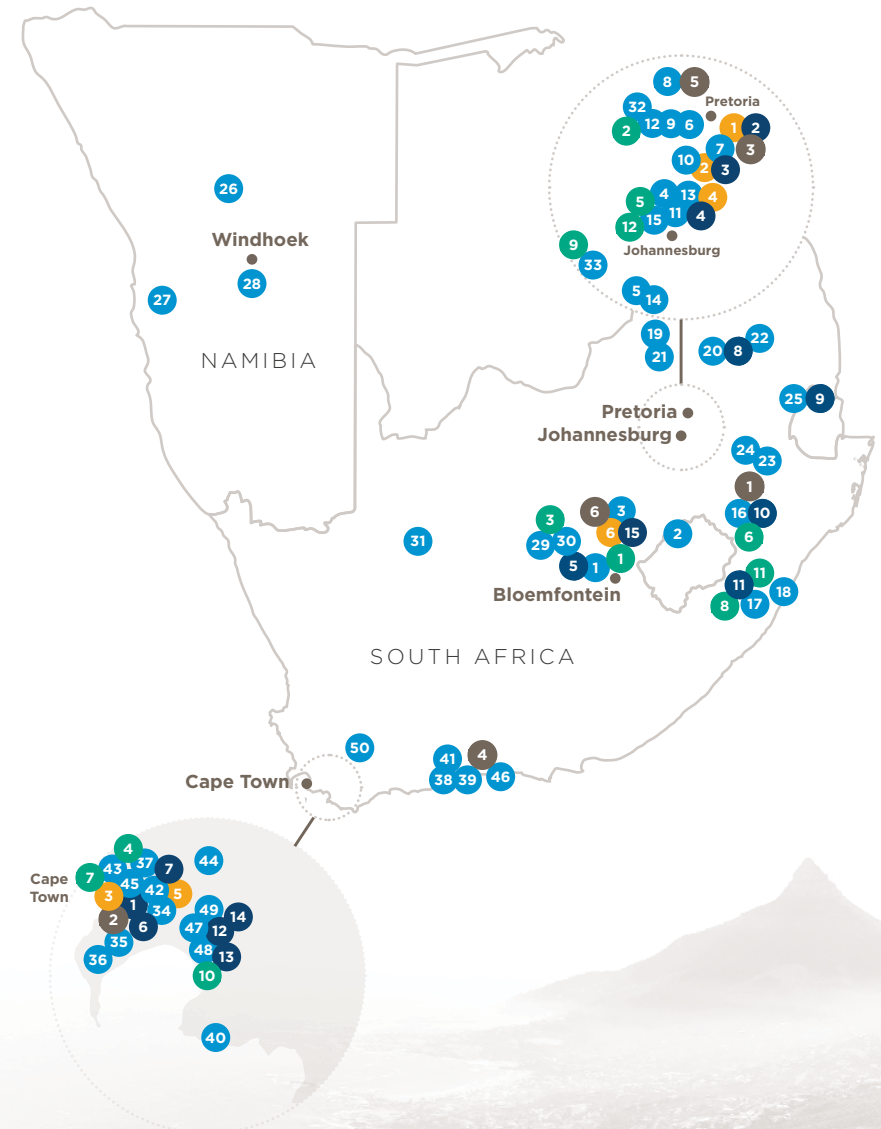
- 1 Intercare Hazeldean Physical Rehabilitation Hospital
- 2 Intercare Irene Physical Rehabilitation Hospital
- 3 Intercare Newlands Physical Rehabilitation Hospital
- 4 Intercare Sandton Physical Rehabilitation Hospital
- 5 Intercare Tyger Valley Physical Rehabilitation Hospital
- 6 Welkom Medical Centre Subacute Hospital

#### Mental health facilities

- 1 Kintsugi Psychiatric Hospital
- 2 Mediclinic Crescent Mental Health
- 3 Mediclinic Denmark 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 Pietermaritzburg Day Clinic
- 12 Mediclinic Stellenbosch Day Clinic
- 13 Mediclinic Vergelegen Day Clinic
- 14 Mediclinic Winelands Day Clinic
- 15 Welkom Medical Centre Day Hospital



#### Notes

<sup>1</sup> As at 31 December 2025.

<sup>2</sup> Associated company being equity accounted (Mediclinic Southern Africa holds 49.9%).

OUR OPERATIONS

# THE MIDDLE EAST

FACILITIES



6

hospitals



1

day case clinic



27

outpatient clinics

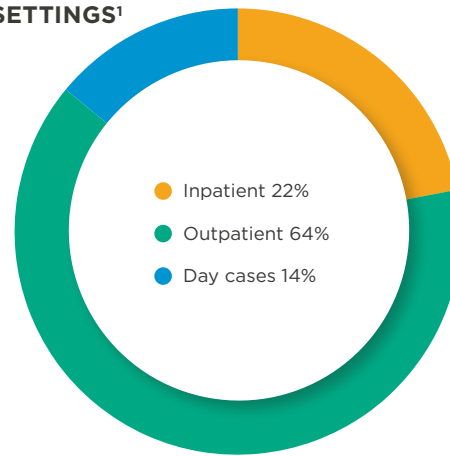
## WORLD-CLASS CARE

- Comprehensive Cancer Centres at Mediclinic City Hospital and Mediclinic Airport Road Hospital
- 7 cardiology units<sup>3</sup>
- 3 cardiac centres
- Da Vinci robotic surgery at Mediclinic City Hospital
- Stroke centre at Mediclinic City Hospital
- 5 NICUs for high-risk infants that participate in VON, the network for improved neonatal care
- Transplant centre at Mediclinic City Hospital
- 2 dialysis centres as PPPs
- Virtual Care Collaboration Centre

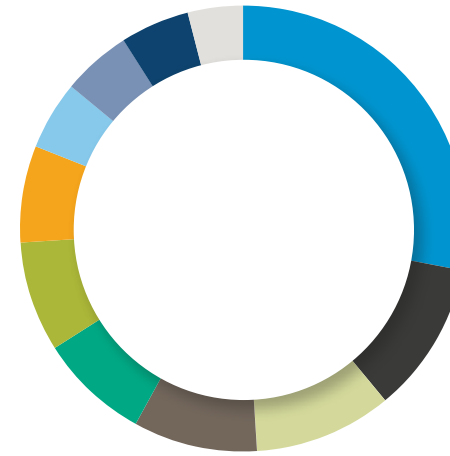
Notes

<sup>1</sup> Based on FY26 revenue.  
<sup>2</sup> Reflecting inpatient and day case admissions only.  
<sup>3</sup> Al Jowhara Hospital does not have a catheterisation laboratory and does not offer interventional cardiology.  
<sup>4</sup> College of American Pathologists ('CAP').  
<sup>5</sup> Surgical Review Corporation ('SRC').

CARE SETTINGS<sup>1</sup>



SPECIALTY SPLIT<sup>1</sup>



ADDITIONAL SERVICES

- + Virtual care and digital health: Telemedicine | Remote patient monitoring | Chronic disease management
- + In vitro fertilisation ('IVF')
- + Home care
- + Precision medicine
- + Renal dialysis
- + Mediclinic app
- + Research and medical education

QUALITY ASSURANCE

- CAP<sup>4</sup> 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 IVF clinics
- JCI Academic Medical Center accreditation for Mediclinic City Hospital
- 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 ('AHA')/MENA Stroke Organisation – certified comprehensive stroke centre at Mediclinic City Hospital
- AHA certification final stage – comprehensive chest pain centre and acute stroke readiness at Mediclinic Airport Road Hospital and primary chest pain centre at Mediclinic Al Ain Hospital
- Centre of Excellence ('CoE') accreditation by SRC<sup>5</sup> – specialised units in metabolic and bariatric surgery and minimally invasive

- gynaecology at Mediclinic Airport Road Hospital; minimally invasive gynaecology surgery, multidisciplinary endometriosis and prostate treatment at Mediclinic Welcare Hospital; endoscopy and surgical proctology at Mediclinic City Hospital; endoscopy at Mediclinic Parkview Hospital
- Asia Pacific Hernia Society accreditation for hernia surgery CoE at Mediclinic Parkview Hospital
- Baby Friendly Hospital Initiative accreditation for Mediclinic City Hospital and Mediclinic Parkview Hospital
- General Civil Aviation Authority accreditation for aviation medicine at 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
- Accreditation Commission for Health Care – Ayadi Home Healthcare
- Federal Authority for Nuclear Regulation – approved use of radiation-emitting equipment in all hospitals and clinics

## OUR OPERATIONS

### THE MIDDLE EAST

#### Hospitals

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

#### Day case clinic

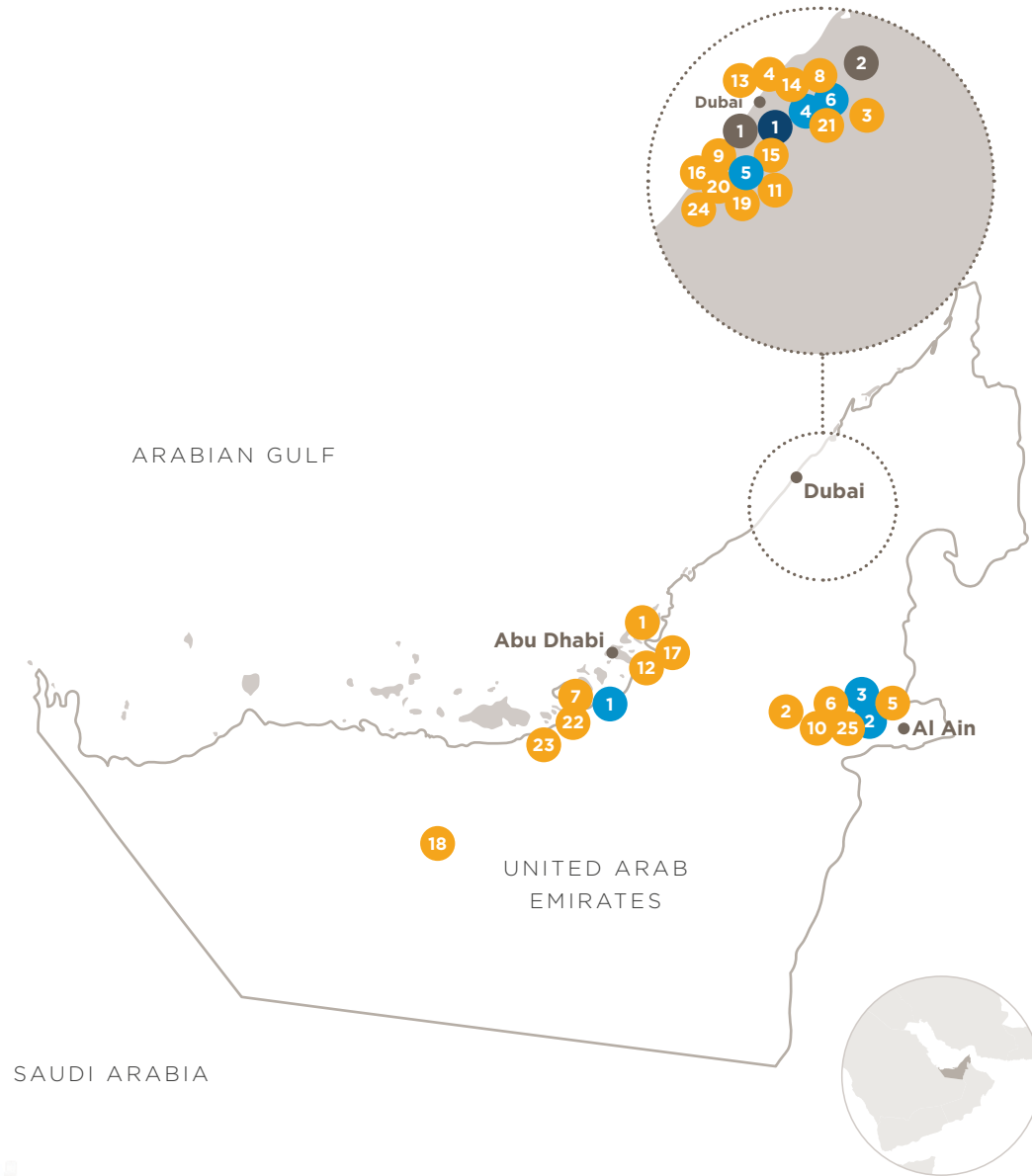
- 1 Mediclinic Dubai Mall

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



**Note**  
<sup>1</sup> As at 31 December 2025.



OUR STAKEHOLDERS

# RELATIONSHIPS THAT MATTER



## CLIENTS

Our purpose is to improve the wellbeing of our clients. Through structured feedback channels such as surveys, focus groups and dedicated client experience teams, we amplify the voice of the client and build enduring relationships.

[See page 18](#)

## COMMUNITIES

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

[See page 45](#)

## 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 38](#)

## 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 48](#)

## 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 23](#)

### MEDIA

To respond proactively to industry-related news and sustain our professional reputation, we issue press releases 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 21](#)

### 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 of ethically sourced products. Factory visits, business reviews, contract negotiations and trade fairs enable responsible business dealings.

[See page 47](#)

### 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.

### NON-GOVERNMENTAL ORGANISATIONS ('NGOs')

We collaborate with NGOs and community partners to strengthen public health and sustainability outcomes through joint initiatives, volunteering and knowledge-sharing.





# CLINICAL SERVICES




Our pursuit of clinical excellence is driven by our clients. At the heart of our efforts is the desire to do one thing: enhance the quality of life. 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.

# 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 19


## CLINICAL OUTCOMES



We actively pursue superior clinical performance and the best clinical outcomes

See page 17

## COST



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

### OUR OBJECTIVE FOR CY26

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

#### IN CY25

- Scaled client advisory groups across all divisions to strengthen client engagement and insight
- Bolstered client experience through implementation and expansion of patient-reported experience measures ('PREMs') surveys, translating client feedback into targeted actions and quantifiable service improvements
- Sustained improvements in Net Promoter Score® ('NPS®') performance
- Delivered measurable progress in Emergency Centre NPS®, with results demonstrating a positive upward trend
- Embedded client-centred behaviours through targeted training and coaching

### OUR OBJECTIVE FOR CY26

- To provide excellent clinical care consistently

#### IN CY25

- Improved patient safety by addressing specific focus areas in each division
- Prioritised nurse training, with a focus on basic and specialised nursing care
- Addressed nursing turnover through multiple interventions, including orientation and mentorship
- Rolled out Constant Drug Safety Strategy in Switzerland, which has demonstrated measurable and sustainable improvement in medication safety

### OUR OBJECTIVE FOR CY26

- To provide care at a predictable and affordable cost

#### IN CY25

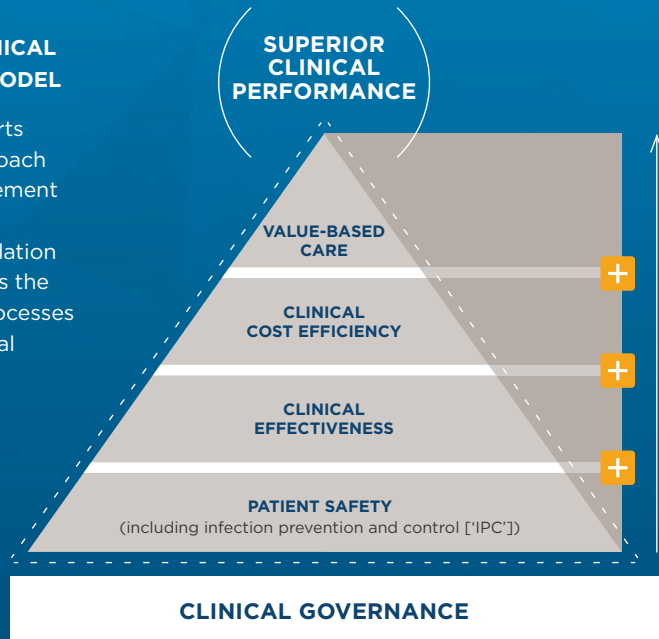
- Operating Model Review undertaken to improve efficiency
- Further embedded the enhanced recovery process ('ERP') framework at Klinik Hirslanden across three indications and implemented ERP in spinal surgery at one hospital, in orthopaedic surgery at two hospitals
- Optimised electronic nursing documentation in Switzerland, which led to time-saving for nurses

# 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. The Clinical Performance Committee ('CPC'), which is a subcommittee of the Board, has been replicated 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**

### CLINICAL PERFORMANCE COMMITTEE

A Board subcommittee that monitors clinical performance. 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, thereby supporting 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

ACCOUNTABLE TO

RESPONSIBLE FOR



## 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 pages 54-55 for more on independent assurance

**20+** clinical accreditations, certifications and care initiatives

# WORLD'S BEST HOSPITALS FOR 2026

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



- 200 000+ HOSPITALS AROUND THE WORLD
- 100 000+ MEDICAL EXPERTS INVITED TO SURVEY
- 70 000+ HOSPITAL RECOMMENDATIONS
- 2 530 HOSPITALS RANKED
- 250 TOP HOSPITALS WORLDWIDE IDENTIFIED

One of our hospitals ranked in the top 250 globally:

**56** Klinik Hirslanden, Switzerland (2025: 65)

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

Mediclinic City Hospital



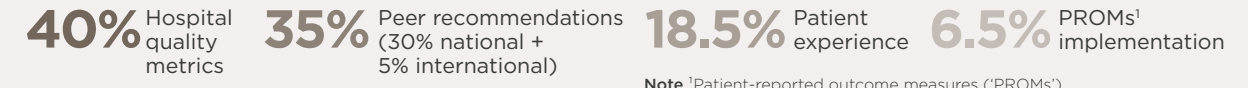
### WORLD'S BEST SMART HOSPITALS

Two of our hospitals rank among the top 350 facilities acknowledged for excellence in implementing new medical technology:

- Klinik Hirslanden, Switzerland
- Mediclinic City Hospital, the UAE



### SCORING MODEL



Note <sup>1</sup>Patient-reported outcome measures ("PROMs").

# CONNECTING TO OUR CLIENTS

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

## OUR CLIENTS SEEK

- Easy access to safe, high-quality and cost-effective healthcare
- Care delivered in the most appropriate setting for their needs
- Clear, accurate and timely information about their treatment
- The ability to make informed decisions about their healthcare
- A seamless and personalised healthcare experience
- Protection of personal information and respect for client rights
- Efficient communication and well-coordinated operations
- Courteous, empathetic and individualised care

## HOW WE RESPOND

- Structured patient rounding (purposeful, regular check-ins with clients) during hospital stays
- Dedicated client experience teams supporting our facilities
- 24-hour helplines to provide immediate support
- Structured and efficient service recovery processes
- NPS® feedback mechanisms
- Engagement through social media, health awareness initiatives and community campaigns
- Client-centred product and programme development
- Client advisory groups and corporate engagement platforms
- A values-driven approach to managing client feedback and complaints

Through these initiatives, we embed patient-centred care into our operations and remain committed to delivering safe, compassionate and high-quality healthcare.



## CONNECTING TO OUR CLIENTS

### PUTTING CLIENTS FIRST

To better serve our clients, we are committed to understanding their needs through continuous engagement. By leveraging the insights we gain, we deliver personalised, timely healthcare solutions that optimise wellbeing in the lives we touch. Our approach is holistic, focusing on the individual rather than the condition alone.

In 2025, the Service Excellence Standards project set out to establish principles that could guide our employees in client interactions. We gathered the core teams and subject matter experts across all three divisions for collaborative workshops and formulated five standards that speak to the Group's strategy, values and cultural transformation:

- 1 Deliver Premium Experience
- 2 Connect with Purpose
- 3 Own It Together
- 4 Serve with Empathy
- 5 Keep Growing

These standards are underpinned by our organisational values and have been translated into 86 expected behaviours.

We are now preparing the way to implement these Service Excellence Standards and have selected six pilot sites in Switzerland, Southern Africa and the Middle East. With Learning and Development teams leading execution, the first quarter of 2026 was designated for assessment of the standards, training approach and key performance indicators ('KPIs'). The outcomes will shape a comprehensive implementation toolkit so we can make the five Service Excellence Standards part of our unique brand of care Group-wide.



## CLIENT EXPERIENCE

Client experience encompasses the full range of interactions individuals have with Mediclinic, whether related administrative processes such as billing and appointment scheduling or interactions within clinical settings across the continuum of care.

To ensure that we consistently meet and exceed client expectations, we continuously measure client experience. Insights generated from these surveys enable us to identify key experience drivers and translate client feedback into meaningful service improvements.

### THE YEAR IN GROUP NUMBERS

TOTAL CLIENT EXPERIENCE SURVEYS COLLECTED	432 871	(FY25: 335 615)	▲
AGGREGATED NPS® <sup>1</sup>	61	(FY25: 59)	▲
NPS® INPATIENT	55	(FY25: 53)	▲
NPS® EC	51	(FY25: 46)	▲
NPS® DAY SURGERY	67	(FY25: 65)	▲
NPS® OUTPATIENT	61	(FY25: 60)	▲

**Note**

<sup>1</sup> The international benchmark for NPS® is 30, with scores above 30 considered great.

### ENHANCING CLIENT EXPERIENCE THROUGH NPS®

We are committed to continually improving how our clients experience care. We therefore use NPS® to understand how they feel about the service they receive. Their feedback helps us identify opportunities for improvement and ensures we maintain the highest standards.

By expanding NPS® across the continuum of care, we hear from clients at every touchpoint. These insights enable us to make better decisions, resolve issues promptly and strengthen relationships, supporting long-term, sustainable growth.

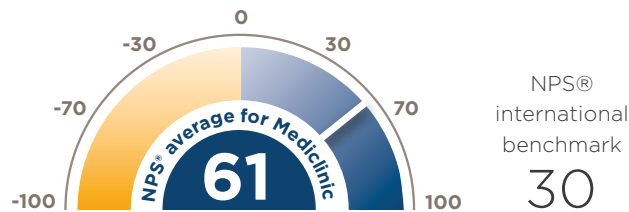
Our targeted improvement efforts within the ECs focused on regular communication and leadership following up with patients. Using detailed unit-level client experience data, we implemented tailored interventions rather than a one-size-fits-all approach. In 2025, this approach delivered measurable progress, with a clear upward trend. The improvement practices are now embedded so each division can sustain and build on the momentum.

The exceptionally high NPS® of 73 achieved by our division in Switzerland is a source of pride. With overall improvement in NPS® across the Group, we continue to advance our goal of delivering a premium experience.

**TABLE 1: NPS® FOR THE FINANCIAL YEAR**

		GROUP	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Aggregated NPS®	FY25	59	72	50	54
	FY26	61	73	53	55

**SCORING**  
 -100-0 Needs improvement  
 Above 0 Good  
 Above 30 Great  
 Above 70 Excellent



### 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 reporting on patient experience at divisional level.

After discharge, we survey clients on key aspects of the healthcare journey to gain meaningful insight into their needs and preferences. This enables us to identify what matters most to our clients and to implement targeted service improvements. By actively listening to our clients and responding to their feedback, we continue to enhance the quality, safety and personalisation of care at every touchpoint.

From 1 April 2024, we implemented a new platform to support the collection and analysis of PREMs. The platform, featuring a real-time dashboard, uses advanced text analysis to evaluate feedback sentiment. Results can be viewed at facility, unit and service-line level, enabling teams to pinpoint areas for improvement and respond in a timely manner.

Clients across the continuum of care in Southern Africa and the Middle East are invited to participate in PREMs surveys. In the Middle East, clients utilising our virtual care services are also surveyed and, in Southern Africa, the ER24 pre-hospital services form part of the surveying process from 1 April 2025.

Switzerland is not yet included in the Group surveying process, as technical challenges with the provision of anonymised client data to the external service provider required the Hirslanden customer relationship management system to first be replaced. Client surveying was therefore managed through the division's PROMs service provider.

### INSIDE THE PREMs SURVEY

Validated, customised survey sets are used for the respective service settings. Areas covered include: admission/registration process, noise levels, meals, nurses, physicians, tests and treatments, discharge process, and overall experience (treated with dignity and respect).

In the ER24 pre-hospital surveys, questions also cover the call centre experience, while virtual care and outpatient surveys incorporate questions on appointment booking.

### NUMBER OF FACILITIES SURVEYED PER SERVICE LINE

**EC 67 | Day case 83 | Inpatient 74 | Outpatient 129**  
**Renal care 15 | Mental health (Southern Africa) 16**  
**Virtual care (the Middle East) 7**

**TOP THREE THEMES IDENTIFIED**

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

### SERVICE RECOVERY

The previous year, we had introduced a QR code linked to a short survey, which provides near real-time insights to facility teams, enabling immediate intervention when service gaps are identified. In 2025, the QR code was scanned 63 559 times, generating 39 538 responses. Feedback was acknowledged and addressed within an average turnaround time of two hours, with performance tracked to drive responsiveness and continuous improvement. All feedback was analysed in alignment with the PREMs methodology to ensure consistency in reporting and insights.

# 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 are 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



## CONNECTING TO OUR MEDICAL PRACTITIONERS

**5 270+** THE NUMBER OF PARTNER MEDICAL PRACTITIONERS THAT ARE ACTIVELY INVOLVED IN TREATING PATIENTS IN SWITZERLAND AND SOUTHERN AFRICA

REGIONAL INFORMATION	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
Employment	<ul style="list-style-type: none"> <li>Mostly self-employed admitting medical practitioners; some hospital-employed specialists (e.g. anaesthetics, internal medicine and emergency medicine)</li> <li>Radiology, nuclear medicine and radiation oncology services typically hospital-owned and operated</li> </ul>	<ul style="list-style-type: none"> <li>Independent, self-employed admitting practitioners (excluding emergency medicine in certain ECs)</li> <li>Independent radiology, laboratory and oncology services</li> </ul>	<ul style="list-style-type: none"> <li>Most medical practitioners employed by Mediclinic</li> <li>Laboratory and radiology services owned and operated by Mediclinic</li> </ul>
Clinical quality	<ul style="list-style-type: none"> <li>Medical practitioners registered with Swiss Government's medical registry and affiliated via strict credentialling and clinical committee review</li> <li>Medical practitioners evaluated annually against clinical quality metrics and KPIs, such as case numbers, infections, re-operations and liability cases, with anomalies investigated by management</li> <li>Anonymous reporting channels for concerns; persistent underperformance can result in de-accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Medical practitioners registered with Health Professions Council of South Africa or Health Professions Council of Namibia, working within defined clinical scopes</li> <li>Performance against clinical quality metrics and KPIs overseen by CPCs (hospital clinicians, general managers and regional/ Corporate Office teams)</li> </ul>	<ul style="list-style-type: none"> <li>Medical practitioners licensed by UAE regulators (Dubai Health Authority, Department of Health ['DoH'] Abu Dhabi)</li> <li>Performance evaluated against clinical quality metrics and KPIs, including peer/patient feedback, incidents and quality-related complaints</li> <li>Clinical privileges are reviewed annually based on activity levels and additional skills obtained</li> <li>Medical directors and Clinical Quality Patient Safety Committees investigate complaints, which are addressed through counselling, remediation, privilege review or termination</li> </ul>



# CONNECTING TO OUR PARTNERS

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



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



**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



**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



**CENTRAL JOHANNESBURG TVET COLLEGE**  
Opportunity to place interns in Mediclinic.  
cjc.edu.za



**CENTRAL UNIVERSITY OF TECHNOLOGY**  
A Memorandum of Agreement ('MoA') to provide renal technologist training.  
cut.ac.za



**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



**DURBAN UNIVERSITY OF TECHNOLOGY**  
An MoA to provide nursing training at Mediclinic Pietermaritzburg.  
dut.ac.za



**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



**FREE STATE DOH**  
An MoA to place Mediclinic nursing students in public facilities for clinical training.  
www.health.fs.gov.za



**GASTROCENTRO LUGANO**  
Patients in Ticino benefit from rapid access to specialised gastroenterology diagnostics and, when needed, advanced treatment within the Hirslanden hospital network.  
gastrocentrolugano.ch/en-gb



**GAUTENG DOH**  
An MoA to place Mediclinic nursing students in public facilities for clinical training.  
www.gauteng.gov.za/health



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



**HIGHER COLLEGES OF TECHNOLOGY**  
An MoU to primarily facilitate placements in the nursing and allied health professions.  
hct.ac.ae/en



**+** HOSPITAL@HOME

Partnership to provide selected patients with hospital-equivalent treatment and monitoring in the comfort of their own home, enabling earlier discharge from hospital while maintaining high medical standards.  
hospitalathome.ch



**+** KHALIFA UNIVERSITY

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



**+** KLINIK 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



**+** LIMPOPO DOH

An MoA to place Mediclinic nursing students in public facilities for clinical training.  
www.ldoh.gov.za



**+** 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



**+** MOHAMMED BIN RASHID UNIVERSITY ('MBRU')

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 MBRU 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



**+** MPUMALANGA DOH

An MoA to place Mediclinic nursing students in public facilities for clinical training.  
www.mpuhealth.gov.za



**+** PFLEGEZENTRUM ENNETSEE

Management of the centre, ensuring high-quality long-term and supportive care services for patients requiring professional nursing and residential care.  
pfze.ch



**+** 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

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



**SPITAL USTER**

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**

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. An MoA to provide postgraduate specialist training in specific disciplines at some of our hospitals.  
sun.ac.za



**TSHWANE UNIVERSITY OF TECHNOLOGY**

An MoA to provide nursing training at Mediclinic Muelmed.  
tut.ac.za



**UAE UNIVERSITY**

An MoU to train medical students and to enhance research cooperation.  
uaeu.ac.ae/en



**UNIVERSITY HOSPITALS OF GENEVA ('HUG')**

The opening of Switzerland's biggest day case clinic, scheduled for 2026, will enable our Swiss division and HUG 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



**UNIVERSITY OF LUZERN & UNIVERSITY OF ZURICH**

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.  
unic.ac.cy/med



**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.  
dgmcc.co.za



# SUSTAINABLE DEVELOPMENT

As healthcare providers, the principle of ‘doing no harm’ guides not only our patient care, but also how we operate as a business. ESG is central to our mission and embedded in our strategy and operations, shaping how we deliver quality care, enhance client experience and support community wellbeing.

Klinik Im Park,  
Switzerland

# 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

Because care is at the heart of our services and values, it shapes how we run our business. A focus on ESG is embedded in our work and underpins our daily decisions, priorities and actions.

While we have come a long way on our sustainability journey, we continue to consistently monitor our impact and explore ways to improve.

#### Our strategy rests on three pillars:

- Conserve** - we protect natural resources and minimise our impact on the planet
- Connect** - we forge strong stakeholder relationships 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 customised plans that enable us to focus on local issues.

### OUR SUSTAINABLE DEVELOPMENT GOVERNANCE STRUCTURE

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



# SUPPORTING THE UN'S AGENDA FOR SUSTAINABILITY

Our purpose to enhance the quality of life aligns with the United Nations' Sustainable Development Goals ('SDGs'). Mediclinic's strategic priorities support several SDGs.



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).

## EXAMPLE OF OUR CONTRIBUTION

**Proactive and continuous investment in the future health workforce**

See page 45



Mediclinic is committed to advancing gender equality in leadership roles (SDG 5.5).

**Target for gender diversity at management level**

See page 43



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 for the safety of the working environment (SDG 8.8).

**Employee health and safety governance in all geographies**

See page 42



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 34



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 pages 33-34



In our governance structures and policies guiding business conduct, we take a zero tolerance approach to corruption and bribery in all their forms (SDG 16.5).

**Confidential ethics lines in all geographies**

See page 51



We support local government by entering into effective PPPs (SDG 17.17).

**Alleviating patient backlogs in public hospitals**

See page 46

# OUR FOCUS AREAS

## DETERMINING WHAT MATTERS MOST

Every three years, we reconsider our focus areas so that the top priorities directly benefit the sustainable development of our business and our stakeholders. The Group Executive Committee and ESG Committee approve changes within the three-year cycle as needed, supported by an annual management review that considers relevance, risk, resource dependence, reporting requirements and global sustainability frameworks.

Our material issues can be divided into three major objectives:



### Reducing environmental impact

- 1 Climate change impacts on the business  
( See page 32)
- 2 Carbon emissions and energy usage  
( See pages 33-34)
- 3 Waste management  
( See pages 34-35)
- 4 Water stewardship  
( See page 36)



### Building stakeholders' trust

- 5 Client value proposition  
( See page 15 and pages 19-20)
- 6 Employee experience, including diversity and inclusion  
( See pages 39-44)
- 7 Responsible supply chain and due diligence in human rights  
( See pages 47-48)



### Being an ethical and responsible corporate citizen

- 8 Anti-corruption  
( See page 51)
- 9 Ethical business practices  
( See pages 50-51)
- 10 Protection of information assets  
( See page 52)
- 11 Healthcare infrastructure  
( See page 51)



The key issues for each have been embedded into Mediclinic's core business activities or are being actively managed by dedicated departments and specialist teams that proactively identify risks, implement robust mitigation measures and eliminate risks where feasible.

# CONSERVE

## REDUCING ENVIRONMENTAL IMPACT

Protecting planetary health is part of how we help our clients and employees lead healthier lives, reduce cost and risk, and support community wellbeing. We continuously assess new technologies and strengthen our practices on the path to becoming a carbon-neutral organisation.

### THE YEAR IN GROUP NUMBERS<sup>1,2</sup>

Total Scope 1 & 2 CO<sub>2</sub> emissions in tonnes (t)

**178 191** ▼

(CY24: 181 096)

Total energy consumption in gigajoules (GJ)

**1 267 737** ▼

(CY24: 1 274 646)

Total water usage in megalitres (ML)

**1 727** ▼

(CY24: 1 809)

Total healthcare general waste diverted from landfill (%)

**69** ▲

(CY24: 65)

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

#### Notes

<sup>1</sup> Data reported in line with the 2026 Carbon Footprint Report and succeeds the data provided in the 2025 Corporate Profile. We report on the data of the geographic regions in which we operate.

<sup>2</sup> For detailed data and comments on the changes, consult the Data section on pages 56-57.



Battery storage for solar energy at Mediclinic Milnerton, South Africa

## CONSERVE

### KEY DEVELOPMENTS IN CY25

- ✓ Two photovoltaic ('PV') systems and one photovoltaic-thermal ('PVT') system commissioned in Southern Africa, one PV and one PVT system approaching completion in the Middle East
- ✓ Battery energy storage system ('BESS') for solar power in Southern Africa
- ✓ Budget approval for energy monitoring system in Switzerland to optimise consumption
- ✓ Long-term agreement for renewable energy concluded at two hospitals in Southern Africa
- ✓ Procurement of 27 hybrid vehicles across the Group: 10 in Southern Africa, of which six for ER24, and 17 in the Middle East
- ✓ Boosted water resilience in Southern Africa through boreholes and emergency water-storage tanks
- ✓ Recycling rates in Southern Africa increased significantly from 71% to 77%, reflecting strengthened segregation and recycling practices across hospital operations
- ✓ Increase of 19% in waste diverted from landfill through recycling in the Middle East

### RISKS TO THE BUSINESS

- Business interruptions due to adverse weather
- Increased operational costs
- Reputational damage
- Impact of carbon tax and climate change legislation
- Fines and penalties

### RISK MITIGATION

- Group ESG 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
- Major Incident Management Framework in Southern Africa
- Implementation of emergency preparedness, response and recovery procedure, and full business continuity management systems in the Middle East, with plans based on ISO 22301:2019

## REDUCING THE IMPACT OF CLIMATE CHANGE ON THE BUSINESS

Global warming presents a real risk to our operations, the environment and society, but through responsible resource use we can contribute to reducing its impact while strengthening resilience, controlling costs and securing access to water and energy.

Good quality data forms the foundation of 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 the 2026 Mediclinic Holdings Limited Annual Report on pages 21–32.

Solar panels at Mediclinic Meadows, the UAE



## BUILDING SYSTEMS FOR SUSTAINABILITY

Because climate change has a direct impact on community health and healthcare delivery, it is imperative that hospitals tackle the challenge of global warming. At the 48th World Hospital Congress of the International Hospital Federation, Mediclinic's Group Chief Operating Officer ('COO'), Bertrand Levrat, led a plenary session to discuss a system-wide approach to low-carbon healthcare. The panel brought together healthcare leaders to share insights on embedding sustainability into organisational culture. Held in Geneva in October 2025, the World Hospital Congress provided inspiration for action, with the plenary session demonstrating the value of a system-level approach to sustainability.

**CONSERVE**

# BECOMING CARBON NEUTRAL

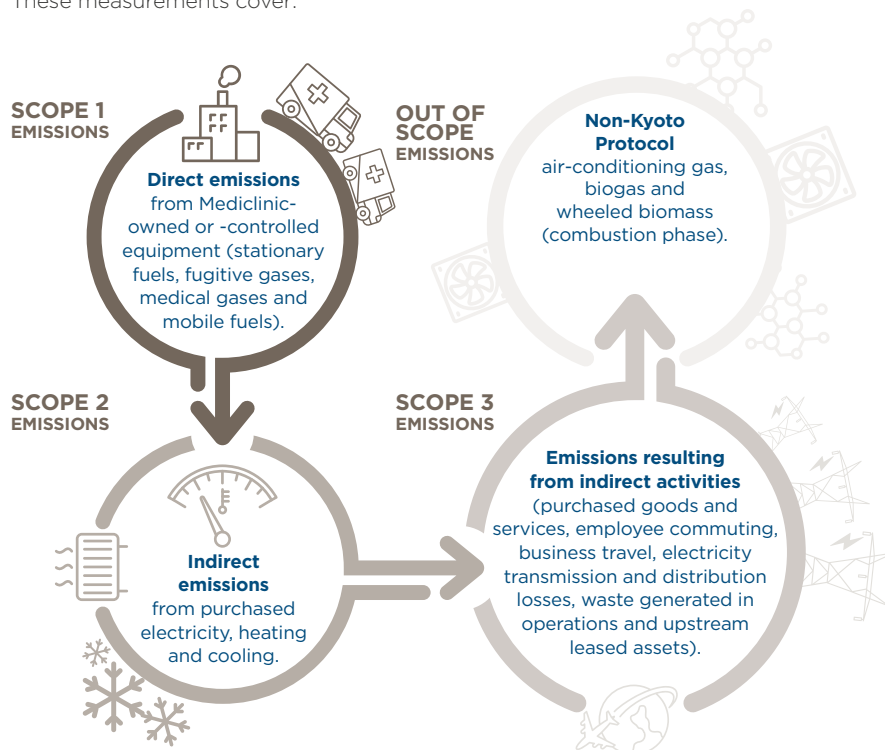
Our goal of carbon neutrality enables cost saving and energy security. We invest in energy-efficient equipment, promote reductions in energy use and procure renewable or clean energy where possible.

In the Middle East, we pursue low-carbon and energy-resilient care based on the JCI standards, incorporating the Global Health Impact (“GHI”) chapter.

We are aligned with the Swiss Confederation’s climate strategy, which aims to reach net-zero GHG emissions by 2050. Although we are taking tangible steps to advance the low-carbon economy in Switzerland and beyond, further work remains to be done.

**CARBON EMISSIONS**

Our divisions measure their carbon footprint using the GHG Protocol. These measurements cover:



The boundary for carbon neutrality covers Scope 1 and 2 emissions.

**ANAESTHETIC GASES**

We work to reduce carbon emissions from anaesthetic gases by using products with a lower environmental impact and by limiting more harmful gases, such as Desflurane. For the past three years, our hospitals in the Middle East have eliminated the use of Desflurane and there are ambitious plans for nitrous oxide reduction. Control strategies throughout our operations include elimination, substitution, engineering control, ultrasonic leak testing, administrative controls, and education and awareness.

## ZAR10M TAX INCENTIVE RECEIVED FOR INSTALLATION OF LED LIGHTING IN SOUTHERN AFRICA

**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. To reduce energy use, we focus on improved operational efficiency of technical installations, the introduction of various new energy-efficient and renewable technologies, and behavioural change.

**REGIONAL INFORMATION**

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> <li>• Purchased electricity from European hydroelectricity<sup>1</sup> for all hospitals and the Corporate Office</li> <li>• All hospitals registered as CO<sub>2</sub>-reduced businesses and monitored annually by the Energy Agency of the Swiss Private Sector</li> <li>• Geothermal systems for heating at 2 hospitals</li> <li>• PV systems at 5 hospitals</li> </ul>	<ul style="list-style-type: none"> <li>• Renewable energy via wheeling<sup>2</sup> at 2 hospitals</li> <li>• PV systems at 31 hospitals, PVT at 2 hospitals</li> <li>• Solar panels for water heating at 19 hospitals</li> <li>• Implemented energy-saving upgrades at 6 hospitals</li> </ul>	<ul style="list-style-type: none"> <li>• Purchased clean energy for all facilities in Abu Dhabi<sup>3</sup></li> <li>• PV systems at 2 clinics and 1 hospital</li> <li>• PVT system at 1 hospital</li> </ul>

**Notes**

<sup>1</sup> In Switzerland, our market-based hydroelectricity emissions are assumed to be zero, with a certificate of origin to support this assumption.  
<sup>2</sup> Wheeling involves using the existing electricity grid to deliver renewable energy generated at one site, such as wind or solar power, to another location for use.  
<sup>3</sup> Our Abu Dhabi hospitals and clinics are covered with a clean energy certificate (nuclear source), verified by Evident Group Limited.

Solar panels at Mediclinic Milnerton

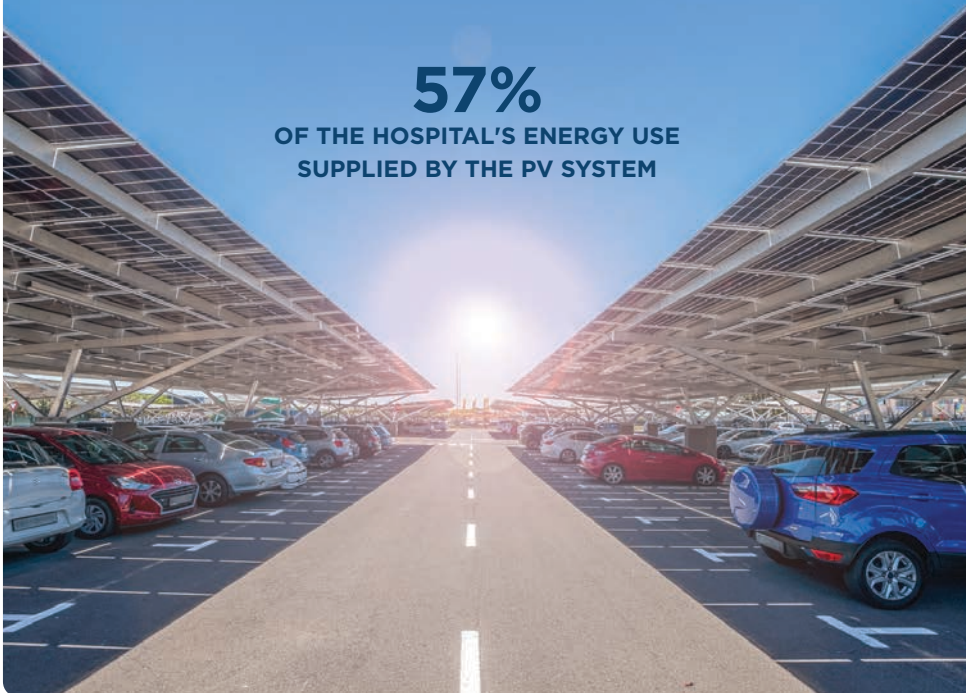


## STORING SOLAR POWER

A new PV plant at Mediclinic Milnerton in Southern Africa is optimising the use of solar energy to benefit the planet, our clients and the bottom line. It is the Group's first PV plant with BESS that can support an entire hospital. The system enables the hospital to use renewable energy for approximately 57% of its needs while storing excess energy in a 1 280kWh battery – enough to supply the facility for at least three hours under full load. The advantage of using BESS is that stored energy can be used during peak times to reduce costs or when conditions for solar power are not optimal. Installed in October 2025, the PV system was more than a year in development so that it would meet the stringent requirements of a hospital environment, including continuity of critical services, mitigation of fire risk and regulatory compliance. Should the project bring about the efficiencies we anticipate, we will investigate rolling out PV plants with BESS more widely.

**57%**

**OF THE HOSPITAL'S ENERGY USE  
SUPPLIED BY THE PV SYSTEM**



## TOWARDS ZERO WASTE TO LANDFILL

Our Group Waste Management Policy outlines our objectives to refuse, reduce, reuse, recycle and recover. We follow stringent protocols for waste management within the Group to comply with applicable legislation and regulations. During the 2025 calendar year, there were no incidents at our facilities or offices leading to significant spills.

**7 157** TONNES OF WASTE RECYCLED  
ACROSS ALL DIVISIONS

### REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> <li>Healthcare risk waste ('HCRW') transported by licensed companies and incinerated at waste stations</li> <li>Separation bins for plastic recycling at 7 hospitals</li> <li>Recycling of catheters at 2 hospitals</li> <li>Compactors for recycled paper</li> </ul>	<ul style="list-style-type: none"> <li>HCRW transported and treated by licensed companies through autoclave sterilisation or incineration (anatomical waste)</li> <li>Newster technology<sup>1</sup> implemented at 1 hospital</li> <li>Recycling of sharps containers, sterilisation wraps, theatre caps and overshoes</li> <li>On-site recycling facilities across all hospitals and Corporate Office</li> </ul>	<ul style="list-style-type: none"> <li>HCRW, chemical waste handled by approved environmental service providers</li> <li>Improved waste management: task force, waste weighing scales, on-site segregation trials</li> <li>Electronic waste recycling</li> </ul>

**Note**

<sup>1</sup> Newster sterilisers use patented frictional heat treatment technology for the sustainable processing of HCRW.



Top: Mediclinic leaders next to the Middle East division's poster on waste management at the World Hospital Congress in 2025. From left to right are Barry Bedford, Mediclinic Middle East COO; Bertrand Levrat, Mediclinic Group COO; and Hein van Eck, Mediclinic Middle East CEO.

CASE STUDY

## WASTE STRATEGIES THAT WORK

We do not let insight drawn from experience go to waste. For the 48th World Hospital Congress, our division in the Middle East shared waste management learnings. The poster presentation looked at the use of waste compactors, segregation and reusable cups as sustainable and cost-effective solutions. The results showed that waste compactors led to a 50% reduction in waste transportation, optimising efficiency and lowering carbon emissions.



### UNLOCKING CIRCULARITY

By keeping products in play, the circular economy works to reduce waste. In keeping with our Group Sustainable Development Strategy, our procurement and environmental teams continuously engage with suppliers and other partners to keep products and materials in circulation, while ongoing awareness programmes embed circular thinking into daily operations.

### REGIONAL INFORMATION

#### EXISTING CIRCULAR APPROACHES

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> <li>Recycling of single-use medical devices at 5 hospitals</li> <li>Decommissioned uniforms donated</li> <li>Food waste recovered for biogas production</li> <li>Project to upcycle discarded scrubs into useful goods</li> </ul>	<ul style="list-style-type: none"> <li>Donation of decommissioned linen and towels, redundant equipment</li> <li>Successful pilot to convert previously non-recyclable plastic waste into a sustainable concrete alternative, with roll-out to all Western Cape facilities in CY26</li> <li>Off-site composting at selected facilities and on-site composter at Corporate Office to turn food waste into soil enhancer</li> </ul>	<ul style="list-style-type: none"> <li>Expired pharmaceuticals returned to suppliers</li> <li>Off-site composting to turn food waste into compost</li> <li>Redundant equipment used as spare parts or sold to suppliers</li> </ul>

#### 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
- Solution for the last 20% of waste that still goes to landfill

**90%** OF FOOD WASTE (SEP.-DEC. 2025) DIVERTED FROM LANDFILL IN THE MIDDLE EAST THANKS TO THE INTRODUCTION OF OFF-SITE COMPOSTING



# USING AND REUSING WATER RESOURCES SUSTAINABLY

Good quality fresh water is essential for hygiene, quality care and IPC. Water quantity and quality risk assessments take place Group-wide alongside efforts to benchmark consumption and implement water saving. Expertise gained from water-use challenges unique to each geography benefit Mediclinic as a whole.

## REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> <li>Water-flow limiters on taps, water-saving valves in toilets</li> <li>Water-efficient dishwashers</li> </ul>	<ul style="list-style-type: none"> <li>Water-saving instruments in dishwashers, washing machines and autoclaves</li> <li>Laundry-water recycling plants at 7 hospitals</li> <li>Boreholes at 30 hospitals, with 4 added in CY25</li> </ul>	<ul style="list-style-type: none"> <li>Operational water quantity and risk assessments in progress</li> <li>Sensor taps in units</li> <li>Condensation water from CSSD autoclaves used for irrigation at 1 hospital</li> </ul>

See Mediclinic's [CDP Disclosure](#) for more on water security

# PROTECTING THE ENVIRONMENT

## OUR ENVIRONMENTAL MANAGEMENT PROGRAMMES

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. In every geography our hospitals form part of independent programmes that evaluate steps to manage environmental impact.

## REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> <li>All hospitals but one part of H+ programme for occupational health and safety ('OHS')</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of ISO 14001:2015 environmental management system ('EMS') in all hospitals of 60 beds or more</li> <li>41 of 50 hospitals ISO 14001-certified by British Standards Institute</li> <li>Conducted ISO 14001 gap audits at 37 facilities, with average score of 89% compliance with EMS requirements</li> </ul>	<ul style="list-style-type: none"> <li>Full implementation of GHI requirements as per JCI standards, with successful accreditation for all clusters</li> <li>Annual environmental, health and safety audits at all facilities</li> <li>Annual business continuity management system audit for Abu Dhabi hospitals by divisional environmental, health, safety and sustainability ('EHSS') department</li> <li>Monitoring DoH Emerald Sustainability KPIs</li> </ul>

## SAFEGUARDING BIODIVERSITY

Intact ecosystems limit the damage of climate change. The ISO 14001:2015 EMS used in Southern Africa illuminates the impact of our activities on biodiversity so we can take corrective measures. Where relevant, for new building projects, we undertake an environmental impact assessment to assess whether a more comprehensive assessment is required. In 2025, 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.



CASE STUDY

## ROOTED IN RESPECT

In South Africa, construction of a new facility for Mediclinic George, set to open in April 2026, saw us taking steps to preserve existing trees on the terrain. Prior to the development, we undertook a detailed tree survey and, although many of the site's large trees were exotic, 24 imposing Outeniqua yellowwood trees were identified. During the design, efforts were made to retain as many of these indigenous trees as possible. While six of the yellowwoods were responsibly removed, over 600 plants were rescued and donated to environmental bodies. We have committed to planting 67 new indigenous trees to support biodiversity and enhance the environment, creating a healing space for the future.

# 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<sup>1</sup>

**44.1%**   
(FY25: 41.7%)

Contribution to CSI  
**\$8.2m**   
(CY24: \$7.8m)

**Note**  
<sup>1</sup> Disclosed on a financial-year basis.



### KEY DEVELOPMENTS IN CY25

- ✓ Enhanced the employee value proposition through various attraction initiatives
- ✓ Advanced gender diversity at senior management levels, exceeding the target, and progressed well towards the target for executive management level
- ✓ Group-wide employee experience survey showed notable increase in participation
- ✓ Achieved employment equity targets aligned with broad-based black economic empowerment ('B-BBEE') in Southern Africa
- ✓ Grew the number of Emirati employees and increased the number of Emirati students developed in the Middle East
- ✓ Awarded the Swiss LGBTI label for the commitment shown by our division in Switzerland to creating a respectful, inclusive environment

### 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 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



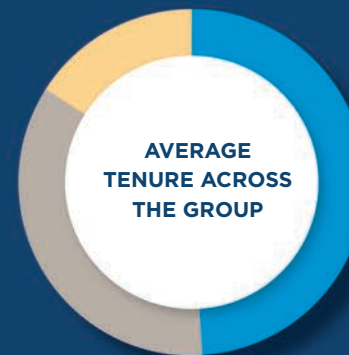
## EMPLOYEE OVERVIEW

**64.9%** of full-time employees across the Group involved in client care

**\$210m**  
average total Group monthly employee benefit and contractor cost

### FULL-TIME EQUIVALENTS<sup>1</sup> ('FTE') PER GEOGRAPHY AT 31 MARCH 2026

Group  
**38 829**



- < 5 years: 51.2%
- 5-14 years: 32.8%
- > 15 years: 16.0%

**+**  
Switzerland  
**7 605** (21%)

**SA**  
Southern Africa  
**22 901** (59%)

**ME**  
The Middle East  
**8 323** (20%)

**Note**  
<sup>1</sup> 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. In 2025, we earned recognition for our people practices across our geographies, positioning Mediclinic as a desirable employer.



**Hirslanden**  
Swiss Best Employer



**Mediclinic Southern Africa**  
Top Employer



**Mediclinic Middle East**  
Best HR and Talent Management

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 that prepare employees to manage the transition within their means, as well as continuous engagement during their leave to optimise post-leave retention.

### 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, such as medical insurance and retirement funds, offered in line with local practices and regulatory compliance.

### TRAINING AND DEVELOPMENT

We offer learning 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
<ul style="list-style-type: none"> <li>5.5% of payroll (CY24: 5.5%) (2.3% of which is spent on nurse training)</li> <li>351 110 hours<sup>2</sup>, equating to 24.7 hours/employee (294 489 nurse learning hours)</li> </ul>	<p><b>APPROXIMATE INVESTMENT<sup>1</sup></b></p> <ul style="list-style-type: none"> <li>2.9% of payroll (CY24: 3.3%) (2.2% of which is spent on nurse training)</li> <li>521 222 hours<sup>2</sup>, equating to 31.1 hours/employee (478 121 nurse learning hours)</li> </ul> <p><b>LEADERSHIP TRAINING</b></p> <ul style="list-style-type: none"> <li>10 students completed the Advanced Diploma in Health Services Management and Leadership, with a further 38 in progress</li> <li>40 students completed the Fundamentals in Health Services Management and Leadership</li> <li>54 employees completed external management studies</li> <li>344 employees completed in-house peer mentorship training</li> <li>202 nursing professionals completed preceptorship training</li> </ul>	<ul style="list-style-type: none"> <li>0.5% of payroll (CY24: 0.5%) (1.6% of which is spent on nurse training)</li> <li>105 695 hours<sup>2</sup>, equating to 13.4 hours/employee (62 170 nurse learning hours)</li> </ul> <ul style="list-style-type: none"> <li>22 senior leaders enrolled in flagship leadership development programme, with executive education components delivered by Oxford Saïd Business School</li> <li>Participation reflects continued progress on diversity priorities, with 33% female representation and 13% Emirati representation</li> <li>86 nursing professionals completed the preceptorship programme</li> </ul>

To guide the divisions, we have created 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.

#### Notes

<sup>1</sup> 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 Mediclinic nursing and paramedic learning centres. In the Middle East, the cost is lower due to continuous efforts to digitise content and the use of hybrid methods to enhance efficiency.  
<sup>2</sup> Reflects time spent on employee development training, including knowledge, behaviour and skills.

## CONNECTING TO OUR PEOPLE

### PERFORMANCE MANAGEMENT

Performance conversations take place throughout the year, with measurable targets for individual and team performance aligned with Group strategic goals. The Accelerating Excellence Leadership Programme, which was implemented for Group Services, empowers leaders to translate organisational goals into concrete objectives, using digitised performance plans to support their teams. During 2025, the new continuous performance management concept was further embedded within Group Services and we developed supporting change and communication collateral to support the roll-out in other divisions.

### 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 at a Group and Divisional level helps us unlock development opportunities to support successor growth.

Talent pools for senior operational and clinical roles are supplemented through talent searches, with an emphasis on future-focused skills.

The Group Talent Review Committee actively reviews the bench strength, development momentum and diversity of pipelines twice a year to maintain 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.

### 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 continuously engage employees across the entire organisation through:

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

In March 2025, we implemented the Badges recognition tool Group-wide, fostering a company culture that acknowledges dedication, teamwork and excellence.

## CASE STUDY BADGE OF HONOUR

When a colleague has made a difference – to a client, a teammate or the organisation as a whole – our employees can now signal their appreciation with a virtual badge. The 10 badges cover Mediclinic's five core values, along with five further behaviours and contributions that promote the company ethos.

	Patient safety focused		Problem solver
	Client centred		Innovator
	Trusting and respectful		Thank you
	Performance driven		Great mentor
	Team orientated		Champion of change

Through the Connect HR system, employees can select a badge and add a short message of appreciation – these are then displayed on the recipient's Connect profile. In Southern Africa and Group Services, employees who receive the most badges are formally recognised during the annual company awards.



## CONNECTING TO OUR PEOPLE

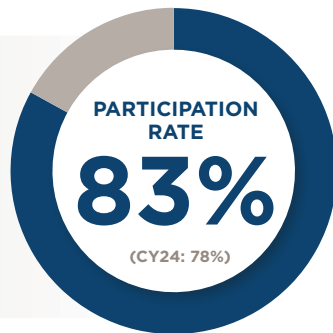
### EMPLOYEE SURVEY

Feedback from employees enables us to gauge their engagement, enhance their holistic experience and address key themes identified across the Group. In the second year of the new Group-wide survey, participation increased considerably.

A listening strategy supplements the annual survey and assesses employee sentiment through candidate experience, onboarding, hiring manager and exit surveys, as well as ad hoc surveys around specific needs.

### INSIDE THE EMPLOYEE SURVEY

#### MAIN AREAS ASSESSED



### 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

#### WELLBEING

	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<b>Group wellbeing committee</b>	<ul style="list-style-type: none"> <li>Group culture and values employee committee in charge of the My Care wellbeing programme</li> <li>Healthy workspace committees in certain hospitals</li> </ul>	Committee for employment equity, skills development and employee wellbeing established at Corporate Office and at each locality	<ul style="list-style-type: none"> <li>Divisional ESG Committee reports on social and wellbeing aspects</li> <li>Wellbeing initiatives guided by regional needs</li> </ul>
<b>Part-time and remote work arrangements<sup>1</sup></b>	✓	✓	✓
<b>Purchase of additional leave</b>	✓	✓	✓
<b>Affordable, healthy on-site catering</b>	✓	✓	✓
<b>Free fitness facilities at some locations</b>	✓	n/a	n/a
<b>Occupational health services and primary care</b>	Free online support for all employees	At most facilities	✓
<b>Occupational health audits</b>	✓	✓	✓
<b>Wellbeing awareness drives and/or programmes</b>	✓	✓	✓
<b>Free and confidential employee assistance helpline</b>	✓	✓	✓

**Note**

<sup>1</sup> Offered to qualifying employees.



## CONNECTING TO OUR PEOPLE

### REGIONAL INFORMATION

#### SAFETY

	SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<b>Health and safety governance</b>	<ul style="list-style-type: none"> <li>• Divisional safety, health and environmental ('SHE') committee</li> <li>• SHE committees at facility level and Corporate Office</li> <li>• Regular internal and external audits and quality control by Swiss Association for Quality and Management Systems and H+ Swiss Hospitals</li> </ul>	SHE committees at facility level and Corporate Office	<ul style="list-style-type: none"> <li>• EHSS committees at facility level and Corporate Office</li> <li>• Business continuity advisory committee at divisional level</li> </ul>
<b>Sharps injury management and safety procedures</b>	✓	✓	✓
<b>Supplier compliance</b>	Mandatory consideration for vendor selection and evaluation		
<b>Inspections</b>	Planned and unplanned visits by authorities	Planned and unplanned visits by authorities	Annual licensing by authorities subject to inspection
<b>Audits</b>	📄 See Independent assurance on page 53		

## 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 DoH and certain healthcare insurance companies and schemes.



## CONNECTING TO OUR PEOPLE

### INCLUSIVITY

#### 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.

Our Diversity and Inclusion Strategy guides efforts to attract diverse talent and position Mediclinic as a welcoming workplace for all. While we focus on gender and generation in terms of inclusivity across the organisation, our divisions have specific focus areas. Over the past year, leadership actively monitored progress on gender diversity at senior management level. The Group diversity, equity and inclusion ('DEI') strategic framework, which guides divisional activities, is reviewed annually and DEI efforts are financially supported.

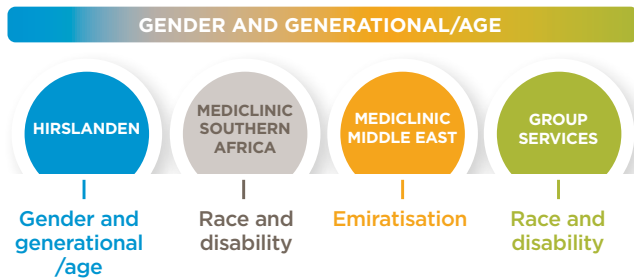
### OUR TARGETS

**GROUP** At least 40% female and at least 40% male representation at senior management level throughout the organisation. This target was exceeded during FY26 (44.1% female).

**SOUTHERN AFRICA** Racial representation aligned with B-BBEE targets per occupational level.

**THE MIDDLE EAST** Emirati representation aligned with government targets.

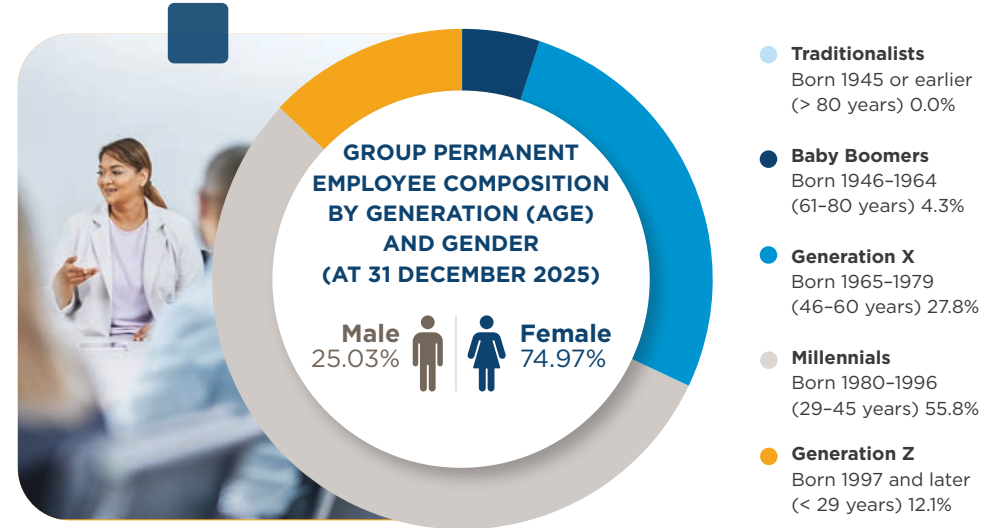
#### FIGURE X: DIVISIONAL DIVERSITY FOCUS AREAS



**5.7%** increase in female representation at senior management and executive level since previous year

#### Equal pay for equal work

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.



**CASE STUDY** **PROUDLY WELCOMING**

We earned the Swiss LGBTI label, signalling support for the rights and equality of lesbian, gay, bisexual, transgender and intersex ('LGBTI') people that goes beyond the legal requirements.

Our Swiss division achieved it through:

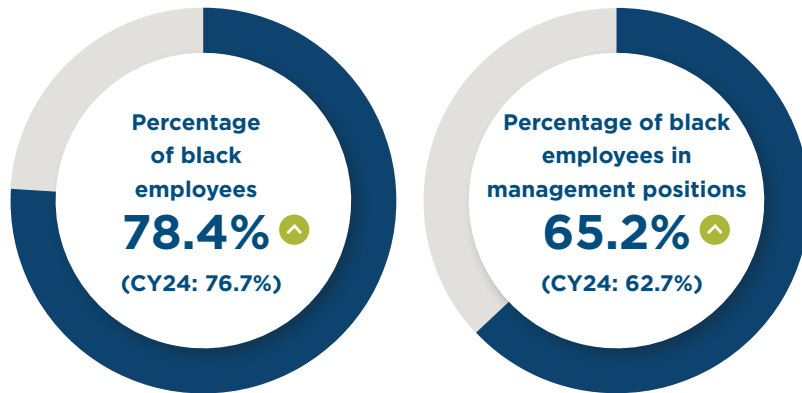
- a diversity strategy that since 2024 integrates LGBTI concerns more strongly;
- a DEI Centre of Excellence and local initiatives;
- a gender-neutral work environment;
- respectful recruitment practices, including anonymous applications; and
- internal DEI learning opportunities and targeted workshops to promote inclusivity.

Swiss LGBTI Label

## 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.



Within this geography, our focus on diversity and inclusion continues to strengthen our B-BBEE performance and guides our efforts to broaden access to high-quality healthcare through meaningful partnerships. During the year, we advanced from Level 3 to Level 2 B-BBEE compliance, driven by strong gains in management control, skills development and preferential procurement.

#### PROGRESS CY25

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

#### FOCUS AREAS CY26

- Proactively advance representation across key roles
- Deepen inclusive workplace practices in collaboration with Human Resources
- Expand ERG activities to strengthen engagement
- Commemorate key diversity and inclusion observances

### EMIRATISATION (THE UAE)

To grow the Emirati workforce in the healthcare sector, the UAE Government is collaborating with healthcare providers to nurture students for future roles. In 2025, we supported the development of 172 Emirati students, surpassing our commitment of 150 students. While these students are gradually being integrated into our employee base, we are also intensifying our efforts to retain the existing 564 Emirati employees, ensuring the continuity of our diversity initiatives. During the year, we increased our Emiratisation rate to 7.14% and for the second consecutive year 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 eight, our divisional executive committee in the Middle East has two Emiratis, one of whom, as Chief HR Officer, guides us on the topic of Emiratisation.

### OUR TARGET FOR MEDICLINIC MIDDLE EAST



#### PROGRESS CY25

- Continued to develop outreach programmes
- 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 CY26

- Leverage academic affiliations through targeted initiatives that support the development of clinical talent
- Design and implement a structured learning and development programme aimed at strengthening engagement, capability building and long-term retention of UAE nationals
- Continue stakeholder collaboration to address challenges in the attraction and retention of Emirati talent
- Continue to evaluate the full employee journey to create a culture of enablement and empowerment



# CONNECTING TO OUR 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



CASE STUDY

## EMPOWERING WOMEN FOR ACCESSIBLE HEALTHCARE

Through our partnership with Unjani Clinics, we are helping to bring healthcare to underserved communities. Our division in Southern Africa enables nurses to set up fully equipped clinics in their own communities through start-up capital in the form of a combined grant-loan. The loan portion is offered interest-free over a five-year period, giving women the chance to build sustainable businesses. In 2025, five new clinics were opened in this way. To date, we have supported the launch of 23 Unjani Clinics and four mobile health pods, bringing essential healthcare to communities with limited access. This initiative has already created more than 70 jobs, with a further seven clinics in development.

## FUTURE WORKFORCE

Mediclinic supports students in external studies, prioritising opportunities for healthcare professionals but also including other scarce skills required by the organisation. In 2025, we continued our investment in the healthcare workforce of the future.

Furthermore, we extended opportunities to the community by, for example, funding unemployed youth to obtain qualifications.

## REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> <li>• Trained 243 medical students (CY24: 238)</li> <li>• Arranged events and seminars for clinical networks to exchange knowledge</li> <li>• Participation in expos and own awareness-raising events to promote careers in healthcare</li> </ul>	<ul style="list-style-type: none"> <li>• Awarded 4 bursaries for medical specialisations and allied health professions</li> <li>• Learning and Development Function, including a registered Private Higher Education Institution with 151 students (CY24: 112) completing undergraduate programmes and 10 students (CY24: 11) completing the Advanced Diploma in Health Services Management and Leadership</li> <li>• Funded learnerships for 70 young people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Trained 294 medical undergraduates and 344 allied health undergraduates (CY24: 150 and 252, respectively)</li> <li>• Hosted 20 medical interns and 9 clinical elective students</li> <li>• Contributed to training of 28 graduate residents, 4 fellows and 5 nursing MSc students</li> <li>• MCME-MBRU Dedicated Academic Fund provided 12 students with a 30% discount on fees for the medical doctor programme at MBRU</li> </ul>

## 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
<ul style="list-style-type: none"> <li>Spent CHF2.9m (CY24: CHF3.3m), which includes:                             <ul style="list-style-type: none"> <li>Event sponsorship and medical partners for sporting teams</li> <li>Support of professional congresses, trade fairs and training</li> <li>Donations and support of culture and education at local level</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Spent ZAR78.8m (CY24: ZAR71.9m), which includes:                             <ul style="list-style-type: none"> <li>Furniture and equipment donation</li> <li>Emergency medical services and transport for indigent patients by subsidiary ER24</li> <li>270 <i>pro bono</i> surgeries to reduce surgical backlog in state facilities</li> <li>Donation to WWF and civil society initiatives</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Spent AED0.9m<sup>1</sup> (CY24: AED0.3m), which includes:                             <ul style="list-style-type: none"> <li>Community health and screening initiatives</li> <li>Distribution of free colorectal cancer screening kits</li> <li>Donation of car seats</li> <li>Sponsorship of the Pakistani Association</li> </ul> </li> </ul>



**Note**

<sup>1</sup> Increase in spend reflects inclusion of broader community health activities, in alignment with regulatory reporting requirements in the UAE.



## A NEW LEASE ON LIFE

Hirslanden Klinik Aarau, one of our Swiss hospitals, has turned the replacement of medical equipment into a force for good. To maintain high standards, healthcare equipment – such as operating tables and anaesthetic devices – must be decommissioned while still serviceable. Rather than dispose of items that are still in good condition, the hospital has joined forces with Volunteers for Humanity to reroute retired materials and, in December 2025, a truck with medical supplies departed for crisis areas. Since 2020, the hospital also collects catheter tips containing gold and platinum from its cardiac catheterisation lab, with proceeds from the recovered metals having funded seven aid shipments. Through these initiatives the hospital saves on disposal costs, valuable materials are reused sustainably and hope is restored to crisis areas. Read more about our circular approaches on [page 35](#).



# 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 on the quality and reliability of products and 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

**98%** OF PROCUREMENT IS DONE THROUGH LOCAL SUPPLIERS

## OPTIMISED SUPPLY CHAIN

Our Procurement Philosophy and Code of Business Conduct and Ethics ('Ethics Code') guide our supplier selection to help us obtain high-quality products and services from third parties who are socially and environmentally responsible. 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, which outlines vendor selection criteria, covers legal requirements, sustainability expectations and information protection strategies. Suppliers are reviewed during onboarding and regularly thereafter to check that they comply with international certifications that have ESG components. Annually, we conduct desktop research checks and send due diligence questionnaires to confirm if suppliers have ESG strategies.

The Group Contract Management solution automates various processes to improve compliance with Mediclinic's policies and regulatory requirements. Thanks to improved visibility into risk ratings, contract terms, obligations and milestones, we can manage risks proactively.

We procure only manufactured products and do not import raw materials, such as tin, tantalum, tungsten or gold, from conflict areas.

Centralised procurement reduces the potential for employees and medical practitioners to influence decisions at hospital level. Employees involved in purchasing are bound by strict ethical principles and corporate policies on gifts and invitations. They provide annual declarations on conflicts of interest, if any.

➤ See the **Mediclinic Supply Chain Management Philosophy** and **Mediclinic Modern Slavery and Human Trafficking Statement**

## CONNECTING TO OUR SUPPLIERS, GOVERNMENTS AND AUTHORITIES

### REGIONAL INFORMATION

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> <li>• Central logistics platform for daily distribution</li> <li>• Cooperation with German SANA hospital buying group to strengthen negotiations</li> </ul>	<ul style="list-style-type: none"> <li>• Centralised and standardised procurement department</li> <li>• Preferential procurement strategy based on supplier B-BBEE status</li> </ul>	<ul style="list-style-type: none"> <li>• Central logistics platform for daily distribution</li> <li>• Development of retail pharmacy structure to include home deliveries</li> </ul>

### HUMAN RIGHTS

We conduct 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. 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, the patient's right to refuse treatment and the right to complain;
- value diversity and equal opportunities for all employees; and
- not tolerate any form of unfair discrimination.

We safeguard human rights through training and monitoring, with ethics lines available for internal and external stakeholders to report 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

We do not use any form of forced or child labour and have on-site controls to prevent these offenses. The Mediclinic Modern Slavery and Human Trafficking Statement details the steps we have taken to prevent such abuses, including any direct form of forced or child labour in our business or supply chain.

➔ See the [Mediclinic Modern Slavery and Human Trafficking Statement](#)

# 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

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



# 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<sup>1</sup>

**231** ✓

(CY24: 278)

Investment in equipment replacement and property upgrades<sup>2</sup>

**\$203m**

(FY25: \$173m)

Investment in capital projects and new equipment<sup>2</sup>

**\$139m**

(FY25: \$101m)

Expenditure on repair and maintenance<sup>2</sup>

**\$107m**

(FY25: \$97m)

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 adapt our governance controls and business processes.

#### Notes

<sup>1</sup> Sixteen high-priority cases were reported during the year and have been investigated and closed or are still in progress.

<sup>2</sup> Capital expenditure was audited by external auditor EY. Amounts are disclosed on a financial-year basis.



### KEY DEVELOPMENTS IN CY25

- ✓ Rolled out Group-wide mandatory ethics training for employees<sup>1</sup>
- ✓ Introduced Group-wide Responsible Use of AI Policy supported by employee awareness campaign
- ✓ Published behavioural guidelines in Switzerland to promote ethical conduct, trust and responsible decision-making
- ✓ Strengthened cyber security and data privacy through employee training, benchmarking, policy updates and device protection
- ✓ Extensively tested cyber incident response plan in conjunction with divisional business continuity plans

### 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 projects involving personal information and expanded technology assessments for all new technology, including AI
- Key financial controls
- Planned facility maintenance and upgrades
- Facility audits

#### Note

<sup>1</sup> Ethics training to be implemented in Switzerland in CY26.

**COMPLY**

# SUSTAINING EFFECTIVE AND TRANSPARENT GOVERNANCE

**COMPANY POLICIES**

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

The Group maintains policies addressing business risks, which are reviewed on an ongoing basis and updated as required for continued appropriateness. 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 annually audits the implementation of selected policies for compliance.

**GOVERNANCE OF AI**

Because AI influences decisions, governance is essential. We therefore treat AI systems similarly to other decision-support mechanisms: they must be transparent, auditable and monitored. Our AI activity is focused on practical applications that either improve patient safety or increase operational efficiency, taking into account compliance with the applicable data privacy rules. All AI systems undergo the same security and compliance assessments as any other digital systems. We moreover maintain an AI Ethics Forum to review Mediclinic’s AI use.

**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](#)

**COMPLIANCE WITH CONSUMER PROTECTION LAWS**

We adhere to all applicable consumer protection legislation. No significant complaints or breaches were reported during the 2025 calendar year.

**GOVERNANCE OF ADVERTISING**

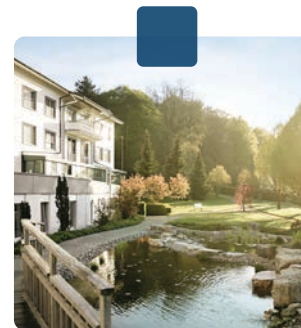
**REGIONAL INFORMATION**

SWITZERLAND	SOUTHERN AFRICA	THE MIDDLE EAST
<ul style="list-style-type: none"> <li>• Adherence to applicable legislation and guidelines</li> <li>• Communication and social media guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to applicable legislation and guidelines</li> <li>• Communication and social media guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Healthcare advertising regulated by the UAE Ministry of Health in Dubai and the DoH in Abu Dhabi, with advertisements requiring prior approval</li> <li>• Communication and social media guidelines</li> </ul>

**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 concerns 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.



Klinik Linde, Switzerland



Mediclinic City Hospital, United Arab Emirates



Mediclinic Medforum, Southern Africa

**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.

Independent ethics lines are available for whistleblowers to report concerns confidentially and/or anonymously. Information on these lines forms part of onboarding materials for new recruits and suppliers.

We conduct ethics campaigns and compulsory training across the Group to:

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

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 increases understanding of what is not condoned, but also provides guidance on appropriate conduct in case of a bribe being solicited.

➤ [See our Ethics Code](#)

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

# MAINTAINING HIGH-QUALITY HEALTHCARE INFRASTRUCTURE

To enhance the experience of both clients and employees, we continue to invest in innovation and digital transformation, modern equipment, upgraded facilities and the maintenance of property and equipment. Given the high-risk nature of our facilities and the complexity of the treatments and technologies involved, independent accreditation helps align with international standards and reduces the risk of harm.

## 3 DA VINCI ROBOTIC SURGICAL SYSTEMS ACQUIRED FOR SOUTHERN AFRICA IN 2025



**COMPLY**

# PROTECTING INFORMATION ASSETS

We have an 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, monitoring compliance with 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**

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



**CASE STUDY** READY TO RESPOND







A secure digital infrastructure plays a crucial role in ensuring continuity of care. To this end, corporate and hospital representatives in the Middle East participated in a cybersecurity drill organised by the Abu Dhabi DoH. Through simulated cyberattack scenarios, the exercise enabled us to test and strengthen the preparedness of our healthcare facilities.











# 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, DoH 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 41 facilities	 	EMS	British Standards Institute, accredited by UK Accreditation Service





Key:  = Switzerland  = Southern Africa  = The Middle East

## 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			
<b>ACCREDITATION COMMISSION FOR HEALTH CARE</b>		The international commission validates that policies, processes and care delivery meet the standards for quality and safety.	achc.org
<b>AMERICAN COLLEGE OF EMERGENCY PHYSICIANS</b>		The Geriatric Emergency Department accreditation programme considers the level of comprehensive care in place for older adults, including interdisciplinary staff, senior-specific policies and outcome measurements.	acep.org
<b>ASIA PACIFIC HERNIA SOCIETY</b>		Accreditation as a CoE signals commitment to excellence in hernia care, cutting-edge surgery and collegial collaboration.	aphernia.org
<b>COLLEGE OF AMERICAN PATHOLOGISTS</b>		The CAP evaluates the entire spectrum of laboratory test disciplines against the most scientifically rigorous customised requirements.	cap.org
<b>FEDERAL AUTHORITY FOR NUCLEAR REGULATION</b>		Approval ensures compliance with radiation safety standards for equipment such as CT scanners and X-ray machines.	fanr.gov.ae/en
<b>GENERAL CIVIL AVIATION AUTHORITY ('GCAA')</b>		Aeromedical specialists authorised by the GCAA perform medical exams for flight crew and airline personnel.	gcaa.gov.ae/en/home
<b>JOINT ACCREDITATION COMMITTEE ISCT-EUROPE &amp; EBMT</b>		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			
<b>JOINT COMMISSION INTERNATIONAL</b>		JCI is a globally recognised leader in healthcare accreditation and the author and evaluator of evidence-based standards in patient safety, quality of care and risk management. Most of our facilities in the UAE are accredited. In 2025, Mediclinic City Hospital became the first private hospital in the UAE to be accredited as JCI Academic Medical Center.	jointcommission.org
<b>OFFICE OF HEALTH STANDARDS COMPLIANCE</b>		OHSC, a statutory body, inspects private healthcare facilities in South Africa to ensure they meet the standards set out in the National Health Act. Inspectors assess areas such as patient safety, IPC, clinical governance, staffing levels and qualifications, infrastructure and equipment, medication management, record keeping and overall quality of care.	ohsc.org.za
<b>SURGICAL REVIEW CORPORATION</b>		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.	surgicalreview.org
<b>WORLD HEALTH ORGANIZATION</b>		WHO's Patient Safety Friendly Hospital Initiative, which is managed by the Ministry of Health and Prevention ('MOHAP') for the UAE, measures the commitment to patient safety across more than 130 criteria. In conjunction with UNICEF, WHO launched the Baby Friendly Hospital Initiative to encourage better breastfeeding support within hospitals.	who.int

## INDEPENDENT ASSURANCE

CERTIFICATION			
<b>AMERICAN HEART ASSOCIATION/ MENA STROKE ORGANISATION</b>		AHA 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. AHA also certifies hospitals that deliver integrated care for patients that experience chest pain.	menastroke.org, heart.org
<b>GERMAN CANCER SOCIETY</b>		Certification by the German Cancer Society ('DKG') reassures patients of high-quality treatment. In addition to 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
<b>GERMAN SOCIETY OF SKULL BASE SURGERY</b>		Certification ensures high standards in diagnosing and treating complex skull base diseases through teamwork between neurosurgery and ear, nose and throat specialists. Hirslanden Klinik Aarau was the first certified skull base centre in Switzerland.	dgsb.de
<b>ISO 9001:2015</b>		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
<b>ISO 13485:2016</b>		Klinik St. Anna meets the high requirements for the reprocessing of medical devices and is ISO 13485-certified.	iso.org
<b>ISO 15189:2012</b>		All laboratories operating within our hospital and clinic facilities are ISO 15189:2012-certified.	iso.org
<b>SWISS CANCER LEAGUE &amp; SWISS SOCIETY FOR SENOLOGY</b>		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 to pass external certification. All six breast cancer centres within the Hirslanden Group are certified by the Swiss Cancer League.	krebsliga.ch
<b>SWISS FEDERATION OF CLINICAL NEURO-SOCIETIES</b>		SFCNS promotes collaboration between clinical neuro-societies in Switzerland to enhance interdisciplinary knowledge and overall impact of all its disciplines.	sfcns.ch

CERTIFICATION			
<b>SWISS SOCIETY FOR ANAESTHESIOLOGY AND PERIOPERATIVE MEDICINE</b>		The Anaesthesiology Certificate ('A-CERT') offers external validation that a hospital pursues the highest standards of patient safety and quality of care in this domain.	ssapm.ch
<b>SWISS SOCIETY OF INTENSIVE CARE MEDICINE</b>		The society confirms that facilities have the required resources, such as staff and equipment, to provide high-quality intensive care medicine.	sgi-ssmi.ch

INITIATIVES			
<b>CEMPPLICITY</b>		Cemplicity gathers and analyses patient feedback to offer insights into how care can be improved and help set actionable goals.	cemplicity.com
<b>HIGH RELIABILITY ORGANISATION</b>		In 2022, we implemented the principles of an HRO through an agreement with JCI.	jointcommission.org
<b>INITIATIVE ON QUALITY MEDICINE ('IQM')</b>		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
<b>NET PROMOTER SCORE®</b>		NPS® measures client experience and predicts business growth.	netpromotersystem.com
<b>VERMONT OXFORD NETWORK</b>		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 five 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

		CY25	CY24	CY23	CY22	CY21
<b>CARBON EMISSIONS (tonnes CO<sub>2</sub>e)</b>						
<b>Scope 1 &amp; 2</b>						
Group	<b>Scope 1:</b> Direct emissions	<b>34 672</b>	34 277	42 550	44 562	34 656
	<b>Scope 2:</b> Indirect emissions from purchased electricity	<b>143 519<sup>1</sup></b>	146 819	140 348	160 719	177 314
	Total Scope 1 & 2	<b>178 191<sup>1</sup></b>	181 096 <sup>2</sup>	182 898	205 281	211 969
	Total Scope 1 & 2 tCO <sub>2</sub> e/FTE	<b>4.72</b>	4.86 <sup>2</sup>	5.00	5.74	6.25
Switzerland	<b>Scope 1:</b> Direct emissions	<b>5 359<sup>3</sup></b>	4 861	5 868	7 303	6 670
	<b>Scope 2:</b> Indirect emissions from purchased electricity	<b>877</b>	994	794	745	646
	Total Scope 1 & 2	<b>6 236</b>	5 855	6 662	8 048	7 316
	Total Scope 1 & 2 tCO <sub>2</sub> e/FTE	<b>0.82</b>	0.75	0.84	1.00	0.94
Southern Africa	<b>Scope 1:</b> Direct emissions	<b>24 044</b>	24 561	30 588	27 545	22 215
	<b>Scope 2:</b> Indirect emissions from purchased electricity	<b>126 325</b>	127 072 <sup>2</sup>	118 777	136 752	154 982
	Total Scope 1 & 2	<b>150 369</b>	151 633 <sup>2</sup>	149 365	164 297	177 197
	Total Scope 1 & 2 tCO <sub>2</sub> e/FTE	<b>6.76</b>	6.99 <sup>2</sup>	7.06	8.04	9.32
The Middle East	<b>Scope 1:</b> Direct emissions	<b>5 269<sup>4</sup></b>	4 855	6 094	9 714	5 771
	<b>Scope 2:</b> Indirect emissions from purchased electricity	<b>16 317</b>	18 753 <sup>2</sup>	20 777	23 222	21 686
	Total Scope 1 & 2	<b>21 586</b>	23 608 <sup>2</sup>	26 871	32 936	27 456
	Total Scope 1 & 2 tCO <sub>2</sub> e/FTE	<b>2.72</b>	3.07 <sup>2</sup>	3.58	4.48	3.86

		CY25	CY24	CY23	CY22	CY21
<b>CARBON EMISSIONS (tonnes CO<sub>2</sub>e)</b>						
<b>Scope 3 indirect emissions (from supply chain, business travel and waste removal)</b>						
Group		<b>99 693<sup>5</sup></b>	97 892	117 128	72 768	59 585
Switzerland		<b>7 543<sup>5</sup></b>	5 476	7 742	7 365	5 809
Southern Africa		<b>74 307</b>	73 813	84 078	50 211	42 495
The Middle East		<b>17 843</b>	18 603	25 308	15 192	11 282
<b>Non-Kyoto Protocol emissions (out of Scope emissions)</b>						
Group		<b>3 077</b>	3 620	2 790	2 711	3 122
Switzerland		<b>0</b>	73 <sup>6</sup>	0	0	0
Southern Africa		<b>2 231</b>	1 943	1 500	1 563	2 292
The Middle East		<b>846</b>	1 604	1 290	1 148	830
<b>DIRECT AND INDIRECT ENERGY CONSUMPTION (GJ)</b>						
<b>Total energy consumption</b>						
Group	Total GJ	<b>1 267 737<sup>7</sup></b>	1 274 646	1 343 776	1 327 553	1 284 086
	GJ/FTE	<b>33.59</b>	34.21	36.74	37.10	37.84
Switzerland	Total GJ	<b>258 646</b>	268 102	274 785	298 056	296 876
	GJ/FTE	<b>34.12</b>	34.14	34.74	37.28	38.00
Southern Africa	Total GJ	<b>621 394</b>	626 087	685 613	664 469	662 447
	GJ/FTE	<b>27.94</b>	28.86	32.41	32.53	34.84
The Middle East	Total GJ	<b>387 697<sup>8</sup></b>	380 457	383 378	365 027	324 764
	GJ/FTE	<b>48.94</b>	49.32	51.07	49.61	45.70

### Notes

- <sup>1</sup> Decrease in total Scope 1 and 2 emissions due to a decrease in the emission factor for grid electricity in South Africa and the UAE, and a reduction in district heating in Switzerland.
- <sup>2</sup> Data restated due to the recalculation of Scope 2 emissions for Southern Africa and the Middle East after the publication of the previous report.
- <sup>3</sup> Increase in Scope 1 emissions mainly due to an increase in the emission factor for natural gas.
- <sup>4</sup> Increase in Scope 1 emissions due to an increase in the consumption of mobile fuel.
- <sup>5</sup> Scope 3 emissions increased primarily due to a higher response rate to the employee commuting survey in Switzerland, resulting in more comprehensive reporting data.
- <sup>6</sup> The purchasing of biogas in Switzerland in CY24 was a once-off occurrence.
- <sup>7</sup> Decrease in total energy consumption attributable to a decrease in diesel consumption in Southern Africa and a decrease in natural gas consumed in Switzerland.
- <sup>8</sup> Increase due to increased diesel (mobile fuel) consumption and increase in renewable energy produced (first full year of Mediclinic Welcare reporting on renewable energy production following commissioning of its system).

## DATA SOURCES

### REDUCING ENVIRONMENTAL IMPACT

		CY25	CY24	CY23	CY22	CY21
<b>DIRECT AND INDIRECT ENERGY CONSUMPTION (GJ)</b>						
<b>Direct energy produced</b>						
Group		17 043 <sup>1</sup>	15 343	10 689	9 119	4 620
Switzerland		2 073	1 798	1 544	2 993	3 063
Southern Africa		10 784	10 167	8 298	6 127	1 557
The Middle East		4 186	3 378	847	0	0
<b>WATER USAGE</b>						
<b>Total water usage from utilities</b>						
Group	kL	1 727 072	1 808 974	1 730 521	1 721 162	1 684 707
	kL/FTE	46.35	48.54	47.32	48.10	49.65
Switzerland	kL	334 803 <sup>2</sup>	394 978	350 370	354 175	344 500
	kL/FTE	42.64	50.30	44.29	44.29	44.09
Southern Africa	kL	1 037 677	1 060 825	1 062 190	1 079 496	1 086 815
	kL/FTE	47.83	48.89	50.21	52.68	57.16
The Middle East	kL	354 592	353 171	317 961	287 491	253 391
	kL/FTE	45.96	45.78	42.36	39.07	35.66

**Notes**

- <sup>1</sup> Increase due to increased solar energy production from PV installations in Southern Africa, the Middle East and Switzerland.
- <sup>2</sup> Decrease in water consumption mainly due to the closure of Klinik Am Rosenberg in Switzerland and improved monitoring and measurement in the region.
- <sup>3</sup> Decrease in total waste to landfill due to improved recycling in Southern Africa.
- <sup>4</sup> Enhanced reporting covers building waste which could not be recycled or incinerated.
- <sup>5</sup> Includes organic waste and waste recycled.
- <sup>6</sup> Increase in total waste diverted from landfill mainly due to improved recycling processes in all divisions.

		CY25	CY24	CY23	CY22	CY21
<b>WASTE (tonnes)</b>						
<b>Total healthcare general waste generated</b>						
Group		10 315	9 660	9 084	11 665	12 597
Switzerland		3 895	3 573	3 573	3 669	3 668
Southern Africa		3 918	3 789	3 598	4 329	4 662
The Middle East		2 502	2 297	2 382	3 667	4 307
<b>Total healthcare general waste to landfill</b>						
Group		3 158 <sup>3</sup>	3 331	3 663	6 000	7 034
Switzerland		284 <sup>4</sup>	276	0	0	0
Southern Africa		884	1 108	1 564	2 596	3 034
The Middle East		1 990	1 947	2 099	3 404	4 000
<b>Total healthcare general waste diverted from landfill<sup>5</sup></b>						
Group		7 157 <sup>6</sup>	6 328	5 421	5 664	5 563
Switzerland		3 611	3 297	3 104	3 669	3 668
Southern Africa		3 034	2 681	2 034	1 733	1 588
The Middle East		512	350	283	262	307
<b>Total healthcare general waste diverted from landfill (%)</b>						
Group		69	66	60	49	44
Switzerland		93	92	100	100	100
Southern Africa		77	71	57	40	34
The Middle East		20	15	12	7	7

## DATA SOURCES

### BUILDING STAKEHOLDERS' TRUST

	CY25	CY24	CY23	CY22	CY21	
<b>EMPLOYEES</b>						
<b>Full-time equivalents<sup>1</sup></b>						
Group	37 726	36 776	36 377	36 063	33 683	
Hirslanden	7 720	7 928	8 049	8 208	7 996	
Mediclinic Southern Africa	21 620	20 616	20 317	20 075	18 230	
Mediclinic Middle East	8 248	8 070	7 843	7 619	7 321	
Mediclinic Group Services	138	162	168	160	136	
<b>EMPLOYEE RETENTION</b>						
<b>New appointments vs terminations based on permanent employee turnover</b>						
Group	Appointments	4 798	5 035	5 450	5 926	3 925
	Terminations	4 840	4 983	5 071	4 945	4 560
Switzerland	Appointments	1 332	1 535	1 626	1 845	1 578
	Terminations	1 916 <sup>2</sup>	1 800	1 878	1 851	1 638
Southern Africa	Appointments	2 228	2 342	2 513	2 615	1 340
	Terminations	1 779	2 168	2 124	2 005	2 086
The Middle East	Appointments	1 238	1 158	1 311	1 466	1 007
	Terminations	1 145	1 015	1 069	1 089	836
<b>Controllable employee turnover rate by geography (%)<sup>3</sup></b>						
Group	n/a	n/a	5.7	5.8	6.2	
Switzerland	n/a	n/a	4.3	5.0	4.8	
Southern Africa	n/a	n/a	6.2	5.9	6.9	
The Middle East	n/a	n/a	6.6	6.8	5.7	

**Notes**

<sup>1</sup> 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.

<sup>2</sup> Terminations exceeded appointments due to the closure of Klinik Am Rosenberg and a temporary reduction in new hires while the operating model was being revised and implemented.

<sup>3</sup> The Company has decided to discontinue reporting on controllable turnover and will only report total turnover due to strategic realignment and data consistency.

<sup>4</sup> Data point restated to reflect the Group as a whole rather than Group Services only.

<sup>5</sup> Data supplied for permanent employees.

	CY25	CY24	CY23	CY22	CY21	
<b>EMPLOYEE RETENTION</b>						
<b>Employee turnover rate by geography (%)</b>						
Group	14.6	15.3 <sup>4</sup>				
Switzerland	20.0	18.4				
Southern Africa	11.4	14.3				
The Middle East	14.6	13.2				
<b>Return rate after maternity leave<sup>5</sup></b>						
Group	Employees on maternity leave	1 137	1 245	1 253	1 251	1 269
	Employees returned to work	1 099	1 215	1 166	1 160	1 170
	Retention rate (%)	96.7	97.6	93.1	92.7	92.2
Switzerland	Employees on maternity leave	296	340	345	371	352
	Employees returned to work	273	325	326	344	326
	Retention rate (%)	92.2	95.6	94.5	92.7	92.6
Southern Africa	Employees on maternity leave	540	579	588	589	668
	Employees returned to work	535	567	554	547	619
	Retention rate (%)	99.1	97.9	94.2	92.9	92.7
The Middle East	Employees on maternity leave	301	326	320	291	249
	Employees returned to work	291	323	286	269	225
	Retention rate (%)	96.7	99.1	89.4	92.4	90.4

## DATA SOURCES

### BUILDING STAKEHOLDERS' TRUST

		CY25	CY24	CY23	CY22	CY21
<b>EMPLOYEE ENGAGEMENT</b>						
<b>Employee survey participation rate (%)<sup>1</sup></b>						
Group		83	78	n/a	82	84
Hirslanden		68	54	n/a	62	69
Mediclinic Southern Africa		91	90	n/a	93	89
Mediclinic Middle East		87	90	n/a	88	91
Mediclinic Group Services		81	84	n/a	95	97
<b>Employee survey favourability score across key performance indicators (%)<sup>2</sup></b>						
Group <sup>3</sup>	Employee engagement	77	77			
	Experience vs expectations	86	86			
	Intent to stay	70	70			
	Inclusion	77	77			
	Wellbeing	75	75			
Hirslanden	Employee engagement	74	72			
	Experience vs expectations	84	83			
	Intent to stay	55	56			
	Inclusion	82	81			
	Wellbeing	82	81			
Mediclinic Southern Africa	Employee engagement	76	77			
	Experience vs expectations	85	86			
	Intent to stay	76	75			
	Inclusion	72	73			
	Wellbeing	70	70			

		CY25	CY24	CY23	CY22	CY21
<b>EMPLOYEE ENGAGEMENT</b>						
<b>Employee survey favourability score across key performance indicators (%)<sup>2</sup></b>						
Mediclinic Middle East	Employee engagement	83	82			
	Experience vs expectations	90	88			
	Intent to stay	75	71			
	Inclusion	83	83			
	Wellbeing	81	80			
Mediclinic Group Services	Employee engagement	75	71			
	Experience vs expectations	85	78			
	Intent to stay	66	65			
	Inclusion	73	73			
	Wellbeing	73	73			

**Notes**

<sup>1</sup> No engagement survey was undertaken during CY23 due to a change in service provider.

<sup>2</sup> Following the introduction of the new employee survey, the Company has begun reporting on employee sentiment across five key performance indicators.

<sup>3</sup> The favourability score represents the proportion of respondents who provided positive ratings out of the total number of valid responses. Mediclinic's scores are in alignment with the global benchmarks for healthcare, which are: Employee engagement 74%, Experience vs expectations 83%, Intent to stay 68%, Inclusion 79%, Wellbeing 75%.

## DATA SOURCES

### BUILDING STAKEHOLDERS' TRUST

		CY25	CY24	CY23	CY22	CY21
<b>INCLUSIVITY</b>						
<b>Permanent employees by age (%)</b>						
Group	< 30 years	14.6	12.6	13.0	13.6	13.9
	30-50 years	65.0	66.9	67.0	66.6	66.1
	> 50 years	20.4	20.5	20.0	19.8	19.9
Hirslanden	< 30 years	23.9	18.3	18.4	19.3	20.0
	30-50 years	50.1	54.3	54.9	54.4	53.7
	> 50 years	26.0	27.4	26.7	26.3	26.4
Mediclinic Southern Africa	< 30 years	10.6	10.8	11.1	12.1	12.3
	30-50 years	69.7	69.7	69.5	68.5	67.9
	> 50 years	19.7	19.5	19.4	19.4	19.8
Mediclinic Middle East	< 30 years	9.1	9.2	9.8	9.2	8.9
	30-50 years	77.2	77.7	77.7	78.9	80.1
	> 50 years	13.7	13.1	12.5	11.9	11.1
Mediclinic Group Services	< 30 years	6.3	7.6	6.7	5.6	10.2
	30-50 years	64.6	61.8	65.5	69.4	67.9
	> 50 years	29.1	30.6	27.9	25.0	21.9
<b>Permanent employees by gender (%)</b>						
Group	Male	25.0	25.3	25.5	25.4	25.8
	Female	75.0	74.7	74.5	74.6	74.2
Hirslanden	Male	24.3	24.1	24.3	24.1	23.9
	Female	75.7	75.9	75.7	75.9	76.1
Mediclinic Southern Africa	Male	19.8	19.3	19.2	19.0	19.3
	Female	80.2	80.7	80.8	81.0	80.7
Mediclinic Middle East	Male	36.4	38.2	38.9	39.5	41.5
	Female	63.6	61.8	61.1	60.5	58.5
Mediclinic Group Services	Male	38.6	40.1	41.8	41.9	41.6
	Female	61.4	59.9	58.2	58.1	58.4

		CY25	CY24	CY23	CY22	CY21
<b>WELLBEING</b>						
<b>Work-related fatalities<sup>1</sup></b>						
Group		0	2	0	0	0
Switzerland		0	0	0	0	0
Southern Africa		0	2 <sup>2</sup>	0	0	0
The Middle East		0	0	0	0	0
<b>Absenteeism rate<sup>3</sup> (%)</b>						
Group		3.4	3.3	3.4	3.7	3.8
Switzerland		6.8	6.4	6.5	6.3	5.3
Southern Africa		3.2	3.2	3.3	3.5	4.2
The Middle East		1.1	1.1	1.1	1.9	1.4

### BEING AN ETHICAL AND RESPONSIBLE CORPORATE CITIZEN

		CY25	CY24	CY23	CY22	CY21
<b>CALLS TO ETHICS LINES<sup>4</sup></b>						
Group		230	278	178	166	187
Switzerland		15	17	18	8	14
Southern Africa		174	209	130	118	132
The Middle East		41	52	30	40	41

**Notes**

- <sup>1</sup> Excludes COVID-19-related fatalities.
- <sup>2</sup> The fatalities resulted from a single motor vehicle accident.
- <sup>3</sup> Actual days lost expressed as a percentage of total days scheduled to be worked by the workforce during the reporting period.
- <sup>4</sup> Sixteen 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
AHA	American Heart Association
AI	artificial intelligence
B-BBEE	broad-based black economic empowerment
BESS	battery energy storage system
Board	the board of directors of Mediclinic Group Limited
CAP	College of American Pathologists
CO <sub>2</sub> e	carbon dioxide equivalent
CoE	Centre of Excellence
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
COO	Chief Operating Officer
CPC	Clinical Performance Committee
CSI	corporate social investment
CY24/25/26	the calendar year ended/ing 31 December 2024/2025/2026
DEI	diversity, equity and inclusion
DKG	German Cancer Society (Deutsche Krebsgesellschaft)
DoH	Department of Health
EBMT	European Organisation for Blood and Marrow Transplantation
EC	emergency centre
EHSS	environmental, health, safety and sustainability
EMS	environmental management system
ERG	employee resource group

TERM	MEANING
ERP	enhanced recovery programme
ESG	environmental, social and governance
Ethics Code	Company's Code of Business Conduct and Ethics
FTE	full-time equivalent
FY25/26	the financial year ended 31 March 2025/2026
GCAA	General Civil Aviation Authority of the UAE
GDPR	General Data Protection Regulation of the European Union
GHG	greenhouse gas
GHI	Global Health Impact, a chapter of standards issued by JCI to integrate sustainability into healthcare accreditation
GRI Standards	the GRI Sustainability Reporting Standards issued in 2016 by the Global Sustainability Standards Board, representing 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
HCRW	healthcare risk waste
HRO	high-reliability organisation
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
IVF	<i>in vitro</i> fertilisation
JACIE	Joint Accreditation Committee ISCT-Europe and EBMT, the accreditation body for stem cell transplantation

# GLOSSARY OF TERMS

TERM	MEANING
JCI	Joint Commission International, an international quality measurement accreditation organisation, aimed at improving quality of care
MBRU	Mohammed Bin Rashid University of Medicine and Health Sciences in Dubai
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
MoA	Memorandum of Agreement
MOHAP	Ministry of Health and Prevention for the UAE
MoU	Memorandum of Understanding
NGO	non-governmental organisation
NICU	neonatal intensive care unit
NPS®	Net Promoter Score®
OHS	occupational health and safety
OHSC	Office of Health Standards Compliance in South Africa
OHSMS	occupational health and safety management system
PPP	public-private partnership
PREMs	patient-reported experience measures
PROMs	patient-reported outcome measures
PV	photovoltaic, converting sunlight into electrical energy
PVT	photovoltaic-thermal
SDGs	Sustainable Development Goals of the United Nations

TERM	MEANING
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
SRC	Surgical Review Corporation
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
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

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