



AVISENA SUSTAINABILITY REPORT 2024

**Driving Long-Term Value Through
Purpose-Driven Healthcare**



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OVERVIEW

Report 2024



About This Report

This is Avisena Healthcare's first standalone Sustainability Report, marking a key milestone in our journey toward embedding environmental, social, and governance (ESG) principles across the organization. It provides a structured and materiality-driven account of our sustainability commitments, practices, and performance for the period of 1 January to 31 December 2024.

The scope includes core healthcare operations at Avisena Specialist Hospital (ASH) and Avisena Women's and Children's Specialist Hospital (AWCSH), as well as group-wide support services and outreach programs. This report has been prepared with reference to the GRI Standards 2021, the United Nations Sustainable Development Goals (UN SDGs), and the UN Global Compact (UNGC) Communication on Progress. Climate-related indicators such as energy and water use are based on available data since 2019, with waste tracking introduced in 2024.

The report was reviewed by the Management Sustainability Committee with oversight by the Board Audit and Risk Committee (BARC). It complements our financial disclosures and will be published annually moving forward.



Reporting Period and Scope

This report covers the sustainability-related activities of **Avisena Healthcare Sdn. Bhd.** and its subsidiaries from **1 January 2024 to 31 December 2024**, unless otherwise stated. The scope includes our core healthcare operations at **Avisena Specialist Hospital and Avisena Women's and Children's Specialist Hospital**, along with group-wide support services and community engagement programs.

Reporting Standards and Frameworks

This report has been prepared with reference to the following frameworks:

- **GRI Standards 2021 (Referenced)**
- **United Nations Sustainable Development Goals (UN SDGs)**
- **United Nations Global Compact (UNGC) – Communication on Progress**

Environmental data is based on internal tracking systems:

- **Climate-related indicators such as energy and water are reported from 2019**
- **Waste tracking commenced in 2024**

We aim to strengthen data consistency and comparability in future reports.

Governance and Review

The report was reviewed by the **Management Sustainability Committee** and endorsed by the **Board Audit and Risk Committee (BARC)**. It complements our financial disclosures and will be published annually.

Audience and Purpose

This report is intended for a wide range of stakeholders including:

- Patients and families
- Employees and healthcare professionals
- Investors and financial partners
- Regulators and accreditation bodies
- Community partners and NGOs

It aims to show how sustainability is integrated into our healthcare model, governance, infrastructure, and social impact.

Feedback and Contact

We welcome feedback to support continuous improvement.

✉ sustainability@avisena.com.my

🌐 Visit us at: www.avisena.com.my/sustainability

About Avisena Healthcare

Avisena Healthcare is a private healthcare group based in Shah Alam, Malaysia. We are committed to delivering responsive, personalized, and high-quality care. Through our two specialist hospitals, we serve a broad spectrum of adult, pediatric, and women's health needs.

• 2 Specialist Hospitals



Avisena Specialist Hospital (ASH)

• 45 Resident Specialists



Avisena Women's & Children's Specialist Hospital (AWCSH)

• 29 Resident Specialists

•  | **900+** Talented and dedicated employees

•  | **250** Operational beds

•  | **43** Clinical specialties and sub-specialties

•  | **24/7** Accident & Emergency services



Our Vision

To be the customer's first choice in healthcare services.



Our Mission

To deliver integrated healthcare and wellbeing solutions with a focus on clinical, operational and service excellence



Core Values

At Avisena, our values shape the way we deliver care, support our people, and build trust with every patient and guest we serve.

Integrity



We are ethical, honest, professional and trustworthy. We commit to do the right thing even when faced with difficult circumstances.

Excellence



We care deeply about our work and the quality of service to our customers. We strive for clinical and service excellence.

Empathy



We embrace and value the connections we make and ensure that we listen to your needs and perspective.

Continuous Improvement



We cultivate a culture of continuous development and adaptability to innovation and opportunities.

Passionate



We take pride in our work and are relentless in our pursuit of our mission to care for our communities.

Highlights of our Sustainability Journey



Organization

01

100% staff and vendors declared compliance with Anti-Corruption Policy; zero reported corruption cases

- 100% completion of PDPA & cybersecurity training
- 93% staff trained on ethics and anti-corruption
- 28 SOPs reviewed under IT Governance Policy
- BCM framework developed covering IT, public health, utility disruptions



Customers

02

92% customer satisfaction and 100% grievance resolution within 10 days

- 4th Cycle MSQH reaccreditation achieved for ASH & 1st MSQH Accreditation achieved for AWCSH
- Tracked 122 performance areas to meet national patient safety goals.
- Defined baseline measurement to better assess patient flow for optimized admission and discharge turnaround
- “Do It Right” service excellence campaign launched
- Full compliance with data privacy and protection protocols



People

03

87% retention rate and average of 63 training hours per employee

- 71% staff satisfaction score
- 60% female representation in senior management roles.
- Education sponsorships awarded to 51 individuals, mainly from the B40 income group
- Workplace incidents reduced; from 2.19 to 2.02 (LTIR)
- 22% turnover rate

Highlights of our Sustainability Journey



Environment

04

14.3% tCO₂e reduction and 11% water reduction compared to 2023

- Full compliance with waste segregation (clinical/scheduled)
- GHG: Scope 1 includes 1,809 m³ medical gas; Scope 2 = 7,521 tCO₂e
- Energy intensity reduced 16.7%; 7.5% drop in usage since 2019
- Green Building Index certification targeted by 2028 for ASH Tower A

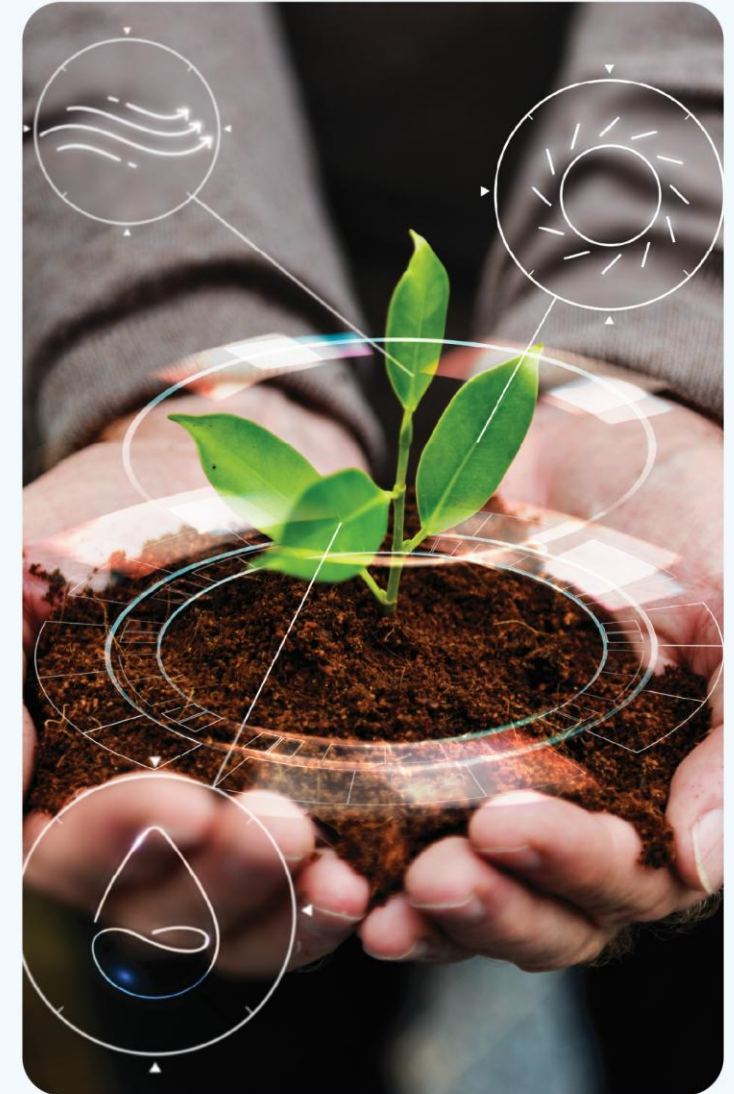


Community

05

24 CSR projects benefiting over 5,000 people through mobile and outreach clinics

- Financial support extended to Yayasan Avisena in delivering mobile healthcare services and providing emergency treatment assistance for underserved patients.
- Conducted programs for women, elderly, children with autism, Orang Asli
- Organized the Pink Run with funds donated to BCWA; Breast Cancer Welfare Association
- RM20,000 donation to the Malaysian Aids Foundation



Accolades And Accreditations



Entity	Avisena Healthcare (Corporate)		Avisena Specialist Hospital		Avisena Women's & Children's Specialist Hospital	
		Year		Year		Year
Award/Accreditation	- Membership to United Nations Global Compact - Establishment of Sustainability Committee - Employer of Choice	202320232023	- Regulatory Compliance - MSQH Accredited Hospital (July 2024 – July 2028) - ENT Service Provider of the Year - Diabetic Metabolic Service Provider of the Year 2 Diamond Recognition – Kategori Rakan Kongsi Rendah Karbon	202620242023-202420242023	- Regulatory Compliance - MSQH Accredited Hospital (December 2023 – December 2027) - Obstetrics and Gynaecology Service Provider of the Year - Paediatric Surgical Service Provider of the Year - Best Women & Child Centre - Best Fertility Treatment 3 Diamond Recognition – Kategori Rakan Kongsi Rendah Karbon	2025202420232024202420232023
	- United Nations Global Compact - Internal Governance - BrandLaureate Best Brand Awards	202320232023	- CKAPS (Cawangan Kawalan Amalan Perubatan Swasta), Ministry of Health Malaysia, under Act 586 (Private Healthcare Facilities and Services Act 1998) - Malaysian Society for Quality in Health - GlobalHealth Asia Pacific Healthcare & Hospital Awards - GlobalHealth Asia Pacific Healthcare & Hospital Awards - Anugerah Bandar Rendah Karbon	Valid Until Oct 202620242023-202420242023	- CKAPS (Cawangan Kawalan Amalan Perubatan Swasta), Ministry of Health Malaysia, under Act 586 (Private Healthcare Facilities and Services Act 1998) - Malaysian Society for Quality in Health - GlobalHealth Asia Pacific Healthcare & Hospital Awards - GlobalHealth Asia Pacific Healthcare & Hospital Awards - Parents' Choice Award 2024 - BabyTalk Readers' Choice Awards - Anugerah Bandar Rendah Karbon	Valid Until April 2025202420232024202420232023



A Message from Our Group CEO

At Avisena Healthcare, we believe that care and responsibility are inseparable. As a growing healthcare group, we have always placed our patients at the center of our decisions. However, the realities of climate change, resource limitations, and social disparities require us to expand our focus.

This inaugural sustainability report reflects our intention to move forward with purpose. We have aligned our efforts with globally recognized frameworks such as the GRI Standards, the UN Sustainable Development Goals, and the UN Global Compact. These guideposts help us integrate sustainability into every part of our operations, from clinical delivery to governance.

We began this journey by strengthening our foundations. In 2024, we introduced oversight through the Board Audit and Risk Committee, established a dedicated Management Sustainability Committee, and developed a sustainability framework anchored by five core pillars.

Our progress is still in its early stages, but the direction is clear. We are committed to building a healthcare group that not only treats illness but also contributes meaningfully to the wellbeing of our people, our communities, and our planet.

Elina Nadia Omar

Group Chief Executive Officer
Avisena Healthcare

Our Approach to Sustainability

At Avisena Healthcare, we view sustainability as an essential part of delivering long-term value. Our responsibility goes beyond patient care. It includes how we manage our workforce, reduce our environmental impact, govern our operations, and contribute to community wellbeing.

Our sustainability framework is guided by five core focus areas. These areas reflect our strategic priorities and serve as a foundation for how we integrate environmental, social, and governance (ESG) considerations into decision-making.



Our Sustainability Pillars



Customers

We aim to deliver excellence in clinical outcomes and customer experience. Our approach is centered on patient safety, service consistency, digital innovation, and responsive care.



People

We invest in our employees and clinical teams through training, workplace safety, and a supportive culture. Our people strategy is designed to attract and retain high-performing talent while preparing for the future of healthcare.



Community

As a healthcare provider embedded in society, we believe in building trust and brand value through outreach, public health advocacy, and partnerships that improve community wellbeing.



Environment

We work to reduce our environmental footprint by improving energy efficiency, water conservation, and responsible waste management. Our long-term vision includes transitioning to low-carbon operations.



Organization

We embed sustainability into governance, risk management, and cost efficiency. Our goal is to build resilience by aligning financial health with ethical leadership, digital transformation, and long-term strategy.

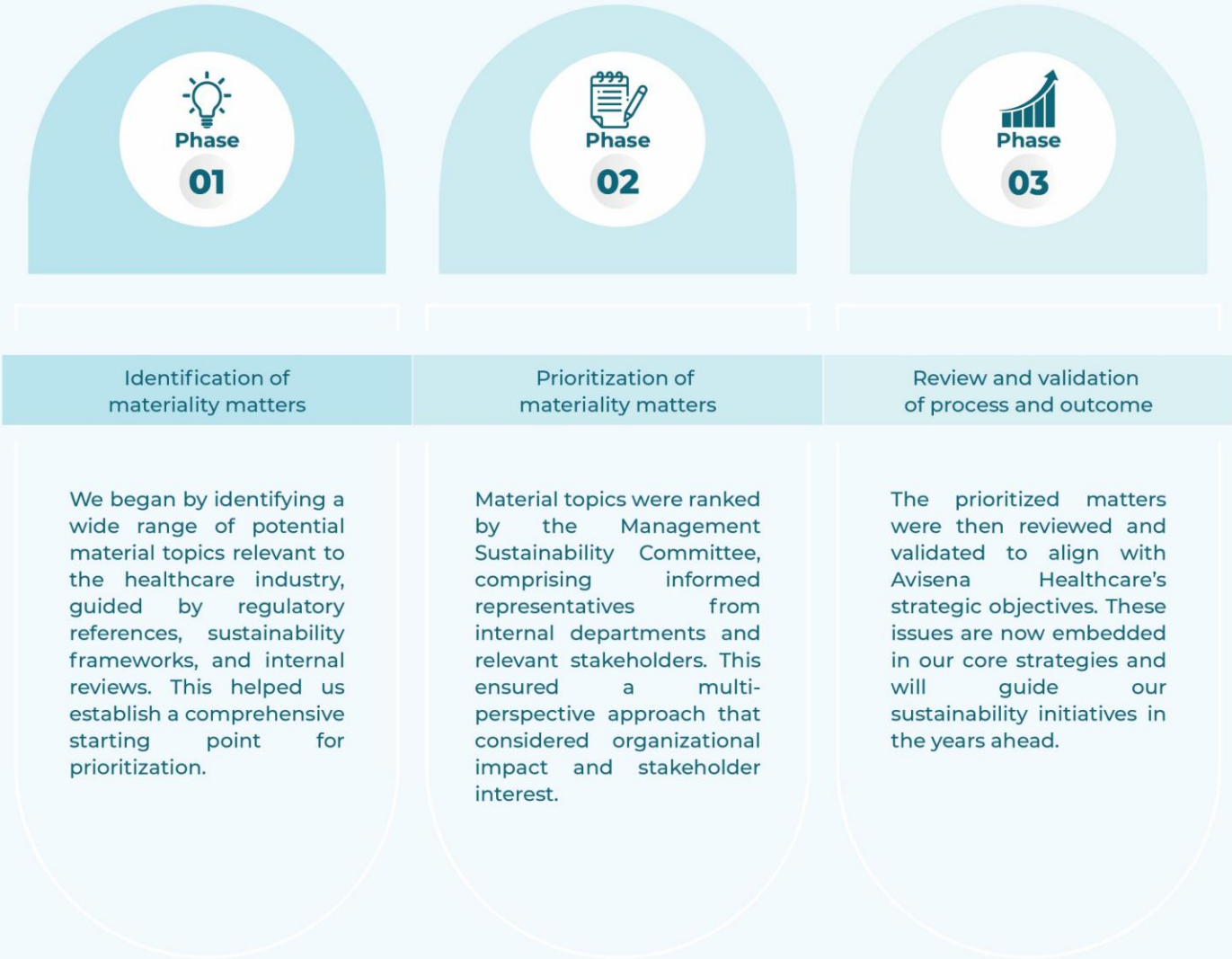
Our Material Matters

At Avisena Healthcare, we conduct regular materiality assessments to identify and prioritize the sustainability issues that matter most to our stakeholders and operations. This process ensures our strategy remains focused, responsive, and aligned with both local regulations and international standards.

In 2024, we conducted a formal review of our material topics using guidance from Bursa Malaysia's Sustainability Toolkit: Materiality Assessment. These priorities directly inform our strategic direction and reporting framework. We aim to reassess materiality every two years to reflect changing expectations and emerging risks.

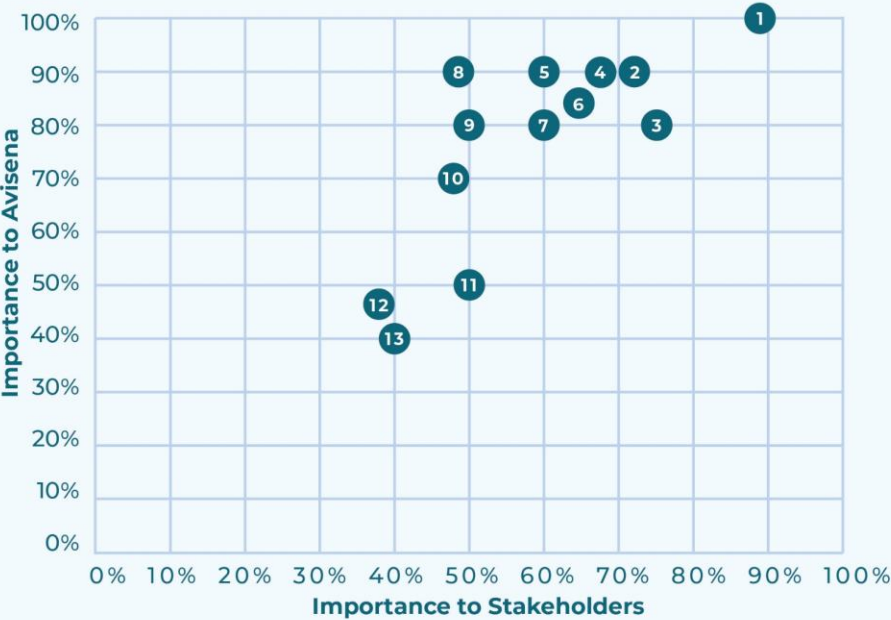


Our Sustainability Pillars



Our Material Matters

Our materiality assessment identifies the sustainability issues most relevant to our stakeholders and operations. These insights guide our strategy, ensuring that our sustainability efforts are aligned with healthcare delivery priorities, employee well-being, ethical conduct, and environmental responsibility.



No.	Materiality Matters	No.	Materiality Matters
1	Clinical Excellence	8	Talent Management
2	Service Excellence	9	SMART Healthcare
3	Operational Excellence	10	Value Driven Outcome
4	Privacy & Cybersecurity	11	Reducing Disease Burden (Well-being)
5	Business Ethics & Compliance	12	Carbon Footprint & Environmental Stewardship
6	Diversity	13	Corporate Social Responsibility
7	Employee Safety & Total Well-being		

Our Sustainability Pillars

Summary of Material Topics by Pillar

Each material topic has been grouped under our five sustainability pillars for clarity and strategic alignment:

- Customers
- **Clinical Excellence:**
Ensuring consistent, high-quality care across all services.
 - **Operational Excellence:**
Improving efficiency, value, and service delivery processes.
 - **Service Excellence:**
Providing courteous, timely, and professional care to exceed patient expectations.
 - **Value-Driven Outcomes:**
Delivering measurable health results while controlling costs.
 - **SMART Healthcare:**
Integrating digital health tools and connected systems for proactive care.

- People
- **Employee Safety and Total Well-being:**
Creating safe workplaces and supporting physical, mental, and emotional health.
 - **Talent Management:**
Attracting, developing, and retaining skilled professionals.
 - **Diversity:**
Promoting an inclusive environment that reflects our community.

- Community
- **Corporate Social Responsibility (CSR):**
Supporting underserved groups through outreach and education.
 - **Reducing Disease Burden:**
Promoting preventive care and improving access to health information.
- Environment
- **Energy Efficiency:**
Lowering energy consumption through optimization and innovation.
 - **GHG Emissions Management:**
Tracking and reducing Scope 1 and Scope 2 emissions.
 - **Waste Management:**
Ensuring proper segregation, disposal, and recycling of clinical and general waste.
 - **Water Management:**
Monitoring use and investing in conservation initiatives.
- Organization
- **Business Ethics and Compliance:** Maintaining integrity, transparency, and legal compliance in all operations.
 - **Privacy and Cybersecurity:**
Protecting patient and employee data in line with the Personal Data Protection Act, 2010 (PDPA).
- These issues now shape our sustainability strategy and serve as the foundation for the goals and initiatives outlined in this report.

Our Materials Matters



Customers

Clinical Excellence:

The ability of healthcare providers to consistently provide the highest quality care to their patients.

Operational Excellence:

The ongoing effort to improve quality, efficiency, and value in an organization's processes and services. It aims to meet customer needs while minimizing waste and optimizing performance.

Service Excellence:

The practice of delivering superior services to meet or exceed customer expectations. It involves providing timely, accurate, and courteous service while demonstrating empathy, professionalism and competency. The aim is to create a positive customer experience that fosters loyalty and satisfaction.

Value-Driven Outcome:

Value-driven outcomes in healthcare aim to maximize the value delivered to patients while minimizing costs. This includes achieving positive health outcomes, reducing hospital readmissions, and managing healthcare costs effectively.

SMART Healthcare:

Health service system that uses technology such as wearable devices, IoT, and mobile internet to dynamically access information, connect people, materials and institutions related to healthcare, and then actively manages and responds to medical ecosystem needs in an intelligent manner.



People

Employee Safety & Total Well-being:

Prioritizing employee safety involves creating a safe working environment and implementing protocols to prevent workplace injuries. Total well-being encompasses physical, mental, and emotional health support for employees.

Talent Management:

Talent management involves attracting, developing, and retaining skilled healthcare professionals. It includes strategies for workforce planning, training, and creating a supportive work culture.



Organization

Diversity:

Diversity in healthcare acknowledges and promotes the inclusion of individuals from various backgrounds, ethnicities, genders, and culture.

Business Ethics & Compliance:

Business ethics and compliance refer to adherence to ethical standards and legal regulations in healthcare operations. It includes issues like anti-corruption measures, fraud prevention, and ethical decision-making.

Privacy & Cybersecurity:

In healthcare, safeguarding patient privacy and data security is critical. This involves compliance with data protection regulations, secure data storage, and protection against cyber threats.



Community

Corporate Social Responsibility:

Corporate social responsibility in healthcare involves ethical and responsible business practices that benefit society. This includes community engagement, philanthropy, and sustainable sourcing of medical supplies.

Reducing Disease Burden (Wellbeing):

This focuses on preventive measures and public health initiatives aimed at reducing the burden of diseases in the community. It includes health education, vaccination programs, and disease management strategies.



Our Environment

Carbon Footprint & Environmental Stewardship:

Reducing the carbon footprint and practicing environmental stewardship in healthcare involves implementing eco-friendly practices, such as energy-efficient facilities, waste reduction, and sustainable sourcing to minimize the environmental impact of healthcare operations.

Stakeholder Engagement

Avisena Healthcare maintains open, consistent engagement with key stakeholders to understand their needs, align strategic decisions, and foster trust. Our approach emphasises active listening and collaboration to ensure our services, policies, and sustainability initiatives are responsive and inclusive.

Our key stakeholder groups include:

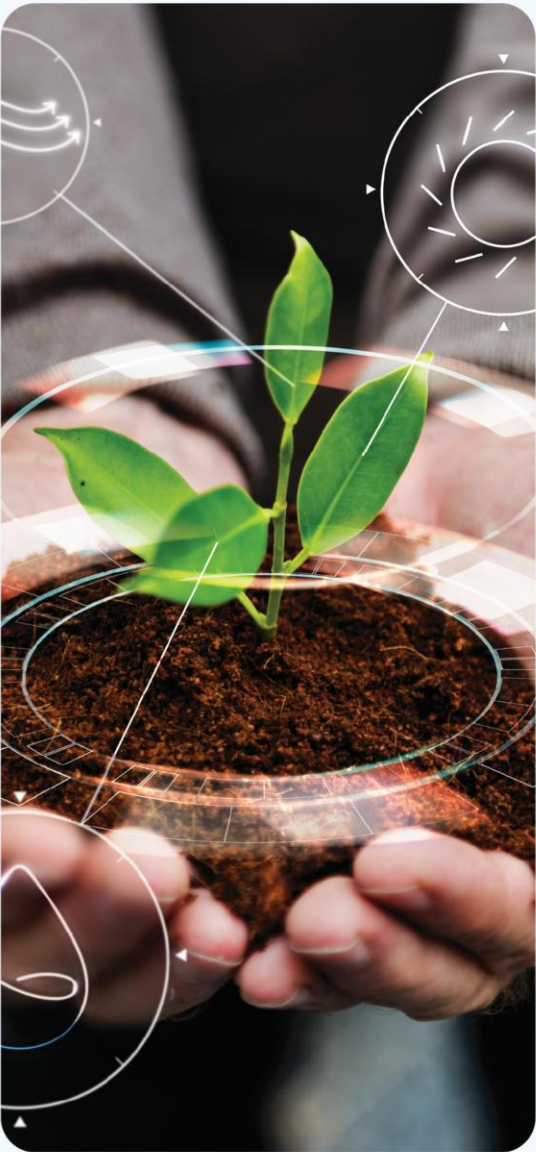
Stakeholder Group	Engagement Channels	Key Topics of Interest
Patients and Families	Patient satisfaction surveys, complaint and feedback platforms, focus groups	Quality of care, service accessibility, infection control, affordability, digital health options
Employees	Town halls, internal surveys, 6P framework, HR feedback, training evaluations	Workplace safety, compensation & benefits, development opportunities, culture & values
Government and Regulators	Compliance audits, policy briefings, accreditation processes, formal correspondence	Clinical governance, patient safety, facility licensing, data protection, waste disposal
Business Partners & Suppliers	Procurement meetings, ethics declaration, vendor evaluations	Fair procurement practices, contract performance, anti-corruption, ESG compliance
Community Members	CSR outreach events, Yayasan programmes, health campaigns	Access to healthcare, health education, social inclusion, environmental responsibility
Board of Directors & Senior Leadership	Governance meetings, strategic planning, risk reviews	Long-term value creation, organisational performance, regulatory alignment, ESG risks

Ongoing Improvements

In 2024, we enhanced our engagement practices by:

- Strengthening the use of digital platforms for patient and employee feedback
- Expanding outreach to underserved communities via mobile clinics
- Deepening ESG-related discussions with vendors through updated screening practices

We remain committed to transparent and constructive engagement as a key driver of sustainable healthcare delivery.



GOVERNANCE

Embedding accountability and ethical leadership across all levels.

Governance Philosophy & Management Approach

Sustainability Governance

At Avisena Healthcare, strong governance is the foundation of our sustainability efforts. We have instituted a robust structure with clear lines of accountability to ensure sustainability is embedded across all levels of the organization. This enables us to meet our legal, ethical, and regulatory obligations while pursuing long-term value creation.

Board Oversight

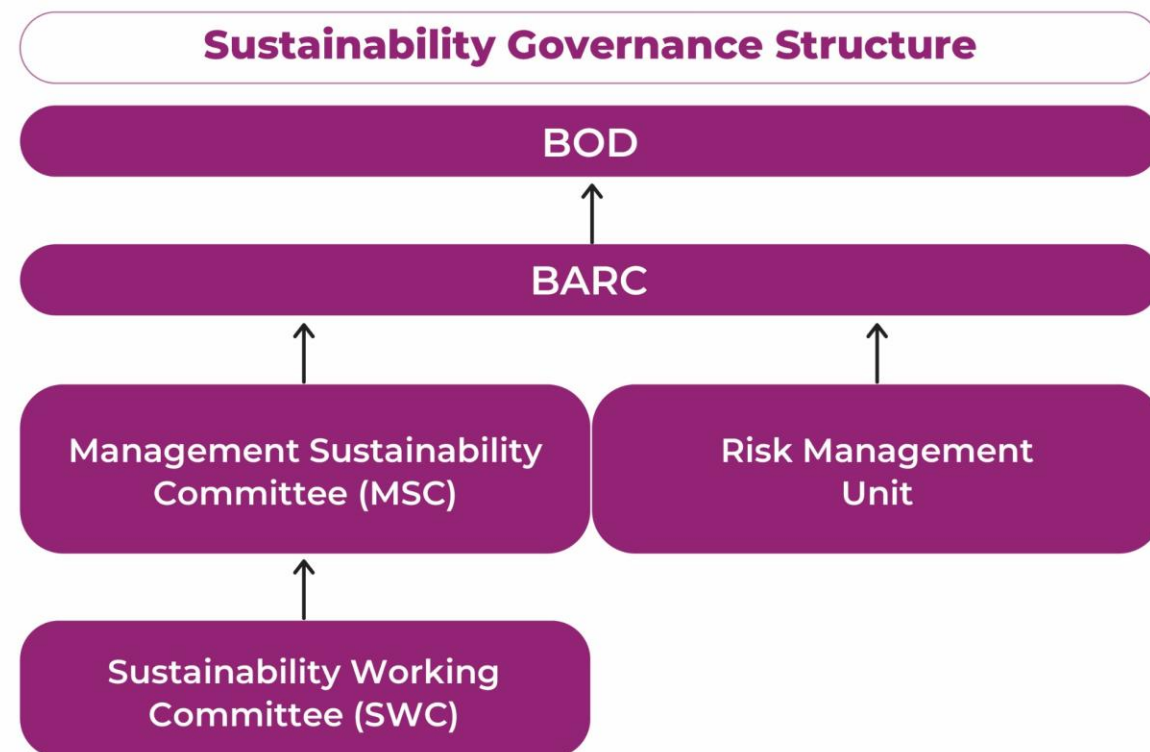
The Board of Directors (BOD) provides strategic direction for sustainability and is responsible for approving relevant policies and frameworks. Oversight of sustainability-related risks and disclosures is delegated to the Board Audit and Risk Committee (BARC). The BARC ensures that ESG issues are factored into board deliberations and corporate reporting, reinforcing our commitment to good governance.

Management Oversight

The Management Sustainability Committee (MSC), chaired by the Group CEO, leads implementation. It is supported by:

- Sustainability Working Committee (SWC) – functions as Secretariat;
- Risk Management Unit (RMU) – monitors and reports ESG-related risks twice annually to BARC.

Hospital CEOs and senior leadership teams ensure ESG principles are integrated into operational decisions across all business units.



Sustainability in Performance & Rewards

To embed ESG accountability at the leadership level, Key Performance Indicators (KPIs) are aligned with our five sustainability pillars: Organization, Customers, People, Environment, and Community. These KPIs are incorporated into executive scorecards and influence performance-linked remuneration. This approach reinforces our commitment to responsible growth.

Sustainability Risk Management

Avisena Healthcare incorporates ESG risks into our enterprise-wide Risk Management Framework. This approach is informed by national regulations, MSQH standards, and international frameworks such as GRI 2-23 and 2-26.

How ESG Risks Are Managed at Avisena Healthcare



ESG Risk Management Process

Our process includes five integrated stages:

- 1. Establish Scope & Context –**
Align risk scope with ESG and business goals.
- 2. Risk Identification –**
Based on audit reviews, stakeholder input, and trend analysis.
- 3. Risk Analysis –**
Assess impact and likelihood against strategic priorities.
- 4. Risk Evaluation & Treatment –**
Apply controls and assign risk owners.
- 5. Monitoring & Review –**
Risks are logged in a centralized Risk Register and reviewed quarterly in reports to BARC.

Entity	Responsibility
Risk Management Unit (RMU)	Implements the risk framework, coordinates quarterly reviews, and consolidates organization-wide ESG risk reporting.
Risk Owners	Manage day-to-day risks within their operational areas, including mitigation planning and monitoring.
BARC	Oversees sustainability and enterprise risk reporting, ensures follow-up on mitigation actions on a biannual basis.
Board of Directors	Endorses strategic integration of ESG risk into the Group's sustainability direction and overall governance priorities.

Governance Highlights: Ethics, Privacy & Cybersecurity

Avisena Healthcare upholds the highest standards of ethical conduct, transparency, and accountability. Our governance ecosystem supports a responsible culture across the organization — driven by clear policies, staff empowerment, and active oversight mechanisms.

Ethics & Anti-Corruption

Avisena Healthcare maintains a zero-tolerance stance on corruption, fully aligned with the:

- Malaysian Anti-Corruption Commission (MACC) Act, 2009
- Malaysian Penal Code (Act 574)

The Code of Conduct defines ethical behavior expected of all employees and stakeholders, supported by regular training.

2024 Highlights

100%

employee declaration of anti-corruption policy compliance

93%

staff trained on ethics and anti-corruption through onboarding, e-learning, and departmental briefings

Zero

corruption incidents reported as of 31 December 2024

GHDS declarations (Gifts, Hospitality, Donations, Sponsorships) are governed under our “No Gift” policy. All permitted cases are declared to the Risk Management Unit and reviewed annually by BARC.

100%

completion of PDPA & Cybersecurity Training by all staff

Data Protection Officer appointed (since August 2023)

28 SOPs reviewed under the IT Governance Policy (approved Dec 2024) , covering data security, user access, system integrity and incident response

Technical implementations include:

• Microsoft 365 with enhanced security features

• Extended Detection & Response (XDR)

• Network Detection & Response (NDR)

• Firewall policy endorsed by CyberSecurity Malaysia (CSM)

Anti-Corruption Policy



We adopt a strict zero-tolerance approach to all forms of bribery and corruption. This Policy has been developed to align with the requirements set out in the MACC Act and the Malaysian Penal Code (Act 574) and their respective amendments. It applies to all individuals working in or with Avisena including directors, shareholders, employees and third party

Data Privacy & Cybersecurity

Compliance with the Personal Data Protection Act, 2010 (PDPA) is a core part of our governance. Measures include:

- Secure data storage,
- Controlled access protocols,
- Ongoing awareness initiatives, and
- IT risk assessments and mitigation.

Whistleblowing Policy



A formal document established to encourage and enable employees, partners, and other stakeholders to report suspected wrongdoing or unethical behaviour within the company

Whistleblowing Channel



Provides a safe and confidential avenue for employees and stakeholders to raise concerns on potential misconduct, without fear of retaliation. All reports are treated in strict confidence.

OUR ORGANIZATION

Strengthening our foundation through integrity, governance, and operational resilience.

Our Organization: Philosophy and Management Approach

Operational excellence is fundamental to Avisena Healthcare's sustainability approach. We recognize that our ability to deliver safe, responsive, and high-quality care depends on the strength of our infrastructure, digital capabilities, asset reliability, and risk management systems.

Our operations are shaped by a “right the first time” culture that emphasizes proactive management, continuous improvement, and regulatory compliance. Teams across all hospitals implement standardized practices guided by Ministry of Health (MOH) requirements, MSQH accreditation, and international benchmarks. Support services are governed through a structured ecosystem of committees and internal controls, enabling cross-functional alignment and long-term resilience.



2024 Key Highlights

12

Internal audits conducted

0

Data breaches reported

7

Business Continuity Plans

Revised BCM framework deployed across all sites in 2024, with full scenario simulations completed.



Our Material Matters

• Business Ethics and Compliance

Upholding ethical standards and regulatory compliance across all operations, including anti-corruption measures, transparent procurement, and adherence to national healthcare laws.

• Privacy and Cybersecurity

Safeguarding sensitive patient and operational data through secure digital infrastructure, staff awareness, and compliance with the PDPA

• SMART Healthcare

Integrating technology and digital platforms to improve operational efficiency, infrastructure monitoring, and service coordination. This includes asset tracking, fault analytics, and continuity systems.

UN SDGs



Our Organization: Focus Areas

At Avisena Healthcare, organizational excellence is cultivated through strategic focus on ethics, risk governance, infrastructure resilience, and digital transformation. These areas are critical to enabling operational reliability and long-term sustainability in healthcare delivery.

01

Focus Area 1:
Business Ethics and Compliance



We uphold ethical conduct across all levels of the organization. Avisena Healthcare adopts a zero-tolerance policy against corruption and improper conduct, aligned with the MACC Act and Penal Code (Act 574). In 2024, 100% of staff signed the Anti-Corruption Policy, while new suppliers and vendors were required to make declarations as part of onboarding.

Regular training, audits, and declarations reinforce our culture of integrity and transparency in operations and vendor relationships

02

Focus Area 2:
Privacy and Cybersecurity



Respecting and safeguarding patient and staff data is central to our operational governance. Avisena Healthcare is fully compliant with the PDPA, with 100% of staff completing Data Protection and Cybersecurity Training in 2024.

Cybersecurity efforts include external penetration testing, adoption of a Firewall Policy endorsed by CyberSecurity Malaysia, and 26 SOPs reviewed under the IT Governance Policy.

No data breaches were recorded as of December 2024. Incident readiness is maintained through the Code White protocol drill.

03

Focus Area 3:
SMART Healthcare



Digitalization is a strategic enabler of sustainable operations at Avisena Healthcare. In 2024, Microsoft 365 was rolled out group-wide to enhance secure collaboration and centralized document control.

System uptime was maintained at 98%, with over 9,400 support tickets resolved efficiently.

Development began on Healthproximate, a predictive analytics platform for healthcare planning.

Preparations also began to upgrade our core Hospital Information System (TrakCare) from the 2014 to 2024 version. Scheduled for completion in 1H 2025, the upgrade includes cross-functional planning and readiness assessments to enhance interoperability, user experience, and clinical data quality.

04

Focus Area 4:
Business Continuity Management



Our BCM framework is grounded in risk assessments for physical, digital, and clinical disruptions. It includes hazard mapping, backup utility protocols, and a Code White system for IT incidents.

In 2024, BCM documentation was updated at group and site levels. Tabletop simulations were conducted to evaluate readiness in ASH and AWCSH, while escalation flows and downtime protocols were reviewed. These practices ensure operational resilience in the face of disruption.

Our Organization: 2024 Highlights

Focus Area	Business Ethics and Compliance	Privacy and Cybersecurity	SMART Healthcare	Business Continuity Management
Selected 2024 Highlights	• 100% of staff signed the Anti-Corruption Policy • 93% trained in ethics and anti-corruption topics • 0 reported incidents of corruption • 100% of new suppliers signed anti-corruption declaration	• 100% of staff completed Data Protection and Cybersecurity Training • 0 data breaches reported • 26 SOPs reviewed under the IT Governance Policy • External penetration test conducted • CyberSecurity Malaysia engagement initiated	• Microsoft 365 fully implemented across all departments • >9,400 IT support tickets resolved (avg. 10–15 min response for hardware) • System uptime maintained at 98% • Predictive analytics initiative (Healthproximate) initiated • Begin upgrade of TrakCare HIS from 2014 to 2024 version, with completion targeted for 1H 2025	• BCM documentation updated at group and hospital levels • Tabletop simulation exercises conducted in ASH and AWCSH • Code White protocols reviewed and tested

Our Organization: 2025 Focus Areas

These forward priorities are shaped by our material matters and evolving operational needs. They guide how we strengthen infrastructure, systems, and compliance to support service delivery excellence across the Group.

Focus Area	Business Ethics and Compliance	Privacy and Cybersecurity	SMART Healthcare	Business Continuity Management
2025 Direction	• Sustain 100% annual staff declaration and ethics training compliance • Strengthen supplier screening and anti-bribery controls in procurement • Embed ethics modules into staff onboarding and refresher cycles	• Implement new cybersecurity awareness modules with scenario-based learning • Update and test Firewall Policy and response protocols across both sites • Expand internal audits to include data handling in clinical operations	• Pilot Healthproximate for data-driven planning in selected departments (shorter and flows better across the bullet list) • Begin upgrade of TrakCare HIS from 2014 to 2024 version, with completion targeted for 1H 2025	• Conduct live simulation exercises involving multi-department response • Complete BCM escalation flowchart updates across all support functions • Embed Code White refresher protocols into hospital-wide communication drill calendar

Our Organization: 2024 Scorecard

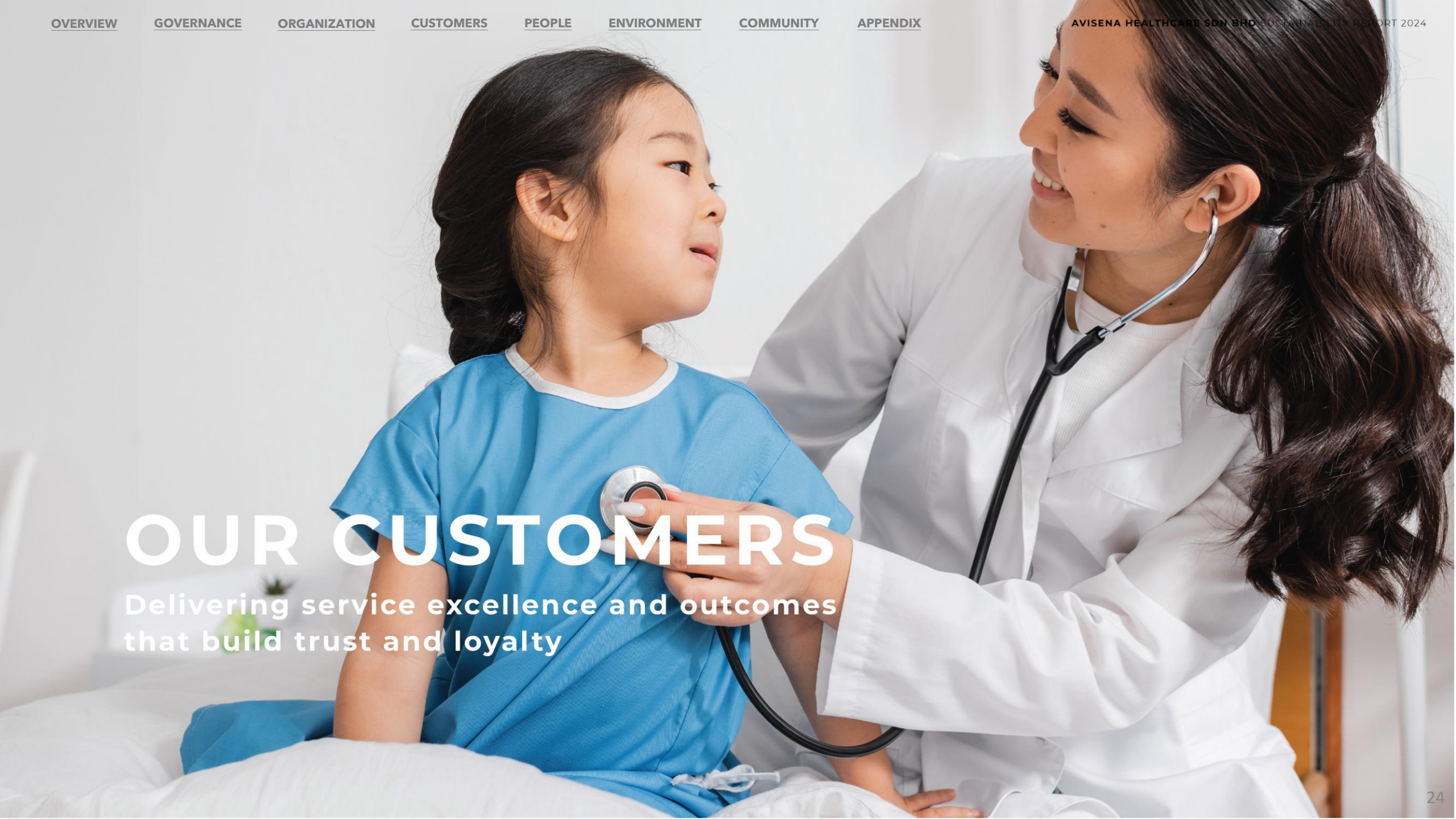
Focus Area	Indicator	2024 Performance
Business Ethics and Compliance	% of staff who signed anti-corruption declaration	100%
	% of staff trained in ethics and anti-corruption	93%
	Number of reported corruption incidents	0
	% of new suppliers completing declaration	100%
Privacy and Cybersecurity	% of staff trained on PDPA and cybersecurity	100%
	Number of data breaches reported	0
	% of IT SOPs reviewed	100% (26 SOPs reviewed)
	Penetration test conducted	Completed
SMART Healthcare	Microsoft 365 rollout completion	100% of departments covered
	IT support tickets resolved	~9,400+ (average 10–15 min response time)
	Predictive analytics project initiated	Healthproximate Phase 1 started
	TrakCare upgrade progress	Preparations completed; go-live in 1H 2025
Business Continuity Management	% of BCM documentation reviewed/updated	100%
	Number of simulation exercises conducted	Conducted at ASH and AWCSH
	Code White protocol readiness	Reviewed and tested

2024 marked the foundational phase for analytics and HIS upgrades, with full implementation targeted in 2025.

All metrics were compiled from internal audit records, departmental reports, and IT logs.

Acronyms

- **PDPA:** Personal Data Protection Act
- **PQMS:** Power Quality Monitoring System
- **BCM:** Business Continuity Management
- **SOPs:** Standard Operating Procedures



OUR CUSTOMERS

Delivering service excellence and outcomes
that build trust and loyalty

Our Customers: Philosophy & Management Approach

At Avisena Healthcare, we are committed to delivering a high standard of care that places the patient at the heart of every decision. Our understanding of “customers” includes not only patients but also their families, caregivers, referring doctors, and healthcare partners.

Our goal is to provide safe, timely, and effective care through clinical excellence, operational efficiency, and personalized service. Every interaction is guided by professionalism, empathy, and a strong sense of responsibility to meet our patients' expectations.

We take a holistic approach to patient care that combines medical quality with a positive experience across the full journey. This includes admission, consultation, treatment, discharge, and follow-up.

Our efforts are supported by clear protocols, ongoing staff training, digital systems, and structured feedback mechanisms.

By focusing on excellence in both service and outcomes, we aim to build long-term trust and continuously improve the care we provide.



2024 Key Highlights

91%

Overall Patient Satisfaction

Reflects positive patient experience across service touchpoints.

0

Healthcare-Associated Infections

No reported cases of HAI, VAP, CAUTI, or CLABSI at both hospitals.

100%

Grievances Resolved Within 10 days for AWCSH

All reported complaints were addressed on time, supporting service recovery.

MSQH Accreditation

Secured at Both Sites

ASH reaccredited for 2023–2027; AWCSH fully accredited for 2024–2028.

Our Material Matters



· Clinical Excellence

Consistently deliver safe, high-quality medical care across all services.

· Operational Excellence

Streamline processes and resources to support efficient care delivery.

· Service Excellence

Provide responsive, courteous, and professional service at all touchpoints.

· Value-Driven Outcome

Focus on meaningful health results while managing care costs responsibly.

· SMART Healthcare

Use digital systems to enhance patient access, safety, and experience.

UN SDGs



Our Customers : Focus Areas

Avisena Healthcare’s environmental efforts are centred around two key areas that directly address our material impacts: **Energy & Emissions and Waste Management**. These focus areas guide our daily operations, infrastructure upgrades, and long-term sustainability commitments.

Focus Area 1:
Clinical Excellence01



We prioritize consistent, high-quality care that meets medical standards and ensures patient safety. Care protocols are aligned with Ministry of Health (MOH) requirements, MSQH accreditation, and international benchmarks. Quality is maintained through clinical audits, specialist credentialing, and continuous professional development.

Focus Area 2:
Operational Excellence02



We streamline processes to reduce inefficiencies and improve service delivery. Our teams collaborate across departments to manage resources, reduce wait times, and ensure cost-effective care without compromising outcomes.

Focus Area 3:
Service Excellence03



We foster professionalism and empathy at every point of care. Initiatives include improving communication, responsiveness, and frontline service behavior. Feedback mechanisms and satisfaction scores guide continuous service training and improvements.

Focus Area 4:
Value-Driven Outcome04



We focus on measurable health improvements while managing costs. Strategies include outcome-based planning, reducing unnecessary admissions, and enhancing treatment efficiency.

Focus Area 5:
SMART Healthcare05



We prioritise efficient use of electricity and water across all facilities. Key strategies include performance benchmarking, equipment upgrades, and the integration of smart systems to monitor usage and reduce emissions.

Our Customers: 2024 Highlights

Focus Area	Clinical Excellence	Operational Excellence	Service Excellence	Value-Driven Outcome	SMART Healthcare
Selected 2024 Highlights	0 healthcare-associated infections (HAI, VAP, CAUTI, CLABSI) 93% compliance with clinical guidelines MSQH accreditation secured for 2023–2027 (ASH) and 2024–2028 (AWCSH)	Comprehensive review of core operational frameworks including the Operational Policy, Finance and Account Policy, Procurement Policy, Employee Handbook, Succession Planning Framework, IT Governance and Management Framework, and Information Technology and Security Policy. The exercise was conducted across all departments to strengthen operational resilience, standardization, and governance compliance.	91% patient satisfaction across touchpoints 81% Net Promoter Score 100% grievances resolved within SLA at AWCSH >80% referrals from word-of-mouth Service and training guided by 6P framework	Pilot deployment of Healthproximate, an AI-driven healthcare analytics tool, planned to enhance visibility and tracking of value-based care outcomes, including clinical compliance, readmission trends, and treatment efficiency Clinical compliance audit scheduled for 2025 by the Patient Safety and Quality Assurance (PSQA) unit, with results reported to MARC and BARC for governance and quality improvement.	Operational dashboard deployed at ASH & AWCSH to as part of Discharge Before Noon initiative to facilitate admission and discharge processes. Online pre-registration and telehealth options expanded

Campaigns and Safety Awareness

Observance of **World Patient Safety Day**, with internal engagement activities and staff awareness sessions.

Hand Hygiene Day campaigns were conducted to reinforce infection control practices, supported by WHO's Five Moments framework.

Participation in **National Antibiotic Awareness Week** and **World Tuberculosis Day**, led by the Hospital Infection and Antibiotic Control Committee (HIACC).

Launch of the **“Do It Right” Culture Campaign**, encouraging correct practices in medication handling, documentation, and patient identification.

Public Engagement and Recognition

- Continued brand visibility through specialist-led awareness sessions and community health screenings (supported by Yayasan Avisena).
- Recognised by key regional award platforms:
 - ENT Service Provider of the Year – ASH, GlobalHealth Asia Pacific Healthcare & Hospital Awards 2024
 - Paediatric Surgical Service Provider of the Year – AWCSH, GlobalHealth Asia Pacific Healthcare & Hospital Awards 2024

Our Customers: 2025 Focus Areas

In 2025, we aim to deepen trust, improve clinical precision, and enhance service experience through digital innovation and measurable outcomes

Focus Area	Business Ethics and Compliance	Operational Excellence	Service Excellence	Value-Driven Outcome	SMART Healthcare
2025 Direction	Sustain MSQH and CKAPS standards through internal audits, CME, and drills Expand specialty recognition in fertility, ENT, and women's health Lay groundwork for alignment with international quality and safety standards	Improve admission and discharge turnaround times through revised workflows and task force oversight Achieve ≥80% compliance target	Strengthen SLA compliance at ASH through workflow optimization and accountability tracking Standardize grievance handling protocols	Scale up Healthproximate deployment, expanding its use across clinical departments with enhanced analytics for real-time outcome tracking, predictive insights, and benchmarking against best practices Implement targeted improvement plans based on findings from the clinical compliance audit	Embed 6P service culture using scenario-based training Use digital platforms to reinforce consistency in communication and patient experience

Our Customers: 2024 Scorecard

Focus Area	Indicator	2023 Performance	2024 Performance
Clinical Excellence	% Customer satisfaction	88%	91%
	Net Promoter Score	60%	81%
	% compliance with clinical guidelines		93%
	MSQH accreditation		ASH: 2023–2027, AWCSH: 2024–2028
Operational Excellence	Healthcare-associated infections (HAI, VAP, CAUTI, CLABSI)		0 reported cases
	Discharge Before Noon initiative		Implemented at both sites
Service Excellence	% grievances resolved within SLA at AWCSH		100%
	Referrals from word-of-mouth		>80%
	Service culture implementation		Guided by 6P framework
Value-Driven Outcomes	Internal audits on compliance and readmissions		Improved compliance and reduced readmissions confirmed
	Discharge initiative impact		Reflected in clinical audits and 93% guideline adherence
SMART Healthcare	Clinical dashboard		Deployed at ASH
	Digital access improvements		Online pre-registration and telehealth options expanded

- Patient Satisfaction & NPS were measured through internal surveys conducted across multiple touchpoints (e.g., frontliners, clinics, admission, discharge).
- Zero HAI includes 0 reported cases of VAP, CAUTI, or CLABSI at both ASH and AWCSH.
- 100% SLA Compliance reflects timely closure of complaints submitted through formal grievance channels at AWCSH.
- Word-of-Mouth Referrals serve as a proxy indicator for trust and patient loyalty, validated through admission data and staff interviews.
- Clinical Dashboard Deployment at ASH supports real-time tracking of safety, infection rates, and treatment effectiveness.

OUR PEOPLE

Empowering a resilient, diverse,
and purpose-driven workforce

Our People: Philosophy & Management Approach

At Avisena Healthcare, our people are more than a workforce. They are caregivers, innovators, and stewards of trust. From highly trained clinical teams to dedicated support staff, every employee plays a vital role in delivering high-quality, compassionate care across our hospitals and healthcare facilities.

We are committed to cultivating a workplace that is safe, inclusive, and prepared for the future. Our people strategy emphasizes well-being, professional development, and diversity as core foundations for long-term sustainability. These commitments reflect our belief that an engaged and empowered workforce is essential to delivering patient-centered care.

Our approach is guided by four principles:

- **Care for the Whole Person:** We prioritise physical, mental, and emotional well-being through targeted health and wellness programs.
- **Continuous Development:** We support staff with training, leadership pathways, and education sponsorships to enable growth.
- **Diversity and Equity:** We embrace differences and ensure equal opportunities across all departments and roles.
- **Accountability and Ethics:** We uphold transparent, compliant, and ethical people practices at every level.

We benchmark compensation and benefits regularly, particularly for clinical roles, to remain competitive within the Klang Valley. In 2024, this included strategic salary adjustments and an expansion of education sponsorships to strengthen career mobility. Looking ahead, we aim to continue building a supportive and purpose-driven culture where every employee feels valued and equipped to meet the evolving challenges of healthcare.

2024 Highlights

71%	87%	63 Hours	RM67.7 million
Employee satisfaction rate	Retention rate	Average training hours per employee	Invested in employee remuneration, development, and well-being



Our Material Matters

- **Employee Safety and Total Well-Being**
Prioritising a safe and healthy work environment, with support for physical, mental, and emotional wellness.
- **Talent Management**
Investing in workforce development, training, and creating pathways for career advancement across all levels.
- **Diversity**
Fostering an inclusive workplace that values the unique contributions of individuals across different backgrounds and professional disciplines.

UN SDGs



Our People: Focus Areas

At Avisena Healthcare, we nurture a resilient and future-ready workforce by prioritising well-being, talent development, and inclusion. These focus areas support a people-first culture essential to delivering safe, compassionate, and high-quality care.

Focus Area 1: Employee Safety and Well-Being

01



We ensure a safe, supportive, and healthy work environment through proactive safety initiatives, mental health promotion, and structured staff engagement. Internal campaigns and hospital-wide drills reinforce our HSSE culture across all departments.

Focus Area 2: Talent Management

02



We invest in career growth through targeted upskilling, professional training, and education sponsorships. Talent mapping, succession planning, and structured CME programmes support internal mobility and future leadership development.

Focus Area 3: Diversity and Inclusion

03



We uphold fairness and equal opportunity for all employees. Key strategies include inclusive hiring practices, targeted engagement for underrepresented groups, and ongoing policy reviews to promote workplace equity and cultural sensitivity.



Our People: 2024 Highlights

Focus Area	Employee Safety and Well-Being	Talent Management	Diversity and Inclusion
Selected 2024 Highlights	• Staff satisfaction rate reached 71%, reflecting positive engagement and workplace experience. • Workplace safety performance improved in 2024, reflected by a lower Lost Time Incident Rate (LTIR) by 7.76%. • Staff Wellness Program introduced in collaboration with Avisena Wellness, offering free health screenings to employees aged 40 and above. • 6P staff engagement framework implemented • Internal campaigns and Human Resource Day supported workplace culture • KRA activities in 2024 included regular Zumba and dance sessions, religious talks and Ramadhan-themed programmes, as well as community-building events such as Avisena Raya, Kendurian, and Jom Wayang, promoting staff wellness, spiritual growth, and camaraderie across all levels	• 87% retention rate • Average training hours reached 63 (above target) • Expanded sponsorship for specialty training • CME programmes delivered across departments • Develop career progression frameworks for nursing and allied health staff (Developed the nursing career pathway framework to support professional growth and retention. • Emerging Leaders Development Programme (ELDP) was launched to build a strong leadership pipeline by developing mid-level and high-potential staff through structured learning, mentorship, and cross-functional exposure; implementation begins in 2025 • Succession Planning framework was introduced to identify and prepare potential successors for critical senior positions, ensuring leadership continuity and organizational resilience • Aligned staff remuneration package with industry standards following a benchmarking exercise to ensure competitive compensation and support retention strategies	• 60% of leadership positions held by females, supporting gender diversity in decision-making roles. • Formalized Non-Discrimination and Equal Opportunity policies through the Employee Handbook to reinforce fairness and workplace equity. • Education sponsorships awarded to 51 individuals, mainly from the B40 income group

Human Resource Day: Reinforcing Workplace Culture

In August 2024, Avisena Healthcare organised a two-day Human Resource Day campaign focused on cultivating a supportive and productive workplace culture. The event covered diverse topics including employee well-being and work-life balance, professional growth, legal and financial awareness, safety, and team-building.

The campaign recorded a 71% attendance rate, with 646 out of 917 staff participating across various sessions. It served as a strategic platform to reinforce core values, improve interdepartmental collaboration, and enhance employee engagement through direct involvement and dialogue



Our People: 2025 Focus Areas

In 2025, we aim to foster a safer, more inclusive, and growth-driven workplace through proactive engagement, capability-building, and strengthened support systems.

Focus Area	Employee Safety and Well-Being	Talent Management	Diversity and Inclusion
2025 Direction	• Conduct regular risk assessments and audits across all departments • Expand support for emotional wellness through mental health resources and peer support • Strengthen HSSE awareness through annual campaigns and hospital-wide drills • Launch the Avisena Staff Wellness Programme to promote healthier BMI levels, reduce medical leave, and support overall employee well-being. • Launch internal employee newsletter to improve engagement, communication, and awareness of staff wellness and development initiatives	• Increase sponsorships for professional education and certification • Expand department-level CME targets to reinforce skill-building culture • Implement the Emerging Leaders Development Programme (ELDP), to build leadership capacity among high-potential staff through structured training, mentorship, and cross-functional exposure	• Maintain retention rates through targeted engagement for new hires and young talent • Review succession planning for gender and age inclusiveness • Expand representation within our medical workforce by increasing the recruitment of doctors from diverse ethnic backgrounds to better reflect the communities we serve and enhance access to culturally responsive care.

Our People: 2024 Scorecard

Focus Area	Indicator	2023	2024 Performance
Employee Safety and Well-Being	LTIR	2.19	2.02
	Work Related Fatalities	0	0
	Employees trained health and safety standards	843	1092
	Staff satisfaction		71%
	HR Day participation rate		71% (646 out of 917 staff participated)
Talent Management	Staff who received education sponsorships		51
	Average training hours per employee		63 hours (above 30-hour internal target)
Diversity and Inclusion	Retention rate		87% (within industry benchmark of ~83%)

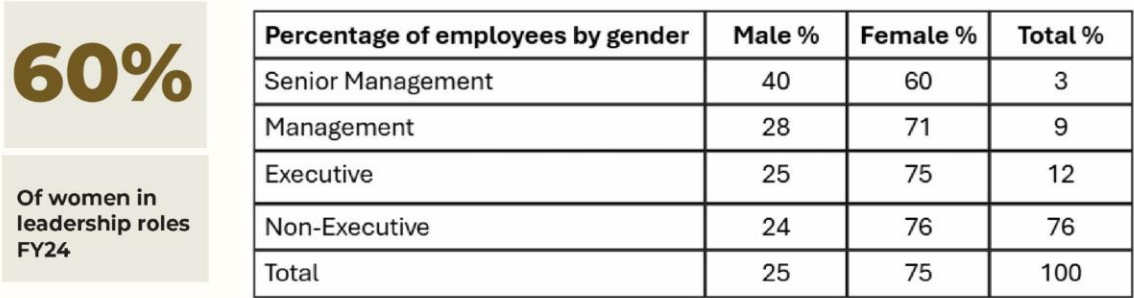
Lost time incident rate (LTIR) calculation method: Total number of lost time injuries in relation to total number of hours worked in the reporting period, multiplied by 200,000, which represents a standardised value of the total amount of hours that 100 employees work weekly for 40 hours for a duration of 50 weeks (100 x 40 x 50 = 200,000). Avisena Healthcare includes only direct employees in this metric.

- **Staff Satisfaction** was measured using an internal survey covering work conditions, communication, engagement, and well-being indicators.
- **HR Day Participation Rate** was calculated based on actual staff attendance across both hospitals during the August 2024 campaign.
- **Training Hours** include internal CME sessions, sponsored external courses, and e-learning completions logged in HR systems.
- **Retention Rate** refers to annual retention across all departments, excluding contract, trainee, and houseman categories.

Acronym	Definition
HSSE	Health, Safety, Security, and Environment
HR	Human Resources
CME	Continuing Medical Education
6P	Avisena Healthcare's internal service excellence framework for staff engagement

Our People: 2024 Scorecard

Workforce Diversity



Board Diversity

Gender	2024		Age (years)	2024	
	Number of Directors	%		Number of Directors	%
Male	6	66.67	30-50	3	33.33
Female	3	33.33	>50	6	66.67
Total	9	100	Total	9	100

Employee Breakdown

Percentage of employees by age	<30 years (%)	31-50 years (%)	>50 Years (%)	Total %	Age Group	% of New Hires	Gender	% of New Hires
Senior Management	0	80	20	3	<30 years	63%	Female	69%
Management	1	92	7	9	31-50 years	31%	Male	31%
Executive	28	70	2	12	>50 years	6%		
Non-Executive	54	44	2	76				
Total	44	53	3	100				

Labour Practices & Standards

Indicator	2023	2024
Substantiated complaints related to HR violations	0	0

- Note:
- Percentage figures may not add up to 100% due to rounding of decimals.
 - Employee categories are defined as follows:
 - Senior Management: Includes GCEO, divisional heads, and facility CEOs with strategic and operational authority.
 - Management: Department/unit heads and supervisors involved in policy execution and people management.
 - Executive: Operational and administrative personnel with individual decision-making roles.
 - Non-executive: Frontline or support staff with no supervisory responsibilities (includes clinical and non-clinical roles).

A close-up photograph of several children's hands, belonging to different ethnicities, gently cupping a small green seedling with dark brown soil. The background is a soft-focus green field. The image conveys themes of growth, care, and environmental stewardship.

OUR ENVIRONMENT

Extending care and impact beyond our
hospital walls

Our Environment: Philosophy & Management Approach

At Avisena Healthcare, environmental responsibility is an integral part of delivering safe, high-quality care. We acknowledge that the health of our patients and communities is closely intertwined with the state of our environment. From energy usage to waste handling, we are committed to responsible operations that minimize harm and support sustainable healthcare delivery.

Our environmental governance is led by the Sustainability Working Committee (SWC), chaired by the Group Head of Facility Support Services. The Energy Management Committee reports directly to the SWC and is responsible for driving energy efficiency and monitoring group-wide usage.

Operational oversight involves various units, including Facility Engineering and Maintenance Services, Biomedical Engineering and Maintenance Services (BEMS), Housekeeping, Linen and Laundry, and the HSSE Unit. These teams manage daily tracking, regulatory compliance, and environmental data reporting across our hospitals.

2024 Highlights

9.7 million kWh

Total electricity consumed across both hospitals (ASH & AWCSH)

1,809m3 of anesthetic gasses tracked

Total electricity consumed across both hospitals (ASH & AWCSH)

7.5% energy savings

Reduction in total electricity consumed compared to 2019 baseline

31% reduction in energy intensity

Improved energy efficiency (kWh per m² GFA per year) compared to 2019 baselines for ASH

8% reduction in energy intensity

Improved energy efficiency (kWh per m² GFA) compared to 2019 baselines for AWCSH

7,521 Tonnes CO2e

Total Scope 2 emissions from purchased electricity (using 2022 emission factor)

Our Material Matters



• Energy & Emissions

Tracking and managing emissions from energy and medical gas usage, supporting climate-conscious healthcare delivery.

• Waste Management

Managing clinical, scheduled, and general waste responsibly, with emphasis on reduction, segregation, and safe disposal to limit environmental harm.

UN SDGs



Our Environment: Focus Areas

Avisena Healthcare's environmental efforts are centred around two key areas that directly address our material impacts: **Energy & Emissions** and **Waste Management**. These focus areas guide our daily operations, infrastructure upgrades, and long-term sustainability commitments.

Focus Area 1: Resource Efficiency

01



We prioritise efficient use of electricity and water across all facilities. Key strategies include performance benchmarking, equipment upgrades, and the integration of smart systems to monitor usage and reduce emissions.

Focus Area 2: Waste Management

02



We improve waste segregation and disposal through structured programmes aligned with MOH guidelines. Our approach includes clinical waste tracking, responsible vendor management, and pilot initiatives to increase recycling and landfill diversion.



Our Environment: 2024 Highlights

Focus Area	Resource Efficiency	Waste Management
Selected 2024 Highlights	• Developed internal Energy Management System (EnMS) framework • Formed Energy Management Committee chaired by the Group Head of Facility Support Services • Building Management Systems (BMS), and chillers • Prepared for AEMAS certification • ASH received 2-Diamond and AWCSH received 3-Diamond under MBSA Low Carbon Cities Framework • Maintained compliance with DOE and LUAS environmental requirements	• Tracked clinical, scheduled, and general waste volumes across both hospitals • Engaged licensed contractors for safe disposal of clinical and scheduled waste • Began planning to replace single-use ward amenities with sustainable alternatives • Prepared for installation of Reverse Recycling Vending Machines (RRVMs) in 2025 • Drafted green procurement SOP for sustainable sourcing • Continued partnership with MBSA for low-carbon community waste programmes

Continued Partnership with Local Authorities

Avisena Healthcare continues to work closely with local authorities in advancing low-carbon development. Both hospitals are registered partners under Majlis Bandaraya Shah Alam’s (MBSA) Low Carbon Cities Framework (LCCF)—with Avisena Specialist Hospital (ASH) participating since 2017 and Avisena Women’s & Children’s Specialist Hospital (AWC) since 2021. In 2024, we were recognised by MBSA for our sustained commitment: ASH received a 2-Diamond rating and AWCSH achieved a 3-Diamond rating under the Kategori Rakan Kongsi Rendah Karbon 2023. These recognitions reflect our proactive role in supporting Shah Alam’s broader environmental goals to reduce carbon emissions and promote sustainable urban development.



Reducing Landfill Waste

In support of responsible waste management, 2024 marked the first full year of recycling initiatives, launched in conjunction with our World Environment Day campaign. Staff were engaged through educational booths, and recycling stations were installed at both sites to collect paper, plastics, cans, metals, and electronic waste.



Our Environment: 2024 Highlights cont.

High-Efficiency Chiller Upgrades Drive Long-Term Energy Savings at ASH

Avisena Healthcare continues to work closely with local authorities in advancing low-carbon development. Both hospitals are registered partners under Majlis Bandaraya Shah Alam’s (MBSA) Low Carbon Cities Framework (LCCF)—with Avisena Specialist Hospital (ASH) participating since 2017 and Avisena Women’s & Children’s Specialist Hospital (AWCSH) since 2021. In 2024, we were recognised by MBSA for our sustained commitment: ASH received a 2-Diamond rating and AWCSH achieved a 3-Diamond rating under the Kategori Rakan Kongsi Rendah Karbon 2023. These recognitions reflect our proactive role in supporting Shah Alam’s broader environmental goals to reduce carbon emissions and promote sustainable urban development.

Sustainable Infrastructure & Green Building Aspirations

Green features such as solar PV systems and rainwater harvesting are part of future infrastructure planning. Tower A, under construction, is targeted for GBI certification by 2028.



Our Environment: 2025 Focus Areas

In 2025, our focus shifts toward enhancing environmental performance through data-driven resource management and infrastructure efficiency, reinforcing our commitment to long-term sustainability.

Focus Area	Resource Efficiency	Waste Management
2025 Direction	• Implement baseline energy intensity tracking by patient (kWh/patient) • Complete AEMAS certification process and launch internal energy awareness campaign • Pursue recognition under the National Energy Awards 2025, with ASH targeted for submission in Category 1: Energy Efficiency (Small and Medium Building). • Install EV chargers at both ASH and AWC • Refine solar panel installations at both ASH and AWCSH • Begin Tracking Fleet emissions and employee commute emissions • Install water meters for rainwater harvesting systems	• Roll out Reverse Recycling Vending Machines (RRVMs) at both facilities • Migrate ward amenities to sustainable options to reduce landfill waste • Prepare for full waste data disclosure (including scheduled waste) in 2025 report

Our Environment: 2024 Scorecard

Energy use

Metric	2019 Baseline	2023	2024
Total Electricity (kWh)	10,504,801	11,363,769	9,717,999
Energy Intensity - ASH (kWh/m ² /annum)	270.87	225.19	187.52
Energy Intensity - AWC (kWh/m ² /annum)	203.211	184.25	186.96

Greenhouse Gas Emissions

Metric	2019 Baseline	2023	2024
Scope 2: Grid Electricity (tCO ₂ e)	8,131	8,800	7,521
Scope 1: Anaesthetic Gases (tCO ₂ e)	-	351.26	320.74
Scope 1: Diesel Generators (tCO ₂ e)	-	Not Tracked	4.14
Total Scope 1 & 2 Emissions (tCO ₂ e)	-	~9,151	7,846

Water

Metric	-	2023	2024
Water Use - ASH (m ³)	-	56,382	43,912
Water Use - AWCSH (m ³)	-	68,506	67,231
Total Water Consumption (m ³)	-	124,888	111,143

Waste

Category	2023 (tonnes)	2024 (tonnes)	Remarks
Clinical Waste	83.42	86.02	56.37 t (ASH) + 30.65 t (AWC)
Scheduled Waste (Non-Clinical)	Awareness stage	2.03	Includes SW 403, 409, 410, 110, 103, etc.
General Waste	Not available	98.74	Weighing system implemented in 2024
Recycled Waste	Not available	3.38	Recycling Program launch - June 2024 (World Environment Day)

- 1. Energy Source & Methodology**
All electricity consumption is sourced from the Malaysian grid. No renewable energy is currently installed on-site. Emissions from electricity (Scope 2) were calculated using the 2022 Malaysia grid emission factor of 0.774 kgCO₂e/kWh (Source: Energy Commission Malaysia).
- 2. Scope 1 Emissions – Anaesthetic Gases**Scope 1 emissions include greenhouse gases from anaesthetic agents (CO₂, N₂O, and Entonox) used in operating theatres and critical care areas. Data is based on volume tracking and standard GWP conversion factors.
- 3. Scope 1 Emissions – Diesel Generators**Diesel consumption for backup power generation is included in Scope 1 emissions for 2024. Calculations use a default emission factor of 2.68 kgCO₂e per litre of diesel (IPCC Guidelines, 2006).
- 4. Water Data**
All water consumed is municipal potable water. Reductions from 2023 to 2024 are attributed to improved meter accuracy at ASH and early leak rectification efforts.
- 5. Waste – Clinical and Scheduled Waste**Clinical and scheduled waste figures are derived from manifest records and collection logs. Clinical waste is disposed of in compliance with Ministry of Health (MOH) guidelines via licensed third-party incineration contractors.
- 6. Waste – Recycled Waste**
Recycling efforts began in mid-2024, with data covering paper, cardboard, metals, plastics, and e-waste. Weighing mechanisms were implemented progressively starting June 2024. Figures are actual weights collected and diverted from landfill.

A group of four young adults, three men and one woman, are outdoors on a grassy area. They are all wearing blue t-shirts with the word 'VOLUNTEER' printed on them. They are gathered around a small green shrub, appearing to be planting it. The woman in the foreground is smiling and looking back over her shoulder at the camera. The background is a soft-focus green field.

OUR COMMUNITY

Our Commitment to Community

Our Community: Philosophy & Management Approach

Avisena Healthcare's commitment to community goes beyond medical care — it reflects our mission to build a healthier, more inclusive society. We define our community broadly, including residents near our hospitals, underserved rural populations, urban poor, and vulnerable groups such as women, children with special needs, the elderly, and indigenous communities.

Our outreach strategy is led through two complementary streams:

- **Yayasan Avisena**, which oversees the Klinik Bergerak Sutera mobile clinic, reaching underserved communities in Selangor through free health screenings and essential medical services.
- **CSR efforts coordinated by the Business Development & Communication (BDC) Department**, which include seasonal campaigns, health awareness activities, and volunteer-led programmes.

Activities are planned based on site assessments and engagement with NGOs, community leaders, and local authorities. Our goal is to reduce barriers to healthcare access, raise health awareness, and support the dignity and well-being of marginalised groups.

2024 Highlights

Financial support extended to **Yayasan Avisena** in delivering mobile healthcare services and providing emergency treatment assistance for underserved patients.



Engaged **2,162** Participants in Health Outreach through community events, public screenings, school visits, and health fairs including Autism Awareness and Women's Health initiatives.



2,550 collective hours contributed by employees through community outreach, donation drives, and volunteering activities.



Our Material Matters



• Corporate Social Responsibility

Delivering healthcare and health education to underserved communities, and supporting vulnerable groups through equitable, respectful outreach programmes.

UN SDGs



Our Community: Focus Areas

Avisena Healthcare's community efforts are structured around three key focus areas that reflect our commitment to Corporate Social Responsibility (CSR). These areas guide our partnerships, outreach strategies, and volunteer initiatives.

Focus Area 1: Accessible Healthcare

01



We provide free medical access to communities with limited reach or resources. In 2024, Klinik Bergerak Sutera reached rural and urban underserved areas in Selangor and Negeri Sembilan, offering health screenings and consultations.

Focus Area 2: Empowered Communities

02



We increase health awareness and community resilience through screenings, talks, and mobile clinics. Programmes included school health visits, autism awareness, and early detection campaigns, with active collaboration from local authorities and NGOs.

Focus Area 3: Equity & Inclusion

03



We tailor our outreach to respect cultural sensitivities and needs. In the Orang Asli programme, we integrated healthcare with cultural empowerment, including paid craft workshops and performances. Programmes also supported women's shelters and urban poor communities.



Our Community: 2024 Highlights

Focus Area	Accessible Healthcare	Empowered Communities	Equity & Inclusion
Selected 2024 Highlights	- Financial support extended to Yayasan Avisena in delivering mobile healthcare services and providing emergency treatment assistance for underserved patients. - Conducted 34 outreach visits in Selangor - Provided free screenings and consultations to underserved communities	- Reached over 1,000 individuals through awareness campaigns on women’s health, autism, and non-communicable diseases - Organised health talks, public screenings, and educational programmes in schools - Partnered with MBSA, NGOs, and community leaders for programme delivery	- Supported Orang Asli socio-economic activities through paid traditional craft and dance workshops - Conducted donation drives and volunteer visits to women’s shelters - Organised Ramadan relief and food assistance to low-income families

Flagship Mobile Clinic Outreach

- 34 mobile clinic visits conducted in 2024, reaching more than 2,162 individuals in rural areas across Selangor.
- Services included free health screenings, consultations, and basic medications.
- Total of over 8,000 individuals served since inception in 2019, with an average of 10 volunteers per session.

Empowering the Orang Asli Community

- Location: Pantai Cunang, home to 194 families (608 residents).
- Activities included free health screenings, sustainability awareness sessions, and engaging sports and cultural activities.
- The program also aimed to promote the socio-economic development of the community by showcasing Orang Asli cultural heritage,including:
 - Traditional dance performances with audience participation.
 - Craft workshops where visitors could learn traditional handiwork directly from the community.
 - Participation fees, collected from the public during these activities, were channeled directly back to the Orang Asli artisans and performers—supporting income generation and cultural preservation.



Inclusive Health for Neurodiverse Children

- At Sekolah Kebangsaan Sijangkang Jaya (autism program, PPKI).
- Health talks, sensory play toolkits, stationery donations, and gotong-royong sessions benefited 80 children and engaged 20 staff volunteers.

Supporting Vulnerable Women and Seniors

- Visits to Rumah Darul Wardah (24 residents), a women’s shelter: Provided baju raya, basic supplies, electrical appliances, and mental health support.
- Elderly care home visits provided companionship, screenings, and essential care items to 40 senior citizens.

Community Spirit During Festive Seasons

- Ramadan and Syawal engagement:
 - Bubur lambuk, iftar, and moreh for 1,000 pax at two mosques.
 - Hari Raya celebration with elderly home residents.
 - Health screenings and talks at Setia Alam and Shah Alam mosques.

Breast Cancer Awareness & Urban Health Access

- Donations to BCWA (Breast Cancer Welfare Association) from Pink Run proceeds.
- Free breast cancer screenings offered during Breast Cancer Awareness Month.
- Over 5,000 people engaged through urban outreach (health talks, food distribution, essential aid).

Donation to Malaysian AIDS Foundation

In 2024, Avisena Healthcare contributed RM20,000 to the Malaysian AIDS Foundation, in support of initiatives aimed at reducing stigma and improving access to care for people living with HIV (PLHIV).

Our Community: 2025 Focus Areas

Focus Area	Accessible Healthcare	Empowered Communities	Equity & Inclusion
2025 Direction	• Extend Klinik Bergerak Sutera services to additional rural communities • Improve mobile clinic data collection for outcome reporting and needs assessment • Strengthen medical follow-up mechanisms for repeat community visits	• Launch themed health education campaigns aligned with national health priorities (e.g. NCDs, maternal health) • Expand collaborations with schools and universities for awareness and screening programmes • Develop volunteer toolkits to increase staff participation in CSR	• Create structured engagement plans for underserved groups including Orang Asli, elderly, and refugees • Align donation and outreach programmes with SDG 10 (Reduced Inequalities) goals

Our Community: 2024 Scorecard

Metric	2024
Total Mobile Clinic Visits	34
Rural Beneficiaries (Mobile Clinic)	2,162
Urban Outreach Beneficiaries	5,000+
Key CSR Activities Conducted	8 major programs
Estimated Volunteer Hours	~2,550 hours ¹
NGO / Government Partners	5+ (BCWA, SK Sijangkang Jaya, Darul Wardah, etc.)

Note:
¹ *Estimated based on average 5–6 hours per volunteer, per event.*

While we currently track outputs such as number of beneficiaries and activities conducted, **formal impact evaluations and long-term outcome measurements are not yet in place.** Observations and anecdotal feedback from field teams are collected and used to refine future outreach planning.

No significant negative impacts on local communities have been identified from Avisena Healthcare’s operations. We maintain regular engagement with community representatives and local partners to ensure our activities are inclusive, non-intrusive, and welcomed.

GRI Content Index: General Disclosures 2021

GRI 2 General Disclosures 2021

GRI Disclosure	Title	Location in Report
2-1	Organizational details	About Avisena Healthcare
2-2	Entities included in the sustainability reporting	About This Report
2-3	Reporting period, frequency and contact point	About This Report
2-4	Restatements of information	Not applicable
2-5	External assurance	This report is not externally assured
2-6	Activities, value chain and other business relationships	About Avisena Healthcare; Organization
2-7	Employees	People Scorecard
2-9	Governance structure and composition	Governance
2-12	Role of the highest governance body in overseeing the management of impacts	Governance; Sustainability in Performance & Rewards
2-13	Delegation of responsibility for managing impacts	Governance

GRI Disclosure	Title	Location in Report
2-14	OrgaRole of the highest governance body in sustainability reportingnizational details	About Avisena Healthcare
2-22	Statement on sustainable development strategy	Message from the Group CEO
2-23	Policy commitments	Governance; Environment Policy
2-24	Embedding policy commitments	Governance; People
2-26	Mechanisms for seeking advice and raising concerns	Governance (Whistleblowing, Compliance)
2-27	Compliance with laws and regulations	Governance; Organization
2-28	Membership associations	About Avisena Healthcare (if applicable)
2-29	Approach to stakeholder engagement	Stakeholder Engagement

GRI Content Index: General Disclosures 2021

GRI 3: Material Topics 2021

GRI Disclosure	Title	Location in Report
3-1	Process to determine material topics	Our Material Matters
3-2	List of material topics	Our Material Matters
3-3	Management of material topics	Throughout each section: Organization, Customers, People, Environment, Community

GRI Topic-Specific Standards

GRI Disclosure	Topic	Location in Report
GRI 203	Indirect Economic Impacts	Community
GRI 302	Energy	Environment (Focus Areas & Scorecard)
GRI 305	Emissions	Environment (Scorecard)
GRI 306	Waste	Environment (Focus Areas & Scorecard)
GRI 403	Occupational Health & Safety	People (Focus Areas & Scorecard)
GRI 404	Training and Education	People
GRI 405	Diversity and Equal Opportunity	People (Focus Areas & Scorecard)
GRI 406	Non-discrimination	People; Governance
GRI 413	Local Communities	Community