

Where Care Meets Commitment

Avisena Healthcare | Sustainability Report 2025



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About This Report

This is Avisena Healthcare’s second standalone Sustainability Report, continuing our commitment to transparency and the integration of environmental, social, and governance (ESG) principles into our core healthcare operations. Following the foundational milestones established in 2024, this report details our progress in transitioning from baseline measurement to performance-driven sustainability.

Reporting Period & Scope

Period

This report covers activities from 1 January 2025 to 31 December 2025, with comparative data provided for 2024 and 2019 baseline years where applicable.

Scope

The scope remains consistent with the previous year, covering the core healthcare operations of Avisena Specialist Hospital (ASH), Avisena Women’s and Children’s Specialist Hospital (AWCSH), selected group-wide support services, and outreach programmes managed by Yayasan Avisena. Avisena Renal Care was not included within the 2025 reporting boundary and is planned for inclusion from 2026 onward.

Entity

This report covers Avisena Healthcare Sdn. Bhd. The 2025 reporting boundary includes ASH, AWCSH, selected group-wide support services, and Yayasan Avisena outreach programmes.

Reporting Standards & Frameworks

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

- **GRI Standards 2021:** Referenced to ensure consistent disclosure of material impacts.
- **United Nations Sustainable Development Goals (UN SDGs):** Focus on SDG 3 (Good Health and Well-being), SDG 10 (Reduced Inequalities), and SDG 13 (Climate Action).
- **United Nations Global Compact (UNGC):** Maintaining our Communication on Progress (CoP).
- **Bursa Malaysia Sustainability Toolkit:** Guided by the formal materiality assessment conducted in 2024.

Future Readiness: Transition to IFRS S1 and S2

Avisena Healthcare is proactively preparing for the evolving global regulatory landscape. We have initiated a roadmap to align our 2026 Sustainability Report with the International Sustainability Standards Board (ISSB) standards:

- **IFRS S1 (General Requirements):** Aligning our sustainability-related financial disclosures to meet the needs of primary users of financial reports.
- **IFRS S2 (Climate-related Disclosures):** Building on the Scope 1 and Scope 2 data established since 2024 to include detailed climate-related physical and transition risk disclosures.
- **Scope 3 Maturity:** Utilizing the 2025 pilot tracking of fleet and employee commute emissions to ensure full readiness for mandatory Scope 3 reporting in 2026.

Data Management & Reliability

- **Environmental Data:** Climate-related indicators are tracked via the internal Energy Management System (EnMS) framework developed in 2024.
- **Waste Tracking:** 2025 provides the first full-year comparison of clinical, scheduled, and general waste metrics since weighing systems were introduced in mid-2024.
- **Governance:** This report was reviewed by the Management Sustainability Committee (MSC) and endorsed by the Board Audit and Risk Committee (BARC).
- **Boundary Expansion:** Preparatory work is underway to expand the reporting boundary to include Avisena Renal Care from 2026.

Feedback & Contact

We welcome feedback to support continuous improvement:

- sustainability@avisena.com.my
- visit us at www.avisena.com.my/sustainability



Message from our Group CEO

To our Valued Stakeholders,

As a healthcare provider, our responsibility goes beyond delivering excellent clinical outcomes. We are entrusted with safeguarding the well-being of our patients and communities while strengthening the resilience of our hospitals for the years ahead. That is what sustainability means for Avisena Healthcare: building long-term value through better care, responsible operations, and principled governance.

This Sustainability Report 2025 is our second annual report, building on the foundation we established in 2024. It reflects our continued commitment to transparent reporting and to integrating environmental, social, and governance (ESG) considerations into how we make decisions and how we run our facilities. While sustainability reporting is still evolving across the healthcare sector, we are clear about our direction. We will keep improving the quality of our data, the maturity of our programmes, and the outcomes we deliver.

In 2025, we continued strengthening our sustainability governance and internal accountability, aligning this report with reference to the GRI Standards. At the same time, we have begun preparing for the next stage of our reporting journey. In 2026, we plan to expand our reporting approach to incorporate IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2) and SASB (Healthcare Delivery) to further strengthen decision-useful disclosure and sector comparability. As a member of the UN Global Compact Malaysia & Brunei, we also remain committed to advancing responsible business practices in line with global principles.

One highlight of the year was a tangible demonstration that efficiency and impact can move together. Our chiller plant retrofit initiative at Avisena Specialist Hospital Shah Alam delivered measurable performance improvements by reducing energy consumption, lowering operating costs, and avoiding significant carbon emissions annually. This effort was recognised with the National Energy Award 2025 (1st Place). This achievement belongs to our teams, partners, and everyone who has contributed to improving how we operate.

Across the Group, we also continued to strengthen the culture that makes progress possible. This includes the professionalism of our clinical and support teams, our commitment to safety and patient experience, and the growing momentum of cross-department collaboration. We recognise that sustainability is not a one-year project. It is a long-term journey that requires discipline, learning, and consistent leadership.

Looking forward, we will focus on three priorities:

- Improving the robustness of ESG data and internal controls to support future assurance readiness
- Deepening operational efficiency, particularly in energy, waste, and resource management across our hospitals
- Strengthening people and community outcomes so our workplace practices and stakeholder engagement continue to reflect the values of a trusted healthcare provider

Thank you to our staff, patients, partners, and stakeholders for your trust and support. I invite you to read this report as an honest account of where we are today and as a commitment to keep moving forward, together.

Elina Nadia Omar
Group Chief Executive Officer
Avisena Healthcare



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, paediatric, and women's health needs.

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**.

2 Specialist Hospital

Avisena Specialist Hospital (ASH)

- 45 Resident Specialists

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

- 30 Resident Specialists

Key Statistics

- Over 1000 talented and dedicated employees
- 254 Operational beds
- 44 Clinical specialties and subspecialties
- 24/7 Accident & Emergency services

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



Organisation

Strengthened governance, digital resilience and business continuity across the Group.

- 100% of staff completed anti-corruption training and signed the annual ethics declaration
- Zero reported corruption incidents and zero data breaches in 2025
- Major digital upgrades completed, including TrakCare go-live, PACS upgrade and Wi-Fi infrastructure improvement
- Business continuity readiness strengthened through updated BCM documents and 2 disruption simulations



Customers

Continued to strengthen quality, safety and patient experience in 2025.

- 89% overall Customer Satisfaction Index (CSI) and 85% Net Promoter Score (NPS)
- Zero reported HAI cases across monitored categories at both hospitals
- Improved visibility over waiting times and patient flow through operational dashboards
- Advanced value-driven care and smart healthcare through Centres of Excellence, Healthproximate, TrakCare T2024 and AviHealth Apps



People

Continued to invest in workforce well-being, capability and inclusion across the Group.

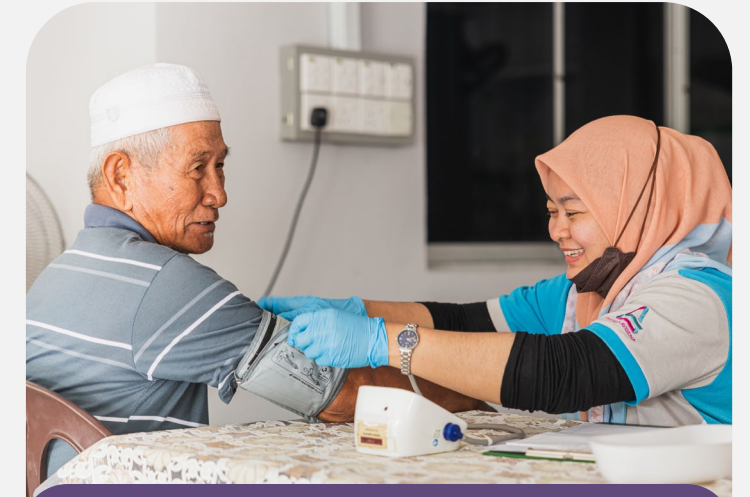
- 71% employee satisfaction rate and 85% retention rate
- Average training hours increased to 70.5 hours per employee
- Education sponsorships increased to 69, mainly benefiting nursing students from the B40 income group
- Women represented 66% of leadership roles in FY2025



Environment

Strengthened environmental performance across the Group in 2025 through stronger monitoring, external recognition, and continued progress in efficiency and waste management practices.

- Won the National Energy Awards 2025 for Energy Management in Large Building
- Completed AEMAS EMGS 1-Star assessment for ASH and AWCSH
- Recorded 10.46 million kWh electricity use and 8,098 tCO₂e Scope 2 emissions
- Maintained energy intensity at 216.3 kWh/m² (ASH) and 185.0 kWh/m² (AWCSH)



Community

36 CSR projects benefiting over 2,165 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 6 community programs volunteered by Avisena staff and doctors for children with autism, women and elderly.
- Organized the Pink Run with funds donated to, Breast Cancer Welfare Association (BCWA).
- Participation in Selangor Youth Community (SAY), for underprivileged teenagers in career development program.

Accolades and Accreditations

Avisena Healthcare (Corporate)	Avisena Specialist Hospital	Avisena Women's & Children's Specialist Hospital
Memberships / Recognition	Accreditations / Certifications	Accreditations / Certifications
United Nations Global Compact Membership (2023)	CKAPS Licence, Ministry of Health Malaysia (<i>Valid until Oct 2026</i>)	CKAPS Licence, Ministry of Health Malaysia (<i>Apr 2025 – Apr 2027</i>)
Sustainability Committee established (2023)	MSQH Accredited Hospital (<i>Jul 2024 – Jul 2028</i>)	MSQH Accredited Hospital (<i>Dec 2023 – Dec 2027</i>)
The BrandLaureate Award 2023 – HR-PDL Employer of Choice	Halal Certification (<i>Food & Beverages</i>), JAIS / JAKIM (<i>1 Dec 2025 – 30 Nov 2027</i>)	
	Awards / Recognitions	Awards / Recognitions
	National Energy Awards 2025 – 1st Place, Energy Management in Large Building Category	Healthcare Asia Awards 2025 – Specialty Hospital of the Year (Women's & Children's)
	Healthcare Asia Awards 2025 – Specialty Hospital of the Year (Gastroenterology)	GlobalHealth Asia-Pacific Awards 2025 – Child Development and Paediatric Service Provider of the Year
	GlobalHealth Asia-Pacific Awards 2025 – Burn Care & Reconstructive Surgery Service Provider of the Year	AIA Malaysia Smart Hospitals Panel 2025 (<i>second consecutive year</i>)
	GlobalHealth Asia-Pacific Awards 2024 – ENT Service Provider of the Year	Parents' Choice Awards 2024 – Best Women & Child Centre
	GlobalHealth Asia-Pacific Awards 2024 – Diabetic Metabolic Service Provider of the Year	GlobalHealth Asia-Pacific Awards 2024 – Paediatric Surgical Service Provider of the Year
	Diamond Recognition Award – Low Carbon Partner Category (2021–2024 cycle; awarded in 2025)	GlobalHealth Asia-Pacific Awards 2023 – Obstetrics & Gynaecology Service Provider of the Year in Asia-Pacific
	CXP Best Customer Experience Award (2021)	Diamond Recognition Award – Low Carbon Partner Category (2021–2024 cycle; awarded in 2025)
		BabyTalk MamaPapa Awards 2023 – Best Fertility Treatment

Our Approach To Sustainability

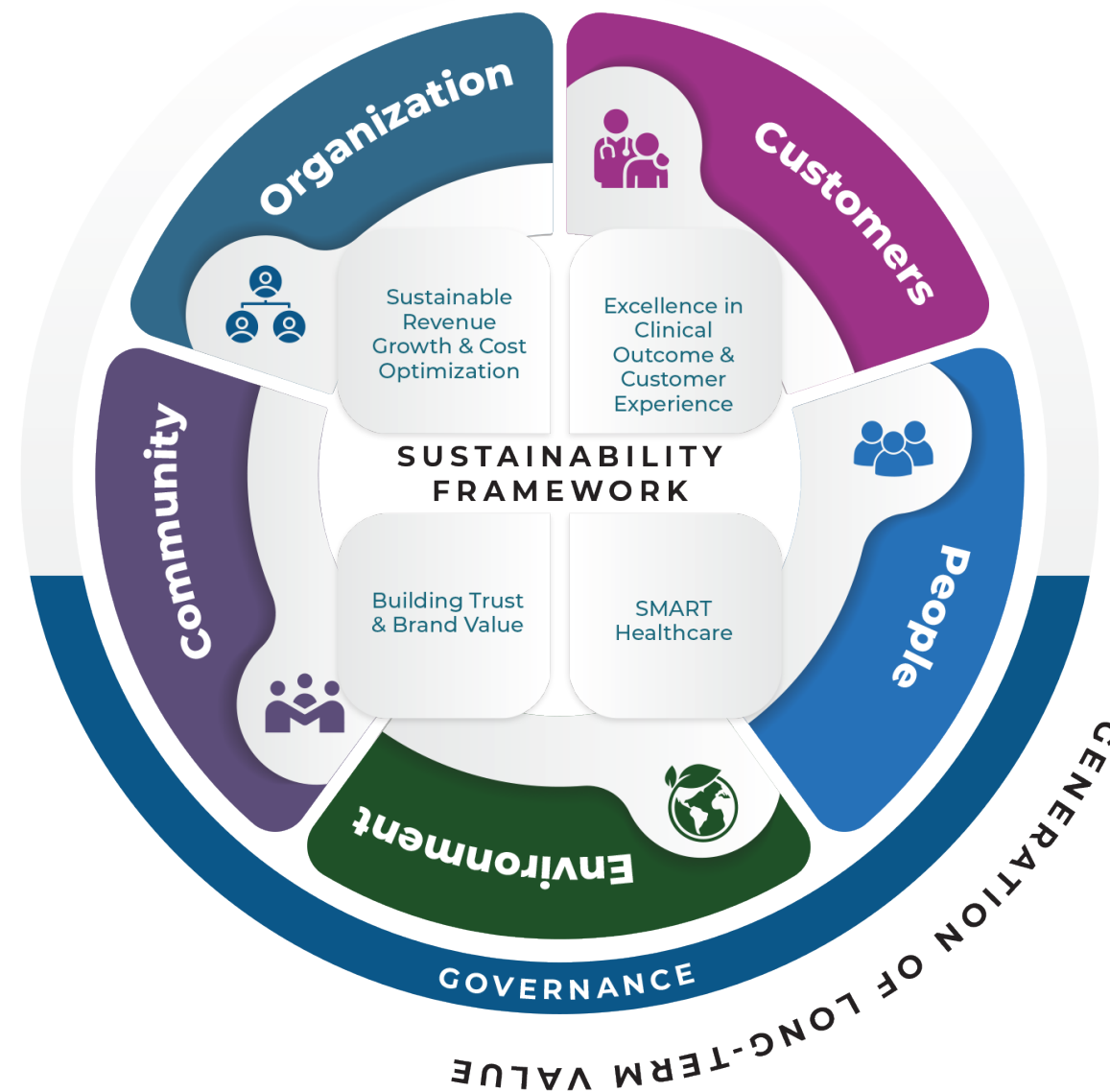
At Avisena Healthcare, we view sustainability as an essential part of delivering long-term value. Our responsibility goes beyond patient care. It includes how we manage our workforce, reduce our environmental impact, govern our operations, and contribute to community wellbeing.

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.

This report primarily covers our hospital operations at Avisena Specialist Hospital Shah Alam (ASH) and Avisena Women's & Children's Specialist Hospital. Coverage of dialysis centre operations are being incorporated progressively where data is available and measurement methods are being standardised.

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



Our Sustainability Pillars

Customers

We aim to deliver excellence in clinical outcomes and customer experience. Our approach is centred 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.

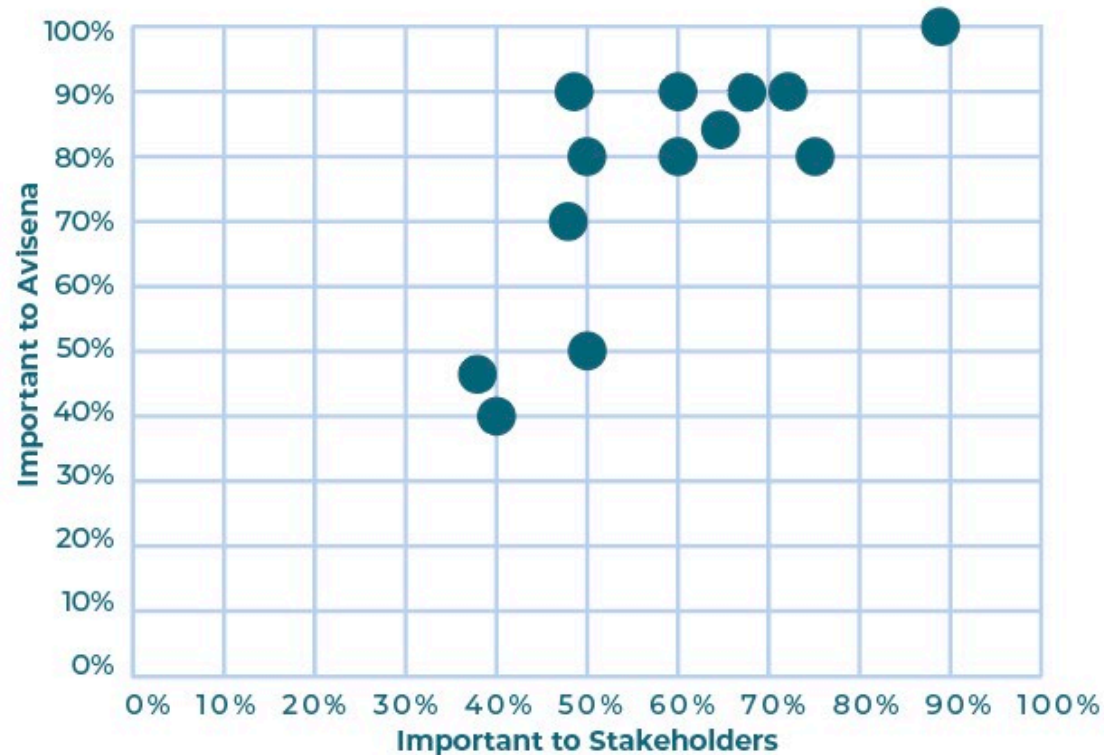
Organisation

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 materiality assessments to identify and prioritise the sustainability issues that matter most to our stakeholders and our operations. This process helps ensure our strategy remains focused, responsive, and aligned with both local regulations and recognised reporting practices.

In 2024, we conducted a formal review of our material topics using guidance from Bursa Malaysia's Sustainability Toolkit: Materiality Assessment. The outcomes of that review continue to guide our strategic direction and reporting structure in 2025. We plan to reassess materiality every two years, with the next reassessment planned for 2026, to reflect changing expectations and emerging risks.



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 Materiality Process

Phase 01: Identification of Material Matters

We began by identifying a wide range of potential material topics relevant to the healthcare industry. This was guided by regulatory references, sustainability frameworks, and internal reviews. This helped us establish a comprehensive starting point for prioritisation.

Phase 02: Prioritisation of Material Matters

Material topics were ranked by the Management Sustainability Committee, supported by informed representatives from internal departments and relevant stakeholders. This ensured a balanced approach that considered both organisational impact and stakeholder interest.

Phase 03: Review and Validation of Process and Outcome

The prioritised matters were reviewed and validated to align with Avisena Healthcare's strategic objectives. These issues are embedded into our focus areas and will continue to guide our sustainability initiatives in the years ahead.

Summary of Material Topics by Pillar

Each material has been grouped under our sustainability pillars for clarity and strategic alignment. These material matters shape our sustainability strategy and serve as the foundation for the goals and initiatives outlined in this report.

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

Organisation

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), and managing cyber risks

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 optimisation 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 usage and investing in conservation initiatives

Material Matters by Pillar and SDG Alignment

The material matters identified through our assessment were grouped under Avisena Healthcare’s sustainability pillars and mapped to the United Nations Sustainable Development Goals (UN SDGs). This helps translate the outcomes of our materiality assessment into a clear management and reporting structure.

Pillar	Material Matter	Why It Matters to Avisena
Organisation	Business Ethics & Compliance	Upholds integrity, accountability, and regulatory compliance across healthcare operations, supporting responsible decision-making and stakeholder trust.
	Privacy & Cybersecurity	Protects patient, staff, and operational data through secure systems, governance, and awareness, helping sustain trust and resilience in an increasingly digital healthcare environment.
	SMART Healthcare	Strengthens operational effectiveness through digital systems, interoperability, data-enabled planning, and technology platforms that support reliability, coordination, and informed decision-making.
Customers	Clinical Excellence	Supports safe, effective, and high-quality clinical care through strong standards, clinical governance, and continuous improvement in patient outcomes.
	Operational Excellence	Improves efficiency, coordination, timeliness, and reliability in service delivery and resource utilisation to support better patient care.
	Service Excellence	Enhances patient experience through responsive, courteous, and professional service across healthcare touchpoints.
	Value-Driven Outcomes	Focuses on delivering meaningful health outcomes while encouraging responsible cost management and efficient care delivery.
	SMART Healthcare	Enhances patient access, safety, and service experience through digital tools, connected systems, and technology-enabled care delivery.
People	Diversity	Fosters an inclusive workplace that values fairness, equal opportunity, and respect across different backgrounds, roles, and perspectives.
	Employee Safety & Total Well-being	Promotes a safe, healthy, and supportive workplace through safety practices, wellness efforts, and staff engagement.
	Talent Management	Builds workforce capability through recruitment, development, training, and succession planning to support long-term organisational strength.
Community	Reducing Disease Burden (Well-being)	Supports prevention, early detection, health awareness, and improved access to care for communities with limited reach or resources.
	Corporate Social Responsibility	Extends healthcare value beyond hospital walls through outreach, partnerships, volunteerism, and programmes that support underserved communities.
Environment	Carbon Footprint & Environmental Stewardship	Supports responsible resource use, emissions awareness, waste management, and broader environmental practices across healthcare operations.

Focused UN SDGs



Aligned SDGs





Stakeholder Engagement

Avisena Healthcare maintains regular engagement with key stakeholder groups to understand expectations, strengthen trust, and support informed decision-making. These engagements help ensure our services, policies, and sustainability priorities remain responsive to stakeholder needs.

Stakeholder Group

Stakeholder Group	Engagement Channels	Key Topics of Interest
Customers	Patient satisfaction surveys; complaint and feedback platforms; focus groups	Quality of care; access to services; infection control; affordability; digital health options
Employees	Town halls; internal surveys; HR feedback channels; employee satisfaction survey; training evaluations	Workplace safety; compensation and benefits; development opportunities; culture and values
Consultants / Specialists	Clinical committee meetings; service line discussions; credentialing and privileging processes; medical forums	Clinical quality and safety; service standards; facilities and equipment; patient outcomes; operational support; professional collaboration
Insurance Companies / Payers	Panel meetings; claims coordination; contract and performance reviews; operational discussions	Affordability; claims efficiency; access to services; billing transparency; panel performance; patient journey coordination
Government and Regulators	Compliance audits; policy briefings; accreditation processes; formal correspondence	Clinical governance; patient safety; facility licensing; data protection; waste disposal
Business Partners and Suppliers	Procurement meetings; ethics declaration; vendor evaluations	Fair procurement practices; contract performance; anti-corruption; compliance expectations
Community Members	CSR outreach events; Yayasan programmes; health campaigns	Access to healthcare; health education; social inclusion; environmental responsibility
Board and Senior Leadership	Governance meetings; strategic planning; risk reviews	Long-term value creation; organisational performance; regulatory alignment; sustainability and ESG risks

ONGOING IMPROVEMENTS IN 2025

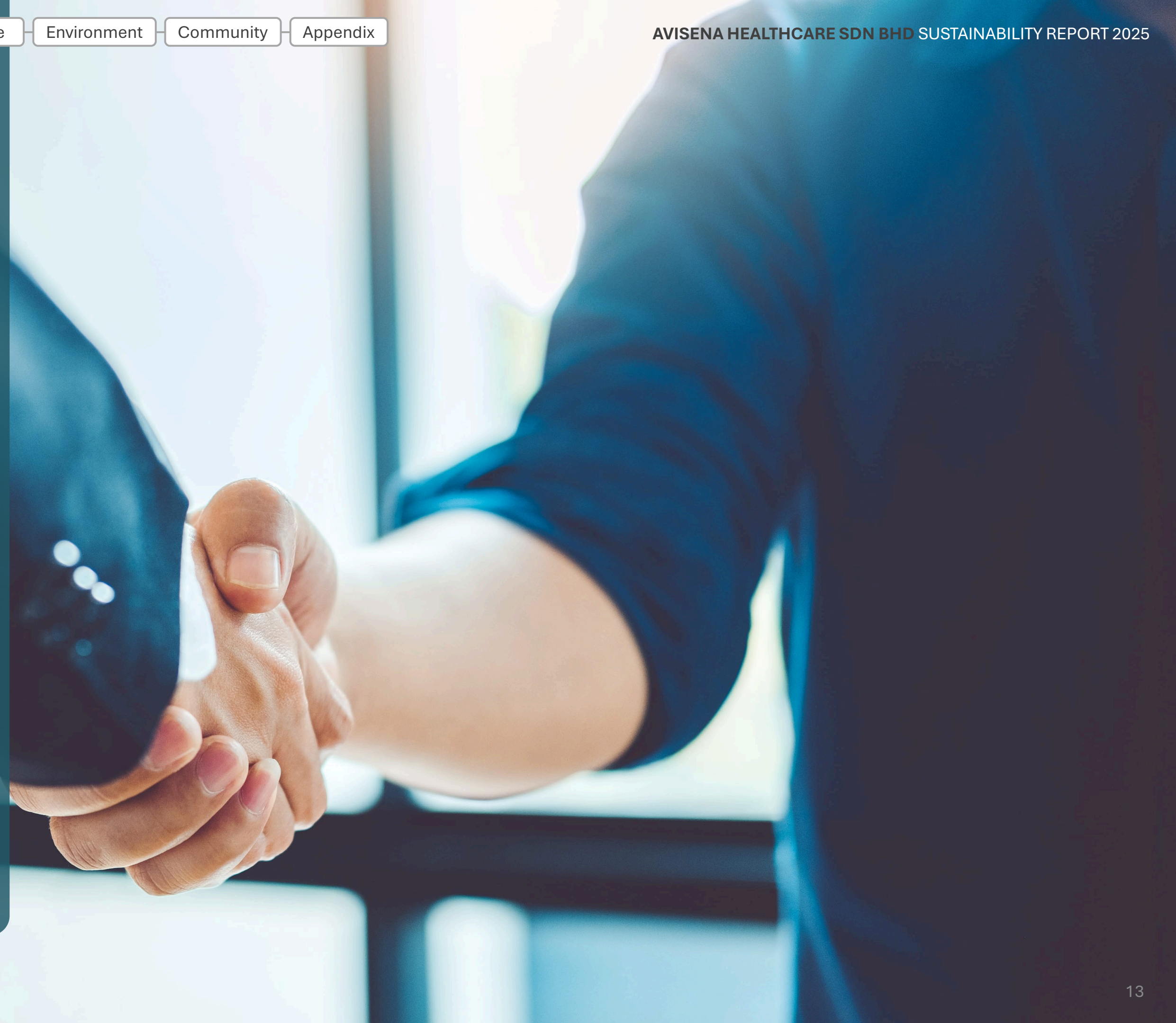
- Increasing employee feedback participation, with Employee Satisfaction Survey responses rising from 231 in 2024 to 1,030 in 2025, supporting more reliable insights and action planning.
- Introduced more targeted engagement platforms, including the Nursing Townhall, to address profession-specific concerns and provide clearer visibility on career pathways.
- Strengthening vendor engagement and due diligence through updates to the vendor database, collection of updated company information, and enhanced declaration requirements for tenderers and new vendors.



GOVERNANCE

Strengthening accountability, oversight,
and ethical conduct

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Governance Philosophy & Management Approach



Sustainability Governance

At Avisena Healthcare, strong governance is the foundation of our sustainability efforts. We have established clear accountability and oversight to embed sustainability into decision-making across the Group, supporting compliance with legal, ethical, and regulatory obligations while pursuing long-term value creation.

Scope note: This governance framework applies across Avisena Healthcare Group, including subsidiaries. Sustainability risk reporting to the Board Audit & Risk Committee (BARC) focuses on hospital operations, while subsidiaries manage and report risks through their respective management governance structures.

Board Oversight

The Board of Directors (BOD) provides strategic direction for sustainability and approves relevant policies and frameworks. Oversight of sustainability-related risks and disclosures is delegated to BARC, which ensures ESG considerations are incorporated into Board deliberations and corporate reporting.

Management Oversight

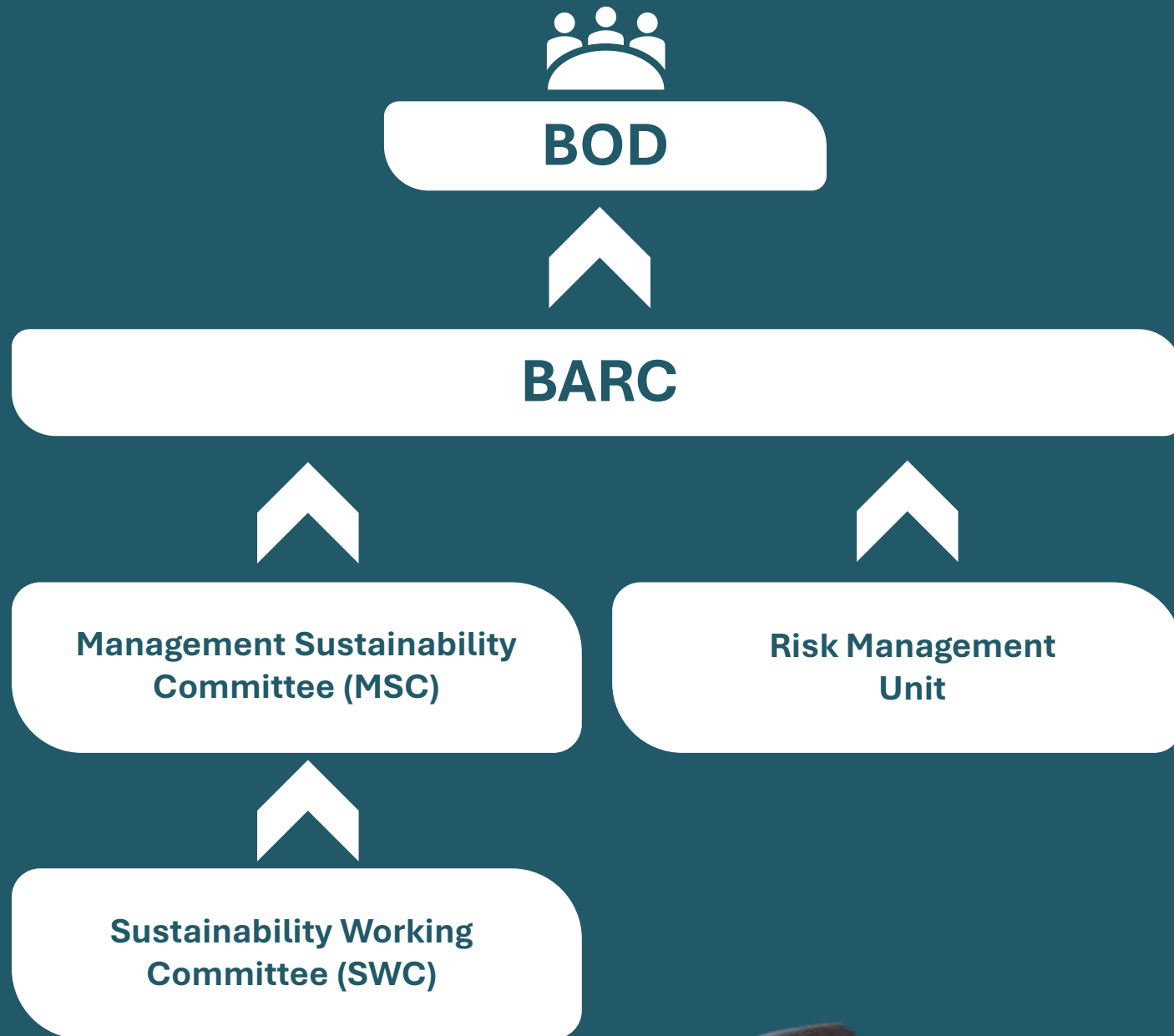
The Management Sustainability Committee (MSC), chaired by the Group CEO, leads sustainability implementation across the Group. The MSC is supported by:

Sustainability Working Committee (SWC) – functions as the Secretariat, coordinating execution, tracking progress, and supporting cross-functional implementation.

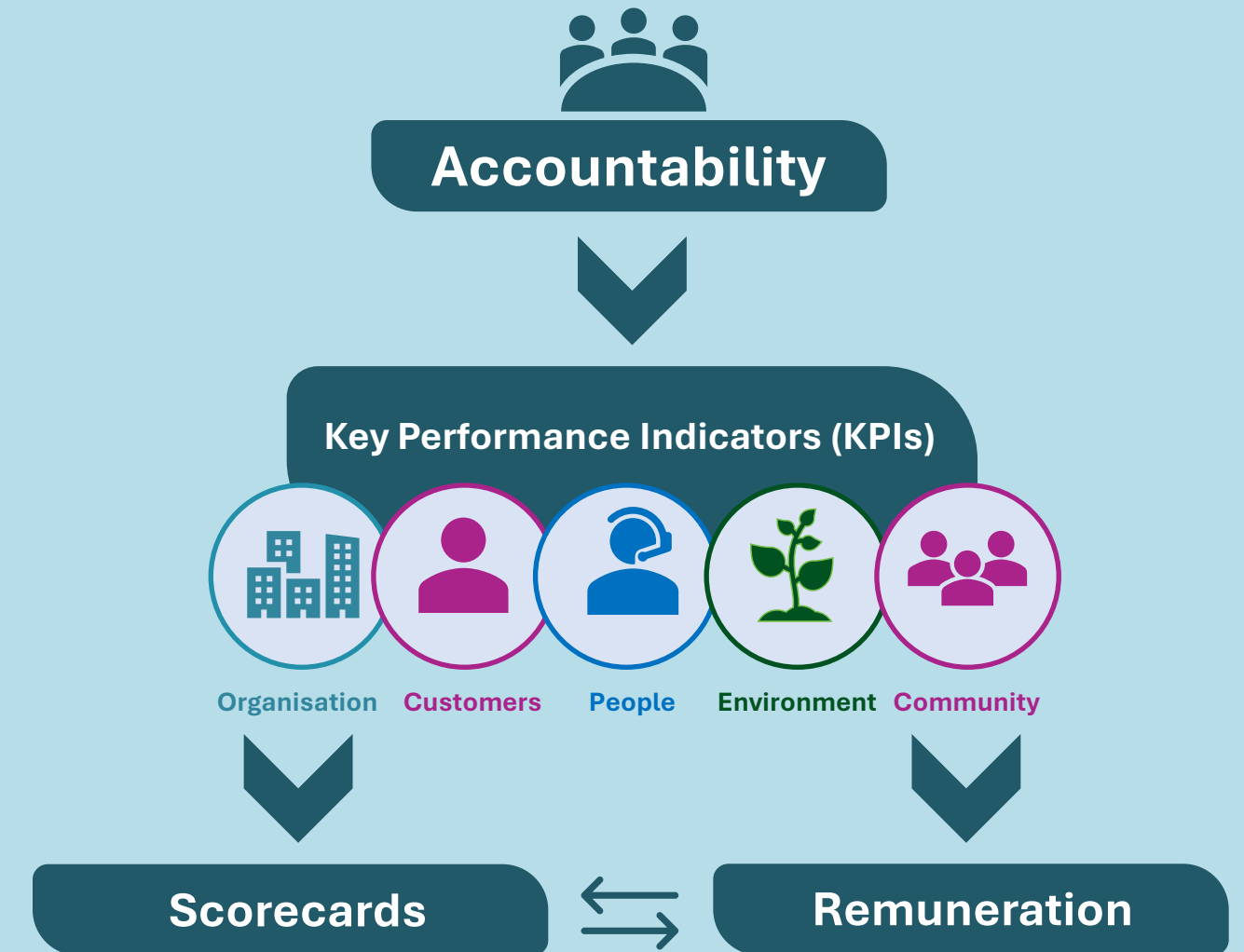
Risk Management Unit (RMU) – integrates ESG-related risks into the enterprise risk management process and reports relevant hospital sustainability risks to **BARC quarterly**.

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

Sustainability Governance Structure



Sustainability in Performance & Rewards



Sustainability in Performance & Rewards

To embed ESG accountability at leadership level, Key Performance Indicators (KPIs) are aligned to our five sustainability pillars:

Organisation, Customers, People, Environment, and Community

These KPIs are incorporated into executive scorecards and influence performance-linked remuneration, reinforcing responsible growth and consistent execution.

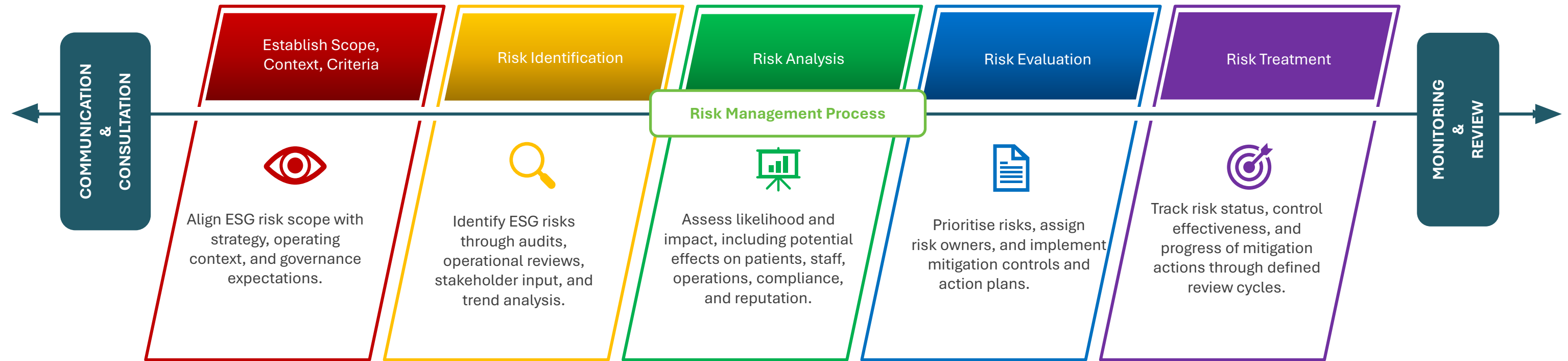
Sustainability Risk Management

Avisena Healthcare integrates ESG-related risks into our enterprise-wide risk management framework. This approach is informed by applicable regulations, MSQH requirements, and relevant international frameworks (e.g. GRI), ensuring sustainability considerations are embedded into strategic and operational decision-making.

Reporting scope: ESG-related risk reporting to **BARC**, while subsidiaries manage and report risks through their respective management governance structures.

How ESG risks are managed at Avisena Healthcare

Our ESG risk management process is embedded within the Group’s broader risk management cycle and follows five integrated stages



Communication and consultation are maintained to ensure alignment between risk owners, leadership, and governance bodies.

Entity	Responsibility
Risk Management Unit (RMU)	Integrates ESG risks into the risk framework, coordinates periodic reviews, consolidates hospital ESG risk reporting, and reports ESG-related hospital risks to BARC quarterly.
Risk Owners	Manage day-to-day risks within their operational areas, implement mitigation plans, maintain documentation/evidence, and monitor progress.
BARC	Oversees enterprise and sustainability risk reporting, reviews quarterly updates, and follows up on mitigation actions and key exposures.
Board of Directors (BOD)	Provides strategic oversight and ensures ESG risk considerations support the Group’s direction and governance priorities.

Governance Highlights

Ethics, Privacy & Cybersecurity (FY2025)

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

Ethics & Anti-Corruption

Avisena Healthcare maintains a **zero-tolerance stance** on bribery and corruption, aligned with:

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

The **Code of Conduct** sets expected ethical behaviour for employees and relevant stakeholders, supported by onboarding, e-learning, and periodic briefings.



Anti-Corruption Policy

We adopt a strict zero-tolerance approach to all forms of bribery and corruption. The policy applies to individuals working in or with Avisena, including directors, employees, and third parties.



Whistleblowing Policy

A formal framework that encourages and enables employees, partners, and stakeholders to report suspected wrongdoing or unethical behaviour.



Whistleblowing Channel

Provides a safe and confidential avenue to raise concerns without fear of retaliation. All reports are handled in strict confidence.

100% Staff completed anti-corruption training

Zero Corruption incidents reported as at **31 December 2025**

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% Staff completed PDPA & Cybersecurity training

Data Protection Officer appointed since 1st Aug 2023

8 **IT Policies/SOPs** reviewed/updated in 2025 under the **IT Governance Framework**

A comprehensive review of all IT policies and SOPs was initiated with the appointed ISMS Consultant to strengthen alignment with ISO/IEC 27001:2022 standards, with completion targeted in Q1, 2026.

Security controls in place include:

- Enhanced email security and anti-phishing controls
- Endpoint and network threat detection and response
- Centralized security monitoring and incident response procedures
- Periodic vulnerability assessment and remediation tracking
- Firewall governance aligned to industry best practices, with external benchmarking where relevant
- Secure configuration of cloud-based productivity platforms and access controls to safeguard sensitive information



ORGANISATION

Strengthening operational reliability through ethics, digital transformation, and resilience.

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ORGANISATION

Philosophy & 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, clinical technology, 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. Across **ASH and AWCSH**, teams apply standardized practices guided by Ministry of Health (MOH) requirements, MSQH standards, and internal governance controls. In **2025**, we strengthened digital and clinical technology foundations through major system upgrades (including our core Hospital Information System and imaging platforms), network modernization, and continued uplift in cybersecurity governance and readiness.

Our Organisation

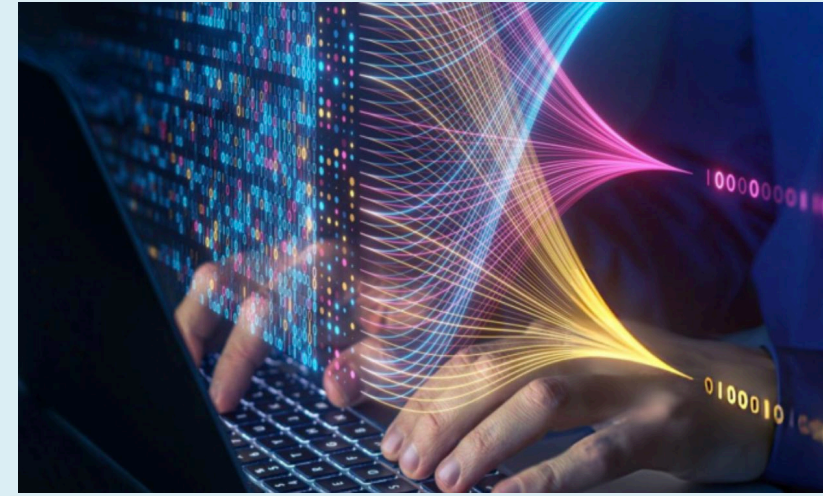
Material Matters

Business Ethics and Compliance



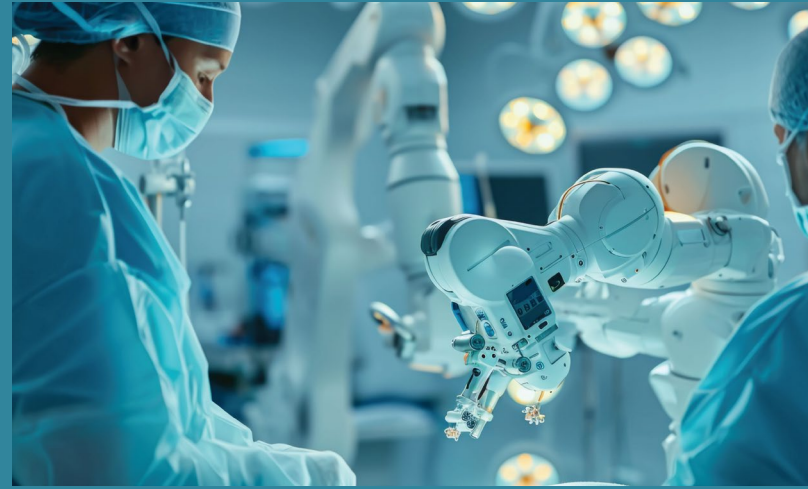
Upholding ethical standards and regulatory compliance across operations, including anti-corruption measures, transparent procurement practices, and adherence to applicable healthcare laws and requirements.

Privacy and Cybersecurity



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

SMART Healthcare



Integrating digital platforms and clinical technology initiatives to strengthen care delivery and operational performance. This includes systems reliability, service responsiveness, interoperability, and data-enabled planning.

Business Continuity Management



Strengthening readiness for disruption through risk assessment, downtime protocols, critical utilities planning, emergency communications, and coordinated response arrangements across sites.

13

INTERNAL AUDITS CONDUCTED

Zero

DATA BREACHES REPORTED

2

**BUSINESS CONTINUITY
MANAGEMENT SIMULATIONS**
(Utilities & service continuity scenarios)

Aligned UN SDGs



Our Organisation

Focus Areas

At Avisena Healthcare, organisational excellence is cultivated through strategic focus on ethics, data governance, digital and clinical technology enablement, and business continuity. These areas support operational reliability and long-term sustainability across **ASH and AWCSH**.

Business Ethics and Compliance

We uphold ethical conduct across all levels of the organisation through a zero-tolerance approach to corruption, improper conduct, and non-compliance. This includes adherence to applicable laws and regulations, transparent procurement practices, and strong internal controls that reinforce integrity in day-to-day operations.

Training, declarations, and internal assurance activities support consistent accountability across departments and sites.

Privacy and Cybersecurity

Respecting and safeguarding patient, staff, and operational data is central to trust and responsible healthcare delivery. We maintain PDPA-aligned governance through staff awareness, access controls, incident readiness, and ongoing review of policies and practices.

Cybersecurity governance is strengthened through structured risk management, periodic testing, and continuous improvement of our protective and response measures.

SMART Healthcare

Digitalisation is a strategic enabler of sustainable operations and modern care delivery. We strengthen clinical and operational performance through reliable systems, digital workflows, and clinical technology initiatives that support interoperability, efficiency, and data-enabled decision-making.

These efforts improve service responsiveness and enable more coordinated, patient-centred care.

Business Continuity Management

Our BCM framework is grounded in risk assessment for physical, digital, and clinical disruptions. It includes hazard mapping, downtime and backup utility protocols, escalation flows, and coordinated response arrangements to maintain service continuity.

Readiness is strengthened through documentation, training, and scenario-based exercises across ASH and AWCSH.

Our Organisation

2025 Highlights

In 2025, we strengthened operational resilience and care enablement through major upgrades to our core hospital information system, imaging platforms, network infrastructure, and information security readiness across **ASH and AWCSH**.

Business Ethics and Compliance

- **100%** of staff completed anti-corruption training and signed the annual ethics declaration
- **ZERO** reported corruption incidents
- **100%** of new suppliers completed the anti-bribery / integrity declaration

Privacy and Cybersecurity

- **ZERO data breaches reported (2025)**
- **ISO/IEC 27001 certification programme initiated** with Information Security Management System development underway and progress towards certification.
- **100%** staff completed PDPA & cybersecurity training
- Firewall policy and incident response protocols continuously updated

SMART Healthcare

- TrakCare (Hospital Information System) upgrade (T2014 → T2024) completed; **go-live 1 June 2025**
- **PACS upgraded** (Picture Archiving and Communication System) to improve imaging access, reliability, and workflow efficiency
- **ASH Wi-Fi infrastructure upgraded** to improve coverage, integrated security features, and readiness for Medical IoT
- Mobile apps developed to enhance **appointments, notifications, and pre-arrival registration**, and support **consultant scheduling and OT planning**.

Business Continuity Management

- **6** BCM documents reviewed and updated at Group and site levels
- 3 disruption simulations conducted in 2025 to validate continuity arrangements across **ASH and AWCSH**, covering **loss of water supply** (Aug 2025), **loss of IT systems** (Nov 2025) and **food service disruption** (Dec 2025)
- BCM readiness strengthened through cross-functional coordination and post-exercise actions

Our Organisation

2026 Focus Areas



Business Ethics and Compliance

- Strengthen supplier **screening and integrity** controls in procurement.
- Embed **ethics modules** into onboarding an annual refresher programme.
- Conduct a vendor interaction day to enhance compliance and introduce sustainability to the supply chain.



Privacy and Cybersecurity

- Conduct a **cybersecurity posture re-assessment** with an external consultant, including penetration testing.
- **Strengthen data protection, access controls and monitoring** to reduce leakage and unauthorised access risks.
- Implement **secure messaging** and improve privileged access governance for critical systems.
- Progress towards **ISO/IEC 27001:2022 certification**.



SMART Healthcare

- **Enhance** patient and consultant **mobile apps** with additional Phase 2 features.
- **Leverage the TrakCare T2024** foundation for workflow optimisation, interoperability improvements, and expansion of clinical modules.
- **Prepare** for **Medical IoT** implementation enabled by network upgrades.
- **Upgrade AWCSH network infrastructure** to strengthen coverage, reliability, and security.



Business Continuity Management

- Conduct a **structured** programme of disruption **simulations** across key risk areas (IT systems, workforce, critical clinical services, and loss of premises) to strengthen readiness and response coordination.
- **Strengthen business continuity governance** through regular review cycles, escalation flows, and post-exercise improvement actions across support functions.
- **Update and standardise Business Continuity Plans** for critical operational areas, progressing documentation for management review and approval.



Our Organisation

2025 Scorecard

Focus Area	Indicator	2025 Performance
Business Ethics and Compliance	% of staff who signed anti-corruption / ethics declaration	100%
	% of staff trained in ethics and anti-corruption	100%
	Number of reported corruption incidents	0
	% of new suppliers completing anti-bribery / integrity declaration	100%
	% of staff trained on PDPA and cybersecurity	100%
	Number of data breaches reported	0
	ISO/IEC 27001:2022 certification programme	Initiated (ISMS development underway; progressing towards certification)
Privacy and Cybersecurity	Number of data breaches reported	0
	ISO/IEC 27001:2022 certification programme	Initiated (ISMS development underway; progressing towards certification)
SMART Healthcare	TrakCare upgrade progress	Completed; go-live 1 June 2025
	PACS upgrade	Completed
	ASH Wi-Fi infrastructure upgrade	Completed
	Mobile apps development	Developed (Phase 1 features implemented)
Business Continuity Management	BCM documentation reviewed/updated	6 documents reviewed/updated (Group + site levels)
	Number of simulation exercises conducted	2 Loss of Water Supply – Aug 2025; Food Service Disruption – Dec 2025



All metrics were compiled from internal audit records, departmental reports, BCM exercise documentation, and IT service logs.

Acronyms

- **PDPA:** Personal Data Protection Act
- **BCM:** Business Continuity Management
- **PACS:** Picture Archiving and Communication System
- **ISMS:** Information Security Management System
- **SOPs:** Standard Operating Procedures



CUSTOMERS

Delivering Value Through Patient-Centred Healthcare

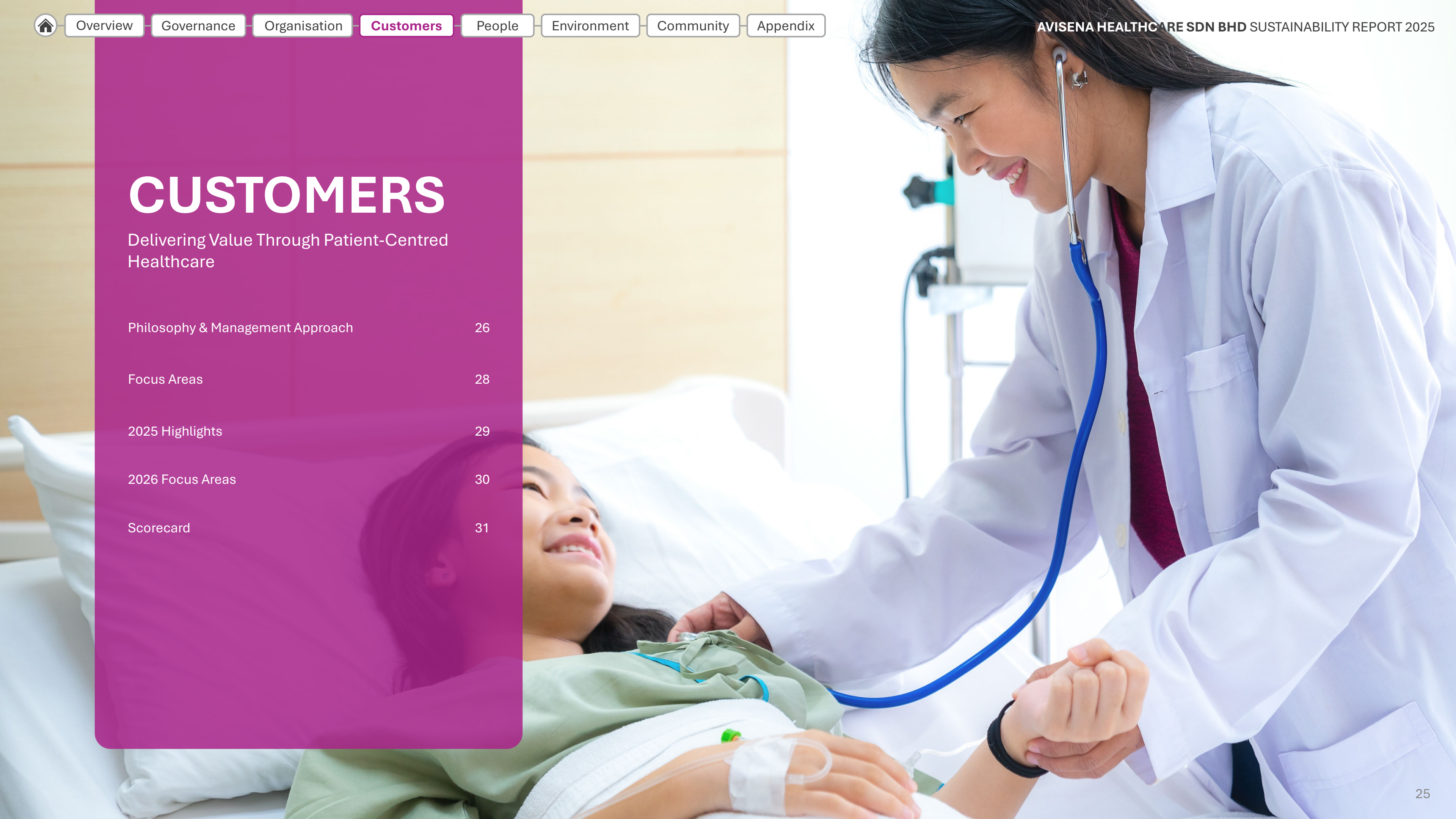
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CUSTOMERS

Philosophy & Management Approach

At Avisena Healthcare,

We are committed to delivering 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, payers, and healthcare partners.

We aim to deliver safe, timely and effective care through clinical, operational, and service excellence. Across the patient journey, we seek to combine medical quality with a positive care experience grounded in professionalism, empathy, and trust.

This commitment is supported by clear protocols, continuous staff development, digital systems, and structured feedback and grievance channels that help us respond fairly and promptly to concerns.

By strengthening both service and outcomes, we aim to build long-term confidence in the care we provide and continuously improve the experience of those we serve.



Our Customers

Material Matters

 <h3>CLINICAL EXCELLENCE</h3> <p>Consistently deliver safe, high-quality medical care across all services.</p>	 <h3>OPERATIONAL EXCELLENCE</h3> <p>Streamline processes and resources to support efficient, timely care delivery.</p>	 <h3>SERVICE EXCELLENCE</h3> <p>Provide responsive, courteous, and professional service at all touchpoints.</p>	 <h3>VALUE-DRIVEN OUTCOMES</h3> <p>Focus on meaningful health outcomes while managing care responsibly.</p>	 <h3>SMART HEALTHCARE</h3> <p>Use digital systems to enhance patient access, safety, and experience.</p>
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Quick Highlights

89%
Customer Satisfaction Index
 Measured through surveys across multiple touchpoints.

85%
Net Promoter Score (NPS)
 Reflects strong patient willingness to recommend our services.

Zero
Healthcare Associated Infections
 No reported cases of VAP, CAUTI, CLABSI, at both hospitals.

Focused UN SDGs

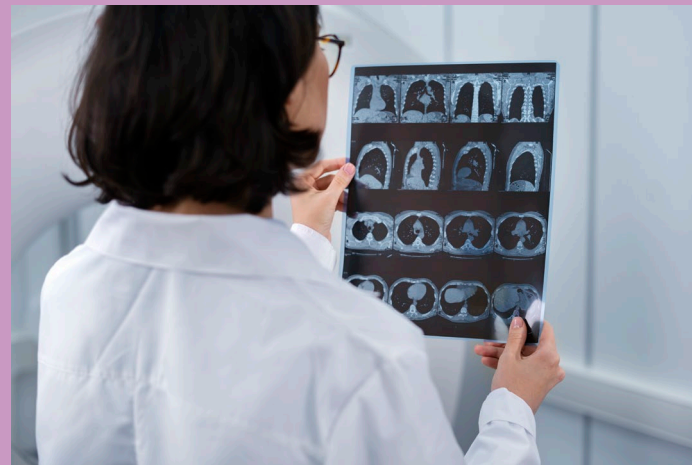
<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> 	<p>3 GOOD HEALTH AND WELL-BEING</p> 
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Our Customers Focus Areas

Avisena Healthcare’s customer commitments are centered around five focus areas that guide how we deliver care and improve year on year. These focus areas reflect what matters most to our patients and stakeholders: clinical quality, efficient operations, service experience, meaningful outcomes, and the continued adoption of digital health solutions.

CLINICAL EXCELLENCE

We prioritise consistent, high-quality care that meets recognised clinical standards and supports patient safety. Care delivery is reinforced through clinical governance, compliance monitoring, audit follow-up, and continued professional development.



SERVICE EXCELLENCE

We aim to deliver a responsive, courteous, and professional experience at every touchpoint. Feedback and complaint mechanisms help us identify gaps, strengthen service culture, and improve consistency across frontline teams and departments.



OPERATIONAL EXCELLENCE

We strengthen operational discipline to improve patient flow, reduce inefficiencies, and support timely, coordinated care delivery. Cross-functional collaboration helps improve service responsiveness and the responsible use of resources.

VALUE - DRIVEN OUTCOMES

We focus on meaningful health improvements while managing care responsibly. This includes strengthening outcome monitoring, supporting more evidence-based decision-making, and driving continuous improvement in service quality.

SMART HEALTHCARE

We use digital systems to improve access, safety, and patient experience, while enabling better decision-making through data. Digitalisation supports efficiency, accuracy, and continuity across the patient journey.



Our Customers

2025 Highlights

In 2025, we continued strengthening quality, safety, and patient experience by reinforcing clinical standards, improving service consistency, enhancing operational governance, and advancing selected digital initiatives that support access and outcomes.

CLINICAL EXCELLENCE

ZERO HAI reported across monitored categories (**VAP, CAUTI, and CLABSI**) at both hospitals

Clinical Governance Framework (CGF) established, supported by **quarterly clinical compliance audits**

Quality Mandatory Training introduced

Objective Structured Clinical Examination (OSCE) for nursing implemented, with **100% of staff nurses** assessed

ASH's JCI journey formally kick-started

MSQH standards sustained through an internal audit in Nov 2025

OPERATIONAL EXCELLENCE

Operational dashboard waiting time monitoring implemented across **Emergency Department, Outpatient, Billing-Pharmacy, Admission, and Discharge**

Key service indicators tracked to improve visibility over turnaround times and operational bottlenecks

Customer-facing SOPs aligned and streamlined with policies to support consistency in operational workflows and service delivery

These efforts supported more **data-driven service improvement** in 2025

SERVICE EXCELLENCE

89%

Customer Satisfaction Index (CSI)

85%

Net Promoter Score (NPS)

Patient feedback reflected a generally strong service experience in 2025

Service culture reinforcement continued through the **Frontline Champion in Action** programme, with **623 participants**

QIP initiatives further supported service quality assurance and continuous improvement across patient touchpoints

VALUE-DRIVEN OUTCOME

Healthproximate, a digital analytics platform was implemented to improve visibility over clinical, operational, and cost data in support of value-based care

Centres of Excellence were strengthened, including **ADEM at ASH** and the **Fertility Unit at AWCSH**, to support more focused and service-specific care pathways

Together, these initiatives helped build the foundation for a more structured **value-driven care** approach

SMART HEALTHCARE

TrakCare T2024 went live on **1 June 2025**, modernising the Group's digital core and strengthening EHR, interoperability, analytics, and mobile capabilities

AviHealth Patient App Phase 1 reached **100% completion**, covering appointment management, pre-registration, and dependent module functions, and push notifications.

AviHealth Consultant App Phase 1 reached **100% completion**, including appointment worklist, inpatient listing, census and statistics, on-call roster, and OT schedule

Pre-Hospital Care (PHC) Services

In **November 2025**, Avisena launched its **Pre-Hospital Care (PHC) Services** under the **ASH Emergency Department**, headed by a **Consultant Emergency Physician**, to strengthen retrieval readiness and continuity of care. The service supports **patient retrievals, interfacility transfers including critical patients, disaster preparedness and response, trauma management, and life support education**. In its first two months of operation, PHC managed **21 retrieval cases**, while **79 ambulance movements** were recorded in **December 2025**, indicating early utilisation of the service.

AMS – Anti Microbial Stewardship

World Antimicrobial Awareness Week (WAAW) is observed globally from 18–24 November to raise awareness on antimicrobial resistance (AMR). In support of this initiative, Avisena Specialist Hospital (ASH) and Avisena Women's & Children's Specialist Hospital (AWCSH) celebrated the event on 10 December 2025 through engagement activities including a walkabout, quiz sessions, and a sharing session by an invited Infectious Disease Consultant to promote responsible antimicrobial use.

Shooting Star Fast Lane at AWCSH

AWCSH introduced the **Shooting Star** fast-lane support pathway to improve access and service experience for patients with disabilities and selected special needs. Patients presenting an **OKU card** will be prioritised for registration and facilitation, while selected cases, such as children with autism, can be supported through visual identifiers and system tagging to help frontline teams respond more quickly and appropriately. This initiative reflects AWCSH's commitment to more inclusive, patient-centred care.

OUR CUSTOMERS

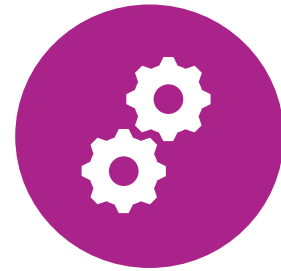
2026 Focus Areas

In 2026, Avisena Healthcare will deepen its customer focus by strengthening clinical quality, improving patient flow and service consistency, expanding outcome measurement, and advancing digital platforms that support safer, more seamless care.



CLINICAL EXCELLENCE

Advance **ASH's JCI preparation,** continue and expand **clinical compliance audits,** and strengthen a more structured **clinical core training framework** to reinforce competency, governance, and safe care delivery.



OPERATIONAL EXCELLENCE

Improve **Admission, Discharge, Billing, and Pharmacy** turnaround times through **Lean Management** and workflow redesign, while progressing a more dedicated **incident reporting system** to strengthen visibility, escalation, and operational follow-through.



SERVICE EXCELLENCE

Continue the **Service Excellence Programme** through the **Service from the Heart Campaign, Rewards & Recognition,** and **Customer Experience Compliance Audit,** while advancing **CRM** and a **single queue number for the outpatient journey.** At **AWCSH,** service improvements will also support continued preparation toward **Baby-Friendly Hospital Initiative (BFHI)** accreditation targeted for 2026.



VALUE DRIVEN OUTCOME

Strengthen **value-driven care** by piloting **PROMs** in selected specialties, expanding the role of **Centres of Excellence,** and increasing the use of **data and analytics** to make patient outcomes more measurable, comparable, and improvement-focused.



SMART HEALTHCARE

Advance the next phase of **smart healthcare** through further **TrakCare** enhancements, expanded **AviHealth** apps features for patients and consultants, **live queue and digital access functions,** and the underlying **security and integration controls** needed for trusted digital care.



Our Customers

2025 Scorecard

The following scorecard summarises key customer-related indicators for Avisena Healthcare’s hospitals (ASH and AWCSH) for the period **January–December 2025**. Indicators are tracked to support continuous improvement in patient satisfaction, service responsiveness, and clinical safety.

Focus Area Indicator	2025 Performance / Status	
Clinical Excellence	Healthcare-associated infections (VAP, CAUTI, CLABSI)	Zero reported cases
	Clinical Governance Framework (CGF)	Established / implementation commenced
	Clinical compliance audit	Conducted quarterly
	Nursing OSCE	Implemented; 100% of staff nurses assessed
	JCI readiness at ASH	Journey formally kick-started
	MSQH sustainment	Structured internal audit conducted in Nov 2025
Operational Excellence	Waiting-time monitoring dashboard	Implemented across Emergency, Outpatient, Billing–Pharmacy, Admission, and Discharge
	Key service indicator tracking	Implemented to improve visibility over turnaround times and bottlenecks
	Customer-facing SOP alignment	Relevant SOPs aligned and streamlined to support consistent operational workflows
Service Excellence	Customer Satisfaction Index (CSI)	89%
	Net Promoter Score (NPS)	85%
	Frontline Champion in Action	623 participants
	Quality Improvement Program (QIP)	Implemented / continued to support service quality improvement
	Grievance resolution monitoring	Continued
Value-Driven Outcomes	Healthproximate	Implemented
	Centres of Excellence	Strengthened, including ADEM at ASH and Fertility at AWCSH
SMART Healthcare	TrakCare T2024	Go-live on 1 June 2025
	AviHealth Patient App	Phase 1 at 100% completion
	AviHealth Consultant App	Phase 1 at 100% completion

Notes

- All data reported is for **ASH and AWCSH** only (dialysis centres excluded).
- Data period covers **Jan–Dec 2025**.
- Definitions and boundaries for infection indicators follow internal clinical governance reporting aligned to infection prevention protocols.



PEOPLE

Empowering a resilient, diverse, and purpose driven workforce

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PEOPLE

PHILOSOPHY

At Avisena Healthcare,

Our people power every part of care delivery, from clinicians at the bedside to support teams that keep our hospitals safe, efficient, and ready to serve. We see our workforce as a source of capability, compassion, and trust, and we invest in creating the conditions for our people to do their best work.

In 2025, we continued strengthening a workplace that protects well-being, builds capability, and supports inclusive growth. Our approach focuses on practical systems such as clear governance, structured development pathways, and consistent people practices. This ensures employees are supported throughout their career journey and can deliver safe, patient-centred care with confidence.

Our People Management Approach

Our approach is guided by three principles

Care for the Whole Person

We support physical, mental, and emotional well-being through targeted health and wellness programmes.

Continuous Development

We strengthen capability through training, leadership pathways, and education sponsorships that enable growth.

Diversity and Equity

We cultivate an inclusive workplace and work to ensure fair access to opportunities across departments and roles.

Quick Highlights

71%

EMPLOYEE SATISFACTION RATE

85%

RETENTION RATE

70.5 HOURS

AVERAGE TRAINING HOURS PER EMPLOYEE

RM69.5 Mil

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.

Focused UN SDGs



Our People Focus Areas

At Avisena Healthcare, we build a resilient and future-ready workforce by focusing on safety and well-being, talent development, and inclusion. These focus areas strengthen a people-first culture that supports safe, compassionate, and high-quality care across our hospitals.

EMPLOYEE SAFETY AND WELL-BEING

We promote a safe, supportive, and healthy work environment through proactive risk management, safety initiatives, and structured staff engagement. Regular training, internal campaigns, and hospital-wide drills help reinforce a strong workplace safety culture across departments. We also support employee well-being through targeted programmes that encourage healthier lifestyles and stronger mental and emotional resilience, including wellness initiatives introduced during the year.



TALENT MANAGEMENT

We develop capability and career growth through structured training, targeted upskilling, and education sponsorships. Our approach includes talent mapping, succession planning, and continuing education programmes to strengthen internal mobility and leadership readiness. In 2025, this included leadership development efforts such as the Emerging Leadership Development Programme (ELDP), alongside ongoing learning opportunities across departments.



DIVERSITY AND INCLUSION

We promote a respectful and inclusive workplace through fairness, equal opportunity, and consistent people practices. Our focus is on reinforcing non-discrimination, supporting workplace equity, and widening access to development opportunities across the organisation. In 2025, this included continued support for employee growth through sponsorships and career pathways, while strengthening a culture where diverse perspectives are valued and every employee has the opportunity to contribute and progress.



Our People 2025 Highlights

Below are selected highlights aligned to our three People focus areas.

EMPLOYEE SAFETY AND WELL-BEING

71%

Employee Satisfaction Rate

2.30

Lost Time Injury Frequency Rate

Well-Being Programme

A structured weight management programme engaged **33** employees and recorded an average weight loss of **2.7 kg**, alongside overall reductions in body fat percentage.

Safety Performance and Corrective Actions

LTIFR increased in 2025, reflecting a higher number of incidents. All cases were reviewed, with corrective actions implemented through strengthened supervision, safer handling practices, and refreshed SOP guidance.

TALENT MANAGEMENT

85%

Retention Rate

71

Average Training Hours Per Employee

Education Sponsorships

Education sponsorships increased from **51 in FY2024** to **69 in FY2025**. This mainly benefited nursing students from the **B40 income group** and supporting the future healthcare talent pipeline.

Emerging Leadership Development

21 staff completed the Emerging Leadership Development Programme (ELDP) in 2025, covering governance, people leadership, strategic management, finance, service operations, and resilience.

DIVERSITY AND INCLUSION

66% of women in leadership roles FY2025 (**2024: 60%**)
Gender Diversity In Leadership

Workplace Equity

Continued reinforcement of non-discrimination and equal opportunity practices through policy and people processes.

Inclusive Recruitment Reach

Expanded recruitment outreach beyond the Klang Valley through career fairs, university visits, and open day engagements across multiple regions.

Age-Inclusive Participation

Continued to support workforce participation beyond retirement age through contract-based engagement, where appropriate.

Safety, Health and Environment Campaign 2025 – Reinforcing Safety and Well-Being

In 2025, Avisena Healthcare conducted a structured Safety, Health and Environment campaign to strengthen workplace safety awareness and reinforce shared responsibility across the organisation. The campaign focused on practical behaviours that support safer daily operations, while also promoting healthier work habits and environmental responsibility.

Employee Engagement and Practical Learning

Through interactive activities and awareness sessions, the campaign translated safety and health messages into practical learning relevant to employees’ work settings. This helped strengthen a culture of preparedness and consistent safe practices, supported by clearer guidance and day-to-day reinforcement at department level.



Our People

2026 Focus Areas

In 2026, we aim to foster a safer, more inclusive, and growth-driven workplace through proactive engagement, capability-building, and strengthened support systems.



EMPLOYEE SAFETY AND WELL-BEING

Expand employee wellness support through healthier lifestyle initiatives, mental health resources, and peer support.

Conduct regular risk assessments and audits across departments to strengthen proactive safety management.

Enhance safety awareness and preparedness through annual campaigns and hospital-wide drills.

Build on 2025 well-being initiatives, including weight management and other preventive wellness programmes.

Strengthen incident investigations and the close-out of corrective actions to reduce recurrence.



TALENT MANAGEMENT

Realign sponsorship investments toward cost-effective institutions while supporting critical professional development and certification.

Apply Lean and Six Sigma methods to improve productivity, reduce waste, and support sustainable workforce growth.

Strengthen leadership and succession readiness through structured development programmes and coaching.

Improve visibility and tracking of learning opportunities to strengthen participation and capability across departments.

Conduct salary benchmarking to support attraction and retention.



DIVERSITY AND INCLUSION

Strengthen onboarding and support for new hires to improve retention and engagement.

Review succession planning with stronger inclusiveness across gender and age groups.

Reinforce workplace respect and fairness through policy refreshers and awareness.

Strengthen feedback channels to support an inclusive and responsive work culture.

Focus Area	Indicator	2024	2025 Performance
Employee Safety and Well-Being	LTIFR	2.02	2.3
	Work related fatalities	0	0
	Employees trained health and safety standards	1,092	1,244
	Employee satisfaction	71%	71%
Talent Management	Education sponsorship recipients	51	69
	Average training hours per employee	63 hours	71 hours
Diversity and Inclusion	Retention rate	87%	85%

Lost Time Injury Frequency Rate (LTIFR) calculation method:

LTIFR is calculated as the number of lost time injuries multiplied by 200,000, divided by the total hours worked in the reporting period. Avisena Healthcare includes only direct employees in this metric.

Employee Satisfaction: Measured using an internal survey covering work conditions, communication, engagement, and well-being indicators.

Participation rate: Calculated based on actual staff attendance across both hospitals for the relevant engagement campaign.

Training hours: Includes internal 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.

Our People

2025 Scorecard

Workforce Diversity

Data shown covers direct employees across ASH and AWCSH.

66%

Of women in leadership roles FY2025 (2024: 60%)

Percentage of employees by gender	Male %	Female %	Workforce share %
Senior Management	30	70	1
Management	35	65	11
Executive	26	74	12
Non-Executive	24	76	76
Total	25	75	100

Employee Breakdown

Employees by age	Below 30 years %	30-50 years %	Above 50 years %	Workforce share %
Senior Management	0	90	10	1
Management	2	88	9	11
Executive	32	65	3	12
Non-Executive	58	41	1	76
Total	4	50	2	100

Labour Practices & Standards

Indicator	2023	2024	2025
Substantiated complaints related to HR violations	0	0	0

Board Diversity

Gender	Number of Directors	%	Age	Number of Directors	%
Male	6	66.67	30-50 years	3	33.33
Female	3	33.33	Above 50 years	6	66.67
Total	9	100	Total	9	100

Workforce Composition

Age Group	% of New Hires	Gender	% of New Hires
Below 30 years	72	Female	74
30-50 years	27	Male	26
Above 50 years	1		

Note:

- Percentage figures may not add up to 100% due to rounding .
- Employee categories are defined as follows:
 - Senior Management: Includes GCEO, group 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).



ENVIRONMENT

Extending care and impact beyond our hospital walls

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ENVIRONMENT

Philosophy & Management Approach

At Avisena Healthcare,

environmental responsibility is integral to how we deliver safe, high-quality care. We recognise that the wellbeing of our patients, employees, and communities is closely connected to the quality of the air, water, and resources around us. From energy use and emissions to waste handling, we focus on practical actions that reduce environmental impact while maintaining reliable healthcare operations.

Our environmental governance is led by the **Sustainability Working Committee (SWC)**, chaired by the Group Head of Engineering & Sustainability. The **Energy Management Committee** reports to the SWC and drives energy performance monitoring, efficiency initiatives, and readiness for evolving regulatory expectations. In 2025, this approach was further strengthened through our Board-approved **Sustainability Policy** and **Environment Policy**, reinforcing consistent standards across both hospitals.

Operational delivery involves multiple units, including **Facility Engineering and Maintenance Services (FEMS)**, **Biomedical Engineering and Maintenance Services (BEMS)**, **Housekeeping, Linen and Laundry**, and the **Health, Safety, Security & Environment Unit**. Together, these teams support daily monitoring, compliance management, and environmental data tracking, with continual improvement guided by risk-based prioritisation and cross-functional collaboration.

Our Environment Quick Highlights



TOTAL ELECTRICITY USE (GROUP)

10.46 million kWh

+7.7% vs 2024

0.4 %
below 2019 baseline

ENERGY INTENSITY (ASH)

20.2% below
2019 baseline

216.3 kWh/m²

ENERGY INTENSITY (AWCSH)

9.0% below
2019 baseline

185.0 kWh/m²

SCOPE 2 EMISSIONS (GROUP)

8,098 tCO₂e

+7.6% vs 2024

ACTIVITY-NORMALISED INTENSITY

We also track **energy intensity per Patient Bed Day (PBD)**.

2025: 173.5 kWh/PBD

2024: 159.9 kWh/PBD

Our Environment Material Matters



ENERGY AND EMISSIONS

Tracking and managing emissions from purchased electricity, backup power generation, and relevant medical gas sources to support climate-conscious healthcare delivery.



WASTE MANAGEMENT

Managing clinical, scheduled, and general waste responsibly, with emphasis on segregation, safe disposal, waste reduction, and improved tracking practices.

Focused UN SDG



Our Environment Focus Areas

Avisena Healthcare’s environmental efforts are centred on two key areas that directly address our material impacts: **Resource Efficiency** and **Waste Management**. These focus areas guide our day-to-day operations, infrastructure improvements, and longer-term sustainability priorities across **ASH and AWCSH**.

RESOURCE EFFICIENCY

We prioritise the efficient use of electricity and water across our facilities to support reliable clinical operations while reducing environmental impact. Our approach combines routine monitoring, performance benchmarking, and targeted improvement initiatives led through the **Energy Management Committee**, with oversight by the **Sustainability Working Committee**.

Focus within Resource Efficiency

- Strengthen energy management governance and performance monitoring across both hospitals
- Drive efficiency improvements through monitoring, benchmarking, and targeted facility optimisation initiatives
- Track both facility-based intensity (**kWh/m²**) and activity-normalised intensity (**kWh/PBD**) to better reflect operational demand
- Support longer-term efficiency planning through system upgrades, controls optimisation, and infrastructure improvements

WASTE MANAGEMENT

We manage clinical, scheduled, and general waste responsibly through structured segregation and compliance-aligned disposal processes. In parallel, we continue to strengthen waste reduction and recycling practices to improve overall waste handling outcomes across both hospitals.

Focus within Waste Management

- Maintain compliant management of clinical and scheduled waste through licensed contractors and documentation controls
- Strengthen waste segregation practices and waste data tracking across both hospitals
- Advance waste reduction initiatives, including recycling and reduced reliance on single-use plastics
- Support the transition to more sustainable ward amenities and lower-waste care environments

Together, these focus areas reflect our commitment to practical environmental stewardship, supporting safe care delivery while strengthening operational readiness for long-term sustainability.

Our Environment

2025 Highlights

Recognition and Certification Readiness

In 2025, Avisena’s resource efficiency journey was reinforced through external recognition and strengthened management systems. ASH was named **Winner** in the **National Energy Awards 2025**, under **Category 1: Energy Management (Energy Management in Large Building)**, recognising the structure and discipline of our energy management approach across hospital operations.



In the same year, both **ASH** and **AWCSH** completed the **AEMAS EMGS 1-Star certification assessment** with **zero Opportunities for Improvement (OFIs)** recorded. This milestone reflects strong readiness in our energy management practices, documentation, and internal controls, supporting continuous performance monitoring and the effective delivery of efficiency initiatives across both hospitals. Together, these milestones strengthen our ability to sustain performance improvements while maintaining reliable, patient-safe operations.

Reducing Landfill Waste

In 2025, we advanced a refreshed ward amenities concept aimed at reducing single-use plastics. The initiative introduces bath gel and shampoo dispensers, together with lower-waste packaged items, supporting a practical shift toward lower-waste care environments. Full deployment is planned for **Q1 2026**.

Key 2025 Outcomes

- Won **National Energy Awards 2025**, Category 1: Energy Management in Large Building.
- Completed **AEMAS EMGS 1-Star** assessment for ASH and AWCSH with **zero OFI**.
- Continued tracking of energy intensity through **kWh/m²** and expanded monitoring to include **kWh/PBD**.
- Installed meters for rainwater harvesting at ASH, recording 47m3 of harvested water in 2025 to enhance resource circularity and data-driven conservation.
- Introduced redundant environmental monitoring for operating theatres at ASH, with early warning when conditions deviate from defined setpoints.

RESOURCE EFFICIENCY

Key 2025 Outcomes

- Maintained compliant clinical and scheduled waste disposal through **licensed contractors**.
- Strengthened waste data tracking across **clinical, general, recycled, and scheduled waste**.
- Continued improving segregation and recycling practices.
- Completed procurement for **more sustainable ward amenities**, with rollout targeted in **Q1 2026**.
- Continued alignment with local authority requirements and responsible waste programmes.

WASTE MANAGEMENT

Our Environment Focus Areas

In 2026, we will shift from foundational setup to stronger execution and measurement. Building on the **NEA 2025 win, EMGS 1-Star outcomes**, and newly approved **Environment and Sustainability Policies**, we will focus on tighter data discipline, targeted efficiency improvements, and practical waste reduction initiatives across **ASH** and **AWCSH**.

RESOURCE EFFICIENCY

Advance readiness for AEMAS EMGS 2-Star certification

Strengthen the energy management system following the 1-Star assessment by maintaining the seven core aspects, addressing improvement actions, and building the performance evidence needed for a future 2-Star application.

Complete Scope 1 medical gas dataset for reporting integrity

Consolidate anaesthetic gas data across both hospitals, confirming applicable agents to improve completeness and year-on-year comparability.

Strengthen fleet fuel data quality for future reporting

Improve consistency of fleet fuel tracking, including clearer fuel type attribution and controls, to enable reliable reporting once the dataset is validated.

Embed efficiency considerations into projects and asset upgrades

Integrate energy efficiency and monitoring requirements into replacement planning, commissioning practices, and infrastructure upgrades.

WASTE MANAGEMENT

Complete rollout of sustainable ward amenities

Implement the new amenities concept across both hospitals, reducing reliance on single-use plastic bottles following 2025 approval and stock run-down.

Expand recycling access through RVM deployment

Progress deployment of Reverse Vending Machines (RVMs) to improve recycling access and support responsible waste practices at AWCSH.

Strengthen procurement alignment for waste prevention

Work with procurement and end users to reduce avoidable packaging and unnecessary consumables where feasible.



Our Environment 2025 SCORECARD

ENERGY USAGE

Metric	2019 Baseline	2023	2024	2025
Total Electricity (kWh)	10,504,801	11,363,769	9,717,999	10,462,096
Energy Intensity – ASH (kWh/m ² /annum)	270.87	225.19	187.52	216.3
Energy Intensity – AWCSH (kWh/m ² /annum)	203.211	184.25	186.96	185.0
Activity-Normalised Energy Intensity – Group (kWh/PBD)	–	186.7	159.9	173.5

GHG EMISSIONS

Metric	2019 Baseline	2023	2024	2025
Scope 2: Grid Electricity (tCO ₂ e)	8,131	8,800	7,521	8,098
Scope 1: Diesel Generators (tCO ₂ e)	–	Not tracked	4.14	6.61

WATER USAGE

Metric	2023	2024	2025
Water Use – ASH (m ³)	56,382	43,912	51,514
Water Use – AWCSH (m ³)	68,506	67,231	65,985
Total Water Consumption (m ³)	124,888	111,143	117,499
Activity-Normalised Water Intensity – Group (m ³ /PBD)	2.052	1.829	1.949

WASTE

Category	2023 (tonnes)	2024 (tonnes)	2025 (tonnes)	Remarks
Clinical Waste	83.42	86.02	96.06	Disposed via licensed clinical waste contractors
Scheduled Waste (Non-Clinical)	Awareness stage	2.03	2.18	Includes SW categories consistent with 2024 baseline
General Waste	Not available	98.74	146.65	Weighing system and tracking continued across both hospitals
Recycled Waste	Not available	3.38	5.39	Recycling practices continued; weight tracking strengthened

Methodology Notes:

Activity-normalised intensity is calculated using Patient Bed Days (PBD), derived from licensed bed count and daily bed occupancy data (**ASH: 120 beds; AWCSH: 130 beds**).

Energy Source and Methodology

All electricity consumption is sourced from the Malaysian grid. Scope 2 emissions are calculated using **0.774 kgCO₂e/kWh**.

Scope 1 Emissions – Diesel Generators

Diesel usage includes generator operations for testing and maintenance. Emissions are calculated using **2.68 kgCO₂e per litre of diesel**.

Water Data

Water consumption reflects municipal potable water supply and recorded meter data.

Waste – Clinical and Scheduled Waste

Clinical and scheduled waste figures are derived from inventory and disposal records and are managed through licensed disposal pathways.

Waste – Recycled Waste

Recycling figures reflect actual recorded weights collected and diverted through internal recycling practices and vendor collection.



COMMUNITY

Our Commitment to Community

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COMMUNITY

PHILOSOPHY & MANAGEMENT APPROACH

Avisena Healthcare’s commitment to community extends beyond clinical care. It reflects our purpose to strengthen health access, health literacy, and dignity for people who face barriers to care. Our community includes residents around our hospitals and underserved groups across Selangor and nearby areas, including rural communities, the urban poor, women and children, older persons, and other vulnerable populations.

Our outreach is delivered through **Yayasan Avisena**, anchored by the **Klinik Bergerak Sutera (KBS)** mobile clinic. This section focuses on the mobile clinic’s health access programmes.

Beyond mobile outreach, staff participation in public engagement activities reflects our wider commitment to health awareness and inclusive engagement. Broader CSR initiatives led by other departments are presented separately where relevant, reflecting their distinct objectives and reporting approach.

Activities are planned based on community needs, site assessments, and engagement with local leaders and partner organisations. Our aim is to reduce barriers to healthcare access, build trust through consistent presence, and improve well-being through respectful, culturally appropriate outreach.



Our Community Quick Highlights

Support for mobile healthcare delivery through Klinik Bergerak Sutera (KBS), including follow-up assistance for underserved individuals.

Engaged
2,165

Unique beneficiaries through mobile clinic visits and community screenings across the year.

Estimated
2,580

total collective volunteer hours* contributed by staff and volunteers through KBS outreach and broader community activities.

*Volunteer hours are estimated. While we track outputs (e.g., visits and beneficiaries reached), formal long-term outcome measurement is still being strengthened through field observations and feedback.

Conducted
12
1,126 participants

community outreach events/sessions reaching
through health talks, screenings, blood donation drives, and vaccination initiatives.

Our Community Material Matters



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

Our initiatives include mobile healthcare delivery and health education implemented in collaboration with community partners.

Focused **UN SDGs**



Our Community FOCUS AREAS

Avisena Healthcare’s community outreach, delivered through **Yayasan Avisena’s Klinik Bergerak Sutera (KBS)**, is structured around three focus areas. These focus areas guide how we plan mobile clinic visits, prioritise community needs, and work with local partners to extend healthcare access, strengthen health awareness and support inclusive engagement.

ACCESSIBLE HEALTHCARE

We bring basic healthcare services closer to communities with limited access to medical facilities. Through KBS mobile clinic visits, we provide health screenings, consultations, and practical guidance to encourage early detection and timely follow-up. Our outreach planning prioritises locations where barriers to care are higher, including rural settlements and underserved urban communities.



EMPOWERED COMMUNITIES

We strengthen community health awareness by pairing services with health education. Programmes include targeted talks and awareness activities aligned to common community needs such as non-communicable diseases, maternal health, and preventive care. By working with local leaders, NGOs, and site hosts, we aim to build community confidence and support healthier day-to-day choices.



EQUITY & INCLUSION

We design outreach activities to be respectful, inclusive, and culturally appropriate. This includes adapting engagement approaches for different groups and settings and ensuring that mobile clinic services are delivered in a way that protects dignity and builds trust. Where possible, we coordinate with local partners to improve access for those who may face higher barriers, including low-income communities, older persons, women, and other vulnerable groups.



Our Community

2025 Highlights

ACCESSIBLE HEALTHCARE

36 Klinik Bergerak Sutera (KBS) mobile clinic visits conducted in 2025.

2,165 unique beneficiaries reached through screenings and consultations.

Strengthening Community Health Through Blood Donation

In 2025, Avisena supported community blood donation initiatives through six blood donation drives held at our hospital sites, engaging 434 participants among staff and visitors. Organised in collaboration with the National Blood Bank, these drives raised awareness on the importance of regular blood donation and enabled practical community participation in a safe, accessible setting.



EMPOWERED COMMUNITIES

Encouraging Responsible Community Response in Emergencies

Health education remained an important part of our outreach in 2025. A key highlight was a public talk by **Dr Hilmi, an emergency physician (ASH)**, aimed at strengthening community readiness and encouraging responsible action during emergencies. The session encouraged the public to **help safely, contact the right services, and support victims**, instead of recording incidents or turning accidents into viral content. Through practical guidance and relatable examples, the talk helped build greater awareness on how communities can respond more effectively when emergencies occur.



EQUITY AND INCLUSION

Protecting Vulnerable Communities Through Preventive Care

As part of our preventive health efforts, Avisena supported an influenza vaccination outreach programme at **Warga Bait Al Mawaddah Elderly Care Centre**, reaching **52 participants** through community-based delivery. This initiative reflects our focus on early prevention and improving access to essential healthcare support for vulnerable community settings.



Our Community

2026 Focus Areas

Avisena Healthcare’s community outreach, delivered through **Yayasan Avisena’s Klinik Bergerak Sutera (KBS)**, will continue to be guided by three focus areas. These priorities shape how we plan mobile clinic visits, strengthen partnerships, and improve outreach effectiveness over time.



ACCESSIBLE HEALTHCARE

Extend Klinik Bergerak Sutera (KBS) services to additional rural and underserved communities.

Strengthen mobile clinic data collection for clearer needs assessment and outcome reporting.

Improve follow-up pathways for repeat visits and continuity of care where feasible.



EMPOWERED COMMUNITIES

Launch themed health education campaigns aligned with national health priorities, such as:

- Non-Communicable Diseases
- Maternal Health

Expand collaborations with schools, community organisations, and local hosts for awareness and screening activities.

Develop volunteer toolkits to increase staff participation in community outreach.



EQUITY AND INCLUSION

Strengthen outreach planning to better reach underserved communities and those facing higher barriers to care.

Design service delivery approaches that are inclusive and respectful, taking into account cultural sensitivities and individual needs.

Put safeguards in place to protect dignity and privacy during outreach.

Our Community

2025 Scorecard

Metric	2024	2025
Total Mobile Clinic Visits	34	36
Rural Beneficiaries (Mobile Clinic)	2,162	2,165
Key CSR / Outreach Activities Conducted	8	12
Estimated Volunteer Hours	2,550*	2,580*

NGO / Government Partners

BCWA, SK Sijangkang Jaya, Darul Wardah, MBSA, JAKOA.

BCWA, Pusat Darah Negara, LPPKN, Selangor Youth Community (SAY), Bait Al- Mawaddah Elderly Care, PPDK Al Mawaddah, Jabatan Kebajikan Masyarakat

Note:

* Estimated based on average **5–6 hours per volunteer, per visit**. While we track outputs such as number of visits and beneficiaries reached, formal impact evaluations and long-term outcome measurement are still being strengthened. Observations and feedback from field teams are collected and used to refine future outreach planning.

No significant negative impacts on local communities have been identified from these outreach activities. We maintain regular engagement with community representatives and local partners to ensure activities remain inclusive, non-intrusive, and welcomed.





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Appendix : GRI Content Index

GRI 2: General Disclosures 2021

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Appendix: Glossary of Terms, Abbreviations and Acronyms

Term / Acronym	Full Term	Description
ADEM	Avisena Diabetes, Endocrinology and Metabolism	Avisena’s Centre of Excellence for diabetes, endocrinology and metabolism services at ASH.
AEMAS	ASEAN Energy Management Scheme	A regional framework and certification pathway for strengthening energy management capability.
AIA	AIA	Referenced in the report through the AIA Malaysia Smart Hospitals Panel recognition.
AMR	Antimicrobial Resistance	Resistance of microorganisms to antimicrobial medicines, reducing treatment effectiveness.
AMS	Antimicrobial Stewardship	Coordinated efforts to promote responsible antimicrobial use and reduce antimicrobial resistance.
ASH	Avisena Specialist Hospital	Avisena Healthcare’s specialist hospital in Shah Alam.
AWCSH	Avisena Women’s & Children’s Specialist Hospital	Avisena Healthcare’s women’s and children’s specialist hospital.
B40	Bottom 40% Income Group	Malaysia’s lower-income household segment, used in the report to describe beneficiary targeting.
BARC	Board Audit & Risk Committee	The board-level committee overseeing audit, risk, and sustainability-related risk reporting.
BCM	Business Continuity Management	The framework for preparing for, responding to, and recovering from operational disruptions.
BCWA	Breast Cancer Welfare Association	Community partner referenced in the report’s outreach activities.
BFHI	Baby-Friendly Hospital Initiative	A recognised programme and accreditation pathway supporting breastfeeding-friendly maternity and neonatal practices.

Term / Acronym	Full Term	Description
BOD	Board of Directors	The highest governing body providing strategic oversight and direction.
CAUTI	Catheter-Associated Urinary Tract Infection	A healthcare-associated infection indicator monitored as part of patient safety reporting.
CGF	Clinical Governance Framework	The structure used to support clinical quality, compliance, and accountability.
CKAPS	Private Healthcare Facilities and Services Act Licensing System	Refers to the licensing framework for private healthcare facilities in Malaysia, as cited in the report’s accreditations.
CLABSI	Central Line-Associated Bloodstream Infection	A healthcare-associated infection indicator used in clinical monitoring.
CoP	Communication on Progress	The annual disclosure submitted under the United Nations Global Compact.
CRM	Customer Relationship Management	A customer management system or approach referenced in future service improvement plans.
CSR	Corporate Social Responsibility	Activities through which Avisena contributes to society beyond its core clinical services.
CXP	Customer Experience	Referenced in the report through the CXP Best Customer Experience Awards.
EHR	Electronic Health Record	A digital patient record that supports interoperability, continuity, and data-enabled care.
ELDP	Executive Leadership Development Programme	A leadership development programme referenced in the People section.

Term / Acronym	Full Term	Description
CoP	Communication on Progress	The annual disclosure submitted under the United Nations Global Compact.
CRM	Customer Relationship Management	A customer management system or approach referenced in future service improvement plans.
CSR	Corporate Social Responsibility	Activities through which Avisena contributes to society beyond its core clinical services.
CXP	Customer Experience	Referenced in the report through the CXP Best Customer Experience Awards.
EHR	Electronic Health Record	A digital patient record that supports interoperability, continuity, and data-enabled care.
ELDP	Executive Leadership Development Programme	A leadership development programme referenced in the People section.
EMGS	Energy Management Gold Standard	The assessment pathway referenced together with AEMAS in the report’s energy management progress.
EnMS	Energy Management System	Avisena’s internal framework for tracking and managing energy-related data and performance.
ENT	Ear, Nose and Throat	A medical specialty referenced in the accolades section.
ESG	Environmental, Social and Governance	A framework used to assess how an organisation manages environmental, social, and governance matters.

Appendix: Glossary of Terms, Abbreviations and Acronyms

Term / Acronym	Full Term	Description	Term / Acronym	Full Term	Description	Term / Acronym	Full Term	Description
GHG	Greenhouse Gas	Gases that contribute to climate change, used in emissions measurement and reporting.		Information security, cybersecurity and privacy protection – Information security management systems – Requirements	The international standard referenced for information security certification progress.	MACC	Malaysian Anti-Corruption Commission	Malaysia’s anti-corruption authority, referenced through the MACC Act 2009.
GHDS	Gifts, Hospitality, Donations, Sponsorships	Categories governed under Avisena’s declaration and “No Gift” controls.	ISO/IEC 27001:2022	International Sustainability Standards Board	The board that issued IFRS S1 and IFRS S2.	MBSA	Majlis Bandaraya Shah Alam	Local authority referenced in community partnerships.
GRI	Global Reporting Initiative	An internationally recognised sustainability reporting framework referenced in the report.	ISSB	Information Technology	The function and systems domain supporting digital infrastructure, security, and applications.	MOH	Ministry of Health Malaysia	Malaysia’s health ministry, referenced in regulatory and operational compliance.
HAI	Healthcare-Associated Infection	Infection acquired in a healthcare setting, used as a patient safety indicator.	IT	Jabatan Agama Islam Selangor	The Selangor Islamic religious authority referenced in halal certification.	MSC	Management Sustainability Committee	The management-level committee leading sustainability implementation.
HR-PDL	Human Resources – People Development Leadership	Referenced in the BrandLaureate award title cited in the report.	JAIS	Jabatan Kemajuan Islam Malaysia	Malaysia’s Islamic development department, referenced in halal certification.	MSQH	Malaysian Society for Quality in Health	Malaysia’s healthcare accreditation body referenced in hospital accreditations and standards.
IFRS S1	International Financial Reporting Standards S1 – General Requirements for Disclosure of Sustainability-related Financial Information	A sustainability disclosure standard covering general sustainability-related financial disclosures.	JAKIM	Jabatan Kemajuan Orang Asli	Government agency referenced in community partnerships.	NEA	National Energy Awards	Malaysia’s national awards programme recognising energy performance and management.
IFRS S2	International Financial Reporting Standards S2 – Climate-related Disclosures	A sustainability disclosure standard covering climate-related disclosures.	JAKOA	Joint Commission International	International healthcare accreditation body referenced in ASH’s readiness journey.	NGO	Non-Governmental Organisation	Used for external community and civil society partners.
ISMS	Information Security Management System	The management system framework supporting information security governance and certification readiness.	JCI	Klinik Bergerak Sutera	Avisena’s mobile clinic and community outreach service.	NPS	Net Promoter Score	A customer loyalty and recommendation metric used in the Customers section.
			KBS	Lembaga Penduduk dan Pembangunan Keluarga Negara	Government agency referenced in community partnerships.	OKU	Orang Kurang Upaya	Malaysian term for persons with disabilities.
			LPPKN	Lost Time Injury Frequency Rate	A workplace safety metric used to track incidents resulting in lost work time.	OSCE	Objective Structured Clinical Examination	A structured clinical skills assessment method referenced in nursing competency assessment.
			LTIFR			OT	Operating Theatre	Hospital surgical area, referenced in workflow and consultant scheduling context.
						PACS	Picture Archiving and Communication System	Digital imaging storage and access system used in hospital operations.



Appendix: Glossary of Terms, Abbreviations and Acronyms

Term / Acronym	Full Term	Description
PBD	Patient Bed Day	An activity-based denominator used in intensity tracking, especially energy intensity per patient activity.
PDPA	Personal Data Protection Act 2010	Malaysia's legal framework governing the processing and protection of personal data.
PHC	Pre-Hospital Care	Services supporting retrieval, transport, emergency response, and care continuity before hospital admission.
PPDK	Pusat Pemulihan Dalam Komuniti	Community rehabilitation centre referenced in community partnerships.
PROMs	Patient-Reported Outcome Measures	Tools used to capture patients' own assessment of their health outcomes.
QIP	Quality Improvement Programme	Quality-related initiatives supporting service consistency and improvement.
QR	Quick Response	Refers to QR codes used for access to policies or reporting channels in the governance section.
RMU	Risk Management Unit	The unit coordinating ESG-related risk integration and reporting.
S1 / S2	Sustainability Disclosure Standards S1 and S2	Shorthand references to IFRS S1 and IFRS S2.
SASB	Sustainability Accounting Standards Board	Sector-based sustainability disclosure framework referenced for future reporting alignment, specifically Healthcare Delivery.
SAY	Selangor Youth Community	Community partner referenced in the report's outreach activities.

Term / Acronym	Full Term	Description
SDG / UN SDGs	Sustainable Development Goal / United Nations Sustainable Development Goals	Global goals referenced in the report's sustainability alignment.
SOP / SOPs	Standard Operating Procedure(s)	Documented procedures used to support standardisation, compliance, and consistent operations.
SWC	Sustainability Working Committee	The committee supporting sustainability execution and cross-functional coordination.
tCO₂e	Tonnes of Carbon Dioxide Equivalent	The standard unit used to express greenhouse gas emissions.
TrakCare T2024	TrakCare 2024 Version / Upgrade	The upgraded hospital information system platform referenced in the report (from Intersystems)
UNGC	United Nations Global Compact	Global initiative encouraging businesses to align with principles on human rights, labour, environment, and anti-corruption.
VAP	Ventilator-Associated Pneumonia	A healthcare-associated infection indicator used in patient safety monitoring.
WAAW	World Antimicrobial Awareness Week	Global awareness campaign on antimicrobial resistance.